

**Dr. Pardeep Kumar**

**MANAGEMENT  
PRINCIPLES AND  
APPLICATIONS**

**SULTAN CHAND & SONS**

# MANAGEMENT

## Principles and Applications

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# Preface

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***“Management is all about human beings. Its task is to make people capable of joint performance, to make their strengths effective and their weaknesses irrelevant. This is what organization is all about, and it is the reason that management is the critical determining factor”. Essential Wisdom of Peter Drucker (Harvard Business Review, 2006).***

Management is dynamic in nature. In all types of workplaces, managers must deal with new ways of organizing people. Management has become more about managing people and the social and human skills which reflect ability to work well with other people. 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. 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 21<sup>st</sup> century and in accordance business world is changing fastly. Rapid and diverse transformations in the political dimensions affect the business environment. Research and development, Technological advances, Organizational Innovations, Inventions and newer way of training and doing are the driving forces of change. 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. The book provides insights into all issues and explores global business challenges and dynamic management practices that require managerial attention. 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 familiarise 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 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 book is written with a minimum of technical terminology and the format is clearly structured in accordance with the syllabus of University of Delhi. Attention has been focused on the overall plan and sequence of contents between and within chapters for a clearer, more succinct format.
- Adequate emphasis has been given to conceptual clarity and application of basic concepts to satisfy the five learning outcomes: 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, i.e., planning, organizing, directing and controlling. Appreciate the changing dynamics of management practice.
- 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.
- The important aspects of this book are the use of diagrams, exhibits, tables, and figures to make the complex topics self-explanatory.
- 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.
- 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.
- The case study has been incorporated at the end of each chapter to enable the students to apply the concepts learnt.

This text book covers all major issues in management and contains new features added in CBCS (LOCF) such as *Coordination mechanisms in organizations, Management as an eclectic modern discipline, Modern constructions of management, Management by objectives, Decision-making Environment, Forecasting and scheduling, Industry structure, Business level strategy, and Micro/Meso/Macro environment*. The additional footage of new aspects has been given, i.e., *Organizational structure and Organograms – traditional and modern-comparative suitability and changes over time, Formal and informal interface, Leadership styles and followership, Performing controlling functions, Measures of controlling and accountability for performance, and Salient development and contemporary issues in management*. This textbook has incorporated all the components of the syllabus of Credit Based System. The comprehensive and updated text of the book has been designed by keeping in mind the requirements of the syllabus of **B.Com. (H) CBCS (LOCF) Semester III BCH: 3.3, University of Delhi**. This book meets the requirement of the syllabus of Credit Based System implemented in Delhi University and other Universities in undergraduate Commerce courses. 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. The book is structured in five parts with twenty three chapters:

- Unit I : Introduction
- Unit II : Planning
- Unit III : Organizing
- Unit IV : Directing and Controlling
- Unit V : Salient Developments and Contemporary Issues in Management

I gratefully appreciate the valuable contributions of several people who helped make this edition possible and have been a source of inspiration and support personally and professionally. I owe a lot to Prof. R.K. Singh, Head and Dean, Department of Commerce, Delhi School of Economics for enlightening me and always a source of inspiration. I also owe a great deal to the people at Sultan Chand & Sons who helped to develop this book. I also owe a mighty debt of gratitude to Mr. G.D. Chaudhary (Sales & Marketing) and the entire team for their fine work on this edition. I must conclude that this book would never have been written without the support and encouragement of my family members. Any criticisms or suggestions for further improvement of the book will be gratefully acknowledged and appreciated.

**Dr. Pardeep Kumar**

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This streamlined volume covers the principles, concepts and application of management to provide the readers with a solid foundation for understanding key issues of management. 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) CBCS (LOCF) Semester III BCH: 3.3, University of Delhi. This book meets the requirement of the syllabus of Credit Based System implemented in Delhi Universities and other universities in under graduate Commerce courses. The book is structured in five parts with twenty three chapters. The salient features of this volume are:

- Concepts are explained in a lucid and succinct manner.
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- 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.
- 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.
- The case study has been incorporated at the end of each chapter to enable the students to apply the concepts learnt.



**Dr. Pardeep Kumar** is currently working as an Associate Professor, Department of Commerce, Keshav Mahavidyalaya University of Delhi. He has been teaching at the undergraduate level courses for the last twenty years. His areas of interest in teaching and research include Management, Human Resource Management, Marketing, Organizational Behaviour and Organizational Theory. 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 (GESD)”.



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