



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



BUSINESS ORGANISATION AND MANAGEMENT

C.B. Gupta



Sultan Chand & Sons

BUSINESS ORGANISATION and MANAGEMENT

According to Minimum Uniform Syllabus for *B.Com., BC: DSC-1.1*
Prescribed by
Under Graduate Curriculum Framework (UGCF)-2022, University of Delhi
Based on
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P

Preface

TO THE EIGHTEENTH EDITION

We have thoroughly revised this book so as to fully meet the requirements of National Education Policy (NEP) 2020 and Undergraduate Curriculum Framework-2022 (UGCF) of University of Delhi.

Following are the key additions in this edition:

- Business Process Reengineering,
- Learning Organisation,
- Six Sigma,
- Supply Chain Management,
- Subaltern Management Ideas from India,
- Indian Ethos for Management,
- Delegation, Centralisation and Decentralisation of Authority, and
- Salient Developments in Management.

Some of the distinguishing features of the book are as follows:

- Chapter Outline to give an overview of topics covered in each chapter.
- Full coverage of the prescribed syllabus.
- Systematic and sequential arrangement of topics as per the revised syllabus.
- Tables, diagrams and real life examples to illustrate the text.
- Lucid and simple language.
- Review Questions at the end of every chapter for self-examination.

This textbook is structured in five units with twenty chapters:

Unit 1: Introduction to Business Organisation Management

Unit 2: Business Environment and Entrepreneurship

Unit 3: Planning and Organising

Unit 4: Directing and Controlling

Unit 5: Indian Ethos and Contemporary Issues in Management

We are sure the revised edition would be very useful for both students and teachers. Suggestions and critical comments for improvement of the book are welcome.

The Editorial Team
Sultan Chand & Sons

B

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L

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 examination. 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 times, 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 subconscious 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.
- 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. Do not 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 judgment.
- As far as possible do not 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

SALIENT FEATURES

- An all-encompassing and self-sufficient textbook for UGCF-2022 based on NEP-2020.
- New topics added such as: Business Process Reengineering, Learning Organisation, Six Sigma, Supply Chain Management, Subaltern Management Ideas from India, Indian Ethos for Management and Delegation, Centralisation and Decentralisation of Authority.
- Chapter Outline to give an overview of topics covered in each chapter.
- Systematic and sequential arrangement of topics as per the revised syllabus.
- Tables, diagrams and real life examples to illustrate the text.
- Lucid and simple language.
- Review Questions at the end of every chapter for self-examination.

ABOUT THE AUTHOR

Dr. Gupta C.B. topped the M.Com. Examination of Delhi University in 1970. Later on he earned his PhD. from the same university. He has been teaching B.Com., M.Com. and MBA courses since 1970.

He is a well established author having published 41 books and 50 research papers to his credit. He is associated with several business schools in the NCR. He is a member of several professional bodies including the All India Management Association.

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Syllabus

UGCF-2022

B.Com.

Business Organisations and Management

Paper – BC: DSC-1.1

Unit 1: Introduction – Role of Organisations and Management in our Lives; Nature and Functions of Management (An Overview); Managerial Competencies, Ownership Forms; Business Formats – Brick & Mortar; Click; Brick & Click; E-Commerce; Franchising; Outsourcing.

Unit 2: Business Environment and Entrepreneurship – Meaning and Layers of Business Environment (Micro/immediate, Meso/intermediate, Macro and International); Business Ethics and Social Responsibility; Entrepreneurship and its Relevance, Business and Social Entrepreneurship as a Process of Opportunity/Problem; Micro, Small and Medium Enterprises; Government Policy regarding MSMEs.

Unit 3: Planning and Organizing – Strategic Planning – Business and Corporate Level Strategies; Decision-making – Process and Techniques; Organizing, Formal and Informal Organisations, Centralisation and Decentralisation, Organisational Structures – Divisional, Product, Matrix, Project and Virtual Organisation.

Unit 4: Directing and Controlling – Motivation – Needs (including Maslow's Theory), Incentives, Equity and Two Factor Theory (Herzberg); McGregor Theory X and Theory Y; Leadership – Leadership Styles, Transactional vs. Transformational Leadership; Followership – Meaning, Importance and Kelley's Followership Model; Communication – New Trends and Directions (Role of IT and Social Media); Controlling – Techniques of Controlling Relationship between Planning and Controlling.

Unit 5: Salient Developments and Contemporary Issues in Management – Business Process Reengineering (BPR), Learning Organisation, Six Sigma, Supply Chain Management, Subaltern Management Ideas from India; Diversity & Inclusion; Work Life Balance; Freelancing; Flexi-time and Work from Home; Co-sharing/Co-working.

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