

● Dr. Pardeep Kumar

MANAGEMENT

Principles and Applications

According to Minimum Uniform Syllabus for B.Com. Prescribed by
NATIONAL EDUCATION POLICY-2020



3rd Edition

Sultan Chand & Sons

Management: Principles and Applications

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SULTAN CHAND & SONS[®]

Educational Publishers

New Delhi

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Educational Publishers

23, Daryaganj, New Delhi-110002

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011-23247051, 40234454 (Office)

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Fax : 011-23266357; Website : www.sultanchandandsons.com

Third Edition: 2023

ISBN: 978-93-91820-60-2 (TC-22)

Price: ₹ 595

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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.

“Good management consists in showing average people how to do the work of superior people.” —

John D. Rockefeller

“Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.” — Steve Jobs

The 21st century has brought with it a new workplace, one in which everyone must adapt to a rapidly changing society with constantly shifting demands and opportunities. The economy has become global and is driven by innovations and technology and organizations have to transform themselves to serve new customer expectations. Today's economy presents challenging opportunities as well as dramatic uncertainty. The new economy has become knowledge based and is performance driven. The management practices, theory and rules have also undergone through radical transformations. The traditional way of managing is changing as the business keeps moving with greater expectation from the customers, introduction of newer technologies, and the way to handle resources. A new world order seems to be emerging in 21st century and in accordance business world is changing fastly. Rapid and diverse transformations in the political dimensions affect the business environment. The nature of management is changing and soft skills are on the rise. The stock of managers with the sharpest social and psychological skills is also on the rise because of today's lean and flat organizational structures. Today's businesses require management skills, building alliances, strategic planning and political skills to survive and stabilize itself in the dynamic environment. Growing market complexities are on the rise and sharpest skills are required to deal with the market forces. Business organization must learn to renew and reshape their culture in the light of the growing complexities of the environment to retain their ability to achieve and sustain the level of performance. In this complex scenario, the application of management theory and practices has to be applied by high degree of creativeness and innovativeness on the part of the manager. To become more responsive to the dynamic environment the manager has to assume new roles and required to use professional services for greater effectiveness. Today's managers are fashioned by experience of business and the realities of the workplace. They grow in status and managerial skills largely got from their encounters with people and problems. Managers must consider factors such as cultural diversity, social responsiveness and ethical and moral obligations to lead their organizations successfully. Change is the new normal; we live in a constantly changing environment and with the emerging world of technology and new ways of doing business, management is constantly facing issues related to these changes. The book provides insights into all issues and explores global business challenges and dynamic management practices that require managerial attention. This book highlights those contemporary challenges and issues in management including Workforce diversity, performance and rewards perceptions, internationalization, digitalization, values and ethics, democracy

and Sociocracy, subaltern management ideas from India. The books provides insights into challenges of 21st century by P.F. Drucker, Factors reshaping and redesigning management purposes. A textbook in a dynamic field such as management must reflect this fact by including the latest concepts and practices.

This streamlined volume covers concepts, principles and applications of management to provide the readers with a solid foundation for understanding the key aspects of management and to familiarize with the management theories and practices. The original purpose of the book “**Management Principles and Applications**” is to deliver a clear and concise presentation of the basic principles and applications of management as relevant today. The text of this book is an attempt to provide comprehensive understanding of the basic concepts and practices of management in all kinds of organization endeavour, as well as its new features keeping its readers informed of the development and changing trends of managements. The book adopts a fresh, novel and flexible approach to the study of management. It has been written in a teach yourself style strictly following a student-friendly approach. There is a logical flow to the sequencing of topic areas and each chapter of the book is self-contained with appropriate cross-referencing to other chapters. Selection and ordering of chapters can be varied to suit the demands of particular courses of study. The book has been written in a simple, concise and comprehensive manner so that the readers get a better idea about this field. This book has been designed to be an effective learning tool. Let’s specifically describe some of the pedagogical features. The text presents managerial concepts and theory related to the fundamentals of planning, leading, organising, and controlling with a strong emphasis on application. The book is written with a minimum of technical terminology and the format is clearly structured in accordance with the syllabus of **B.Com (H) Core Paper (DSC-1.1)** based on Undergraduate Curriculum Framework (UGCF) for University of Delhi. The contents of the book have been specially structured and written for **B.Com. (Hons), Semester Ist Core Paper based on Undergraduate Curriculum Framework (UGCF)** students of University of Delhi. The syllabus and guidelines issued by University of Delhi have been kept at the focus while writing this book. Attention has been focused on the overall plan and sequence of contents between and within chapters for a clearer, more succinct format.

Pedagogical Foundation

The book adopts structured approach in the writing of the chapters that reduces inconsistencies throughout and makes selecting topics to match the course syllabus easier for faculty. Each chapter starts with an illustration how the content of the chapter is vital for understanding managerial applications. Targeted learning outcomes are listed at the beginning of each chapter and then repeated throughout the chapter. The learning outcomes connect to the text and the additional resources that accompany Principles and Applications of Management. After reading each section, students can test their retention by answering the questions. Hundreds of business examples are provided in the book to bring concepts clarity. This book is designed to speak to the typical student. A lot of research have been done about student needs, abilities, experiences, and interests, and then shaped the text around them. The basis of designing the book is to believe that the real applications found throughout every chapter set the standard for readability and understanding of key concepts. A textbook is a pedagogical apparatus, and this book has incorporated a number of features that will enhance student learning and student-teacher interaction. Each chapter contains learning objectives, side-boxes of short cases, summaries of main messages, and questions for discussion.

- (1) Adequate emphasis has been given to conceptual clarity and application of basic concepts to satisfy the five learning outcomes: (i). Describe the various levels of management and applicability

of management principles. (ii). Evaluate a company's competitive landscape as per Porter's Five-force model. (iii). Demonstrate various types of authority, delegation and decentralization in authority (iv). Demonstrate various types of leadership styles and identify the motivation techniques used by leaders. (v). Discuss the impact of emerging issues in management.

- (2) The book is designed in accordance with the course of B.Com (H) aims to familiarize the learner with extant and emerging management theories and practices for reflective and holistic thinking on management principles and practices.
- (3) Understand the evolution of management and apprehend its effect on future managers. Analyse how organizations adapt to an uncertain environment and decipher decision-making techniques managers use to influence and control the internal environment. Comprehend the changes happening in organization structure over time. Analyse the relationship amongst functions of management. Appreciate the changing dynamics of management practice.
- (4) The book illustrates concepts with contemporary examples rather than provide a dry recitation of facts. In addition to the in-text examples, the book has provided several boxed features that provide more extensive examples in areas of importance in today's business environment. Each of the boxed features described below includes a series of critical thinking questions to prompt the student to consider the implications of each business strategy.
- (5) Learning outcomes in the beginning of each chapter to give a bird's eye view of the contents and a practical management in action case study.
- (6) This book contains multiple graphical presentations in every section of every chapter of the book. Think of graphic concept pages as almost like info-graphics for key concepts in each section. The important aspects of this book are the use of diagrams, exhibits, tables, and figures to make the complex topics self-explanatory.
- (7) The examples have been given at appropriate places in the book to make the subject more interesting for the students. The textual matter is liberally interspersed with illustrations taken from the Indian context. Examples provide an additional elaboration of complex theoretical issue and offer the students a wider coverage of practical tools to understand the management as a subject.
- (8) Important questions are given at the end of each chapter for students to test their knowledge and understanding of the topics covered in the chapter. Theory-based text questions enable the readers to analyse, evaluate and predict the prospects for various management concepts and practices.
- (9) The best way to capture student interest is by using a real-world company as the running example in each chapter. The running examples, case studies and practical exercises at the end of each chapter provoke the students to think in a creative manner and find novel solutions.

This text book has been strictly designed in accordance with the new syllabus and contains new features added in New Syllabus of ***Discipline Specific Core (BCH: DSC- 1.1) Management Principles and Applications, B.Com (H) 1st Semester*** The text book presents managerial concepts and theory related to the fundamentals of planning, organising, directing and controlling with a strong emphasis on application. Additional footage have been given on new aspects added in NEP Discipline Specific Core Course: *Coordination mechanisms in organizations, Modern constructions of management, Managerial Competencies, Indian Ethos for Management, Value-Oriented Holistic Management, Learning Lessons from Bhagavad Gita and Ramayana, Organisational Objective Settings, Decision-making Environment, Elements of Business Environment: Micro, Meso, and Macro, Industry structure fn Five Forces Model, Business level strategy, Organizational structure and Organograms – traditional and modern-*

comparative suitability and changes over time, Network, Virtual and Boundaryless organisation, Formal and informal interface, Leadership styles and followership, Kelly's Model of followership, Performing controlling functions, Measures of controlling and accountability for performance, Management challenges of the 21st Century, Factors reshaping and redesigning Management purpose, Performance and Reward Perceptions, Internationalization, Digitalization, Entrepreneurship and Innovation, Values and Ethics- Case Studies on Indian Corporates like Tata, Bhilwara, IOC and Godrej, Management of Workforce Diversity, Democracy and Core Principles of Sociocracy, Subaltern Management ideas from India.

The book is written with a minimum of technical terminology and the format is clearly structured in accordance with the syllabus of University of Delhi. This edition of *Essentials of Management: An International Perspective* integrates theory and practice. While maintaining the global perspective, many examples and cases illustrate the application of concepts and theories to the Indian environment. This book is presented in five Modules covering the various aspects of management and includes large number of illustrations in simplified language. The objective questions are properly classified to facilitate preparation for examination and are given along with solutions. This book is a unique presentation of subject matter in an orderly manner.

This text book “**Management Principles and Applications**” has been specifically designed in accordance with the Syllabi of **B.Com (H) Semester-I (BCH: DSC: 1.1)** of the Commerce Department under Faculty of Commerce & Business Studies based on UGCF. A comprehensive and updated text book on “**Management Principles and Applications**” has been designed by keeping in mind the requirements of the syllabus of **B.Com. (H) Semester 1st BCH: DSC- 1.1; Core Paper Based on Undergraduate Curriculum Framework (UGCF) for University of Delhi**. This book also covers the syllabus of **Generic Elective Paper GE: 3.1, B.Com (H), General Management**. This text book is equally important for professional course. The book is structured in five parts with twenty four chapters.

Unit I: Introduction

Unit II: Planning

Unit III: Organising

Unit IV: Directing and Controlling

Unit V: Salient Developments and Contemporary Issues in Management

The text book covers all the topics included in the new syllabus designed under NEP. This book is designed to enhance student engagement in three innovative ways. The special features of this book relate to the chapter-wise coverage of all aspects which are clearly explained, and no effort has been spared in updating the information. Each chapter begins with an introduction to the topic concerned. The various aspects of each topic are then explained clearly and concisely in different paragraphs. Questions are given at the end of each chapter. Practical exercises are given at the end of each chapter. Written in a simple and easy-to-understandable manner, this book focuses on presenting the concepts and their applications with great clarity. The text is supplemented with real-life case studies and those from simulated environments. This book would essentially meet the requirements of the Students of B.Com (H) Discipline Specific Core Course-I (DSC: BCH-1.1.) **Management Principles and Applications** based on Undergraduate Curriculum Framework (UGCF) for University of Delhi.

I gratefully appreciate the valuable contributions of several people who helped me to make this Edition possible and have been a great source of inspiration and support personally and professionally. I owe a lot to Prof. PROF. AJAY KUMAR SINGH, Head and Dean, Department of Commerce, Delhi School of Economics for enlightening me and always being a source of inspiration. I specially express

my deep gratitude to PROF. R. K. SINGH, Department of commerce, Delhi School of Economics, for their appreciation of my academic pursuits.

I wish to acknowledge the importance of reviews/suggestions/guidance provided by Prof. V. K. Shrotryia, Prof. Kavita Sharma, Prof. Madan Lal, Prof. Niti Bhasin, Prof. Urvashi Sharma, Prof. Amit Kumar Singh, Prof. Ashish Chandra, Prof. H. K. Dangi, Prof. Shital Jhunjhunwala, Prof. Abha Shukla, Prof. Ritu Sapra, and Prof. Sunaina Kanojia for offering valuable suggestions and guidance time to time.

I wish to express my sincere appreciation to the Sultan Chand and Sons Editorial and Production Team for their superb assistance during the production of the book. I also owe a mighty debt of gratitude to Mr. G.D. Chaudhary and the entire team for their tireless work and dedication on this edition. I admit that this book would never have been written without the constant support and encouragement of my family members.

The present revised edition is an outcome of the feedback received from a large number of academicians, scholars, faculty members and students. Suggestions and feedback from the teaching fraternity and the students are earnestly solicited and will be highly appreciated to improve further the quality of this book.

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Syllabus

UNIVERSITY OF DELHI

B.Com (Hons.)

Discipline Specific Core Course-1 (DSC-1)

Management Principles and Applications

Unit 1: Introduction

Meaning and Importance of Management; Coordination Mechanisms in Organisations; Management Theories- Classical, Neo-Classical and Modern constructions of Management; Managerial Functions; Managerial Roles (Mintzberg); Managerial Competencies. Indian Ethos for Management: Value-Oriented Holistic Management; Learning Lessons from *Bhagavat Gita* and *Ramayana*.

Unit 2: Planning

Organisational Objective Setting; Decision-making Environment (certainty, risk, uncertainty); Techniques for Individual and Group Decision-making; Planning *vis-à-vis* Strategy- Meaning and Elements of the Business Firm Environment- Micro, Meso, and Macro; Industry structure, Business-level strategic planning.

Unit 3: Organising

Decentralization and Delegation; Factors Affecting Organisational Design; Departmentalization; Organisational Structures and Organograms: Traditional and Modern, Comparative Suitability and Changes Over Time; Formal-informal Organisations' Interface.

Unit 4: Directing and Controlling

Motivation- meaning, Importance and Factors Affecting Motivation; Leadership- Meaning, Importance and Factors Affecting Leadership, Leadership Styles, and Followership. Controlling- Principles of Controlling; Measures of Controlling and Accountability for Performance.

Unit 5: Salient Developments and Contemporary Issues in Management

Management Challenges of the 21st Century; Factors Reshaping and Redesigning Management Purpose, Performance and Reward Perceptions- Internationalisation, Digitalisation, Entrepreneurship & Innovation, Values & Ethics - Case studies on Indian Corporates like Tata, Bhilwara Group, IOC and Godrej, Workplace diversity, Democracy and Sociocracy, Subaltern management ideas from India.

About the Book

This text book **Management: Principles and Applications** has been specifically designed in accordance with the Syllabi of **B.Com (H) Semester-I (BCH: DSC: 1.1)** of the Commerce Department under Faculty of Commerce & Business Studies based on UGCF. A comprehensive and updated text book on **Management: Principles and Applications** has been designed by keeping in mind the requirements of the syllabus of B.Com. (H) Semester 1st BCH: DSC-1.1; Core Paper Based on Undergraduate Curriculum Framework (UGCF) for University of Delhi. This book also covers the syllabus of **Generic Elective Paper GE: 3.1, B.Com (H), General Management**. This text book is equally important for professional course. The book is structured in five parts with twenty four chapters.

Unit I : Introduction

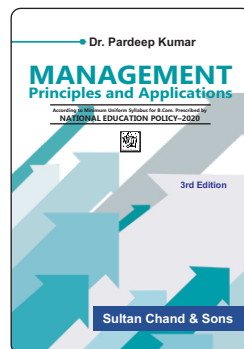
Unit II : Planning

Unit III : Organising

Unit IV : Directing and Controlling

Unit V : Salient Developments and Contemporary Issues in Management

The text book covers all the topics included in the new syllabus designed under NEP. This book is designed to enhance student engagement in three innovative ways. The special features of this book relate to the chapter-wise coverage of all aspects which are clearly explained, and no effort has been spared in updating the information. Each chapter begins with an introduction to the topic concerned. The various aspects of each topic are then explained clearly and concisely in different paragraphs. Questions and Practical exercises are given at the end of each chapter. Written in a simple and easy-to-understandable manner, this book focuses on presenting the concepts and their applications with great clarity. The text is supplemented with real-life case studies and those from simulated environments. This book would essentially meet the requirements of the Students of B.Com (H) Discipline Specific Core Course-I (DSC: BCH-1.1.) Management Principles and Applications based on Undergraduate Curriculum Framework (UGCF) for University of Delhi.



About the Author

Dr. Pardeep Kumar is a Professor in the Department of Commerce at Keshav Mahavidyalaya, University of Delhi. He has been teaching at the undergraduate and post-graduate level courses for the last twenty two years. His areas of interest in teaching and research include Management, Human Resource Management, Marketing, and Organizational Behaviour. He has been actively involved in research and consultancy in the areas of Organizational behaviour and management. He has also presented papers in various National and International Conferences. In addition, he has published multiple research articles in leading National and International Journals. He has authored several professional and text books which have been widely prescribed by various Universities. He currently serves on the editorial board of the "International Journal of Accounting, Finance and Risk Management" and Global Education Society and Development.



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ISBN 978-93-91820-60-2



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