

## About the Book

The book in the present edition has been thoroughly revised and restructured. All the chapters have been re-written not only to incorporate new developments in Principles and Practice of Management but also to make the subject-matter more lucid and crisp. Thus, the present edition is vastly improved both in terms of contents and presentation.

## Salient Features

- Most comprehensive coverage of subject-matter with latest development.
- Most authentic presentation of the subject-matter.
- 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 test the assimilation of subject-matter concerned.
- Awareness Developer at the end of each chapter to enable the reader to assess her/his behavioural 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.

Thus, the present edition is ideally suited to MBA/PGDM and other relevant courses.

## About the Author



**Dr LM Prasad** is ex-Professor and Head, Department of Business Management, Purvanchal University, Jaunpur (UP). Prior to that, he taught at South Gujarat University (Surat), Punjab Agricultural University (Ludhiana), Kurukshetra University and Banaras Hindu University. During this period, he completed many research projects, guided many research students, and offered consultancy services to many business organizations. A committed academician and prolific writer, Dr Prasad has written many books, research papers, and developed cases, business games, and role playing exercises. His publications with Sultan Chand &

Sons include:

- Principles and Practice of Management (translated in Hindi also)
- Organizational Behavior
- Human Resource Management
- Strategic Management



**Sultan Chand & Sons**  
Publishers of Standard Educational Textbooks

23 Daryaganj, New Delhi-110002  
Phones (S) : 011-23281876, 23266105, 41625022  
(O) : 011-23247051, 40234454  
Email : sultanchand74@yahoo.com  
info@sultanchandsons.com



TC-209

ISBN 978-93-5161-181-3  
  
9 789351 611813



**Principles and Practice  
of Management**

**L.M. PRASAD**



# Principles and Practice of Management

**L.M. PRASAD**



Scan to Preview

**SULTAN CHAND & SONS**

2330



**COLLEGE OF AVIAN SCIENCES & MANAGEMENT  
KVASU CAMPUS, THIRUVAZHAMKUNNU**

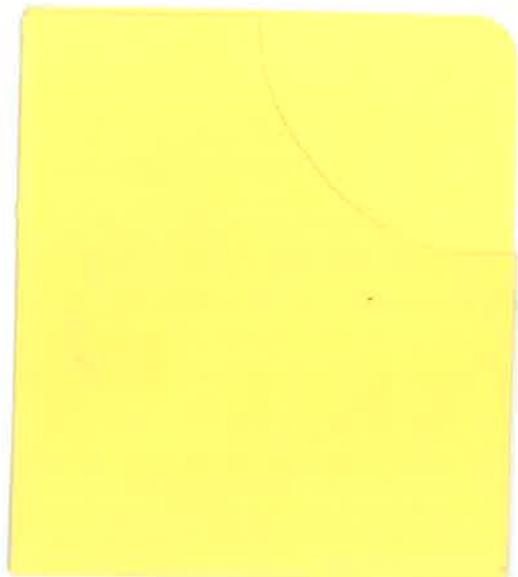
Acc. No. 2330

Call No. ....

This book should be returned on or before the  
date last given below.

ce

ent



SULTAN  
1950 • DEDICATED  
SULTAN

**SULTAN CHAND & SONS**

*Educational Publishers*  
New Delhi

## SULTAN CHAND & SONS®

### Educational Publishers

23, Daryaganj, New Delhi-110 002

Phones : 011-23281876, 23266105, 41625022 (*Showroom & Shop*)

011-23247051, 40234454 (*Office*)

E-mail : sultanchand74@yahoo.com; info@sultanchandsons.com

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

**ISBN** : 978-93-5161-181-3 (TC 209)

**Price** : ₹ 550.00

First Edition : 1979

Tenth Edition : 2020

Reprint : 2021, 2022, 2023, 2024

#### EVERY GENUINE COPY OF THIS BOOK HAS A HOLOGRAM



In our endeavour to protect you against counterfeit/fake books, we have pasted a copper hologram over the cover of this book. The hologram displays the full visual image, unique 3D multi-level, multi-colour effects of our logo from different angles when tilted or properly illuminated under a single light source, such as 3D depth effect, kinetic effect, pearl effect, gradient effect, trailing effect, emboss effect, glitter effect, randomly sparkling tiny dots, micro text, laser numbering, etc.

A fake hologram does not display all these effects.

Always ask the bookseller to put his stamp on the first page of this book.

**All Rights Reserved:** No part of this book, including its style and presentation, may be reproduced, stored in a retrieval system, or transmitted in any form or by any means – electronic, mechanical, photocopying, recording or otherwise without the prior written consent of the Publishers. Exclusive publication, promotion and distribution rights reserved with the Publishers.

**Warning:** The doing of an unauthorised act in relation to a copyright work may result in both civil claim for damages and criminal prosecution.

**Special Note:** Photocopy or Xeroxing of educational books without the written permission of Publishers is illegal and against Copyright Act. Buying and Selling of pirated books is a criminal offence. Publication of key to this is strictly prohibited.

**General:** While every effort has been made to present authentic information and avoid errors, the author and the publishers are not responsible for the consequences of any action taken on the basis of this book.

**Limits of Liability/Disclaimer of Warranty:** The publisher and the author make no representation or warranties with respect to the accuracy or completeness of the contents of this work and specifically disclaim all warranties, including without limitation warranties of fitness for a particular purpose. No warranty may be created or extended by sales or promotional materials. The advice and strategies contained herein may not be suitable for every situation. This work is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If professional assistance is required, the services of a competent professional person should be sought. Neither the publisher nor the author shall be liable for damage arising herefrom.

**Disclaimer:** The publisher have taken all care to ensure highest standard of quality as regards typesetting, proof-reading, accuracy of textual material, printing and binding. However, they accept no responsibility for any loss occasioned as a result of any misprint or mistake found in this publication.

**Author's Acknowledgement:** The writing of a book 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 corrections in the subsequent edition, as and when it is known.

## Preface

The demand for professionally qualified managers in India is increasing day-by-day because of rapid industrialization and growing competition. To achieve professional competence, managers, both present and prospective, are required to be fully equipped with management principles and how these principles can be put in practice. Since the days of rote learning which puts emphasis only on conceptual aspect are over, students of management require a text book which presents both management principles and their applications in actual organizational situations. The present text makes an attempt in this direction.

The efforts in this book have been aimed at articulating and systematizing the conceptual core of management. More particularly, these efforts have been directed to the following aspects: *First*, emphasis has been put on contemporary developments in management without neglecting the older contributions that have proved their worth over the years. *Second*, emphasis has been put on those topics of management which are believed to be rich in their applications for managers and their organizations, both at present and in future. *Third*, the book incorporates the latest management practices in Indian context so that the readers can appreciate how Indian companies are applying various concepts developed in the field.

### Organization of the Text

The book follows the management process approach for presenting textual materials. Based on this approach, the book contains seven parts: Out of these, the first part deals with conceptual framework of management and subsequent five parts deal with planning, organizing, staffing, directing, and controlling. The seventh part deals with management practices of prominent countries and business leaders. Besides these parts, there are two appendixes: the first dealing with learning through cases and second dealing with method of scoring and score interpretation of awareness developer given in each chapter.

### Changes in the present Edition

The book in its tenth edition has been thoroughly restructured and revised. All the chapters of the present edition have been re-written not only to incorporate the latest developments in management but also to make presentation of subject-matter more lucid and crisp. Chapter 3 of the previous edition (*Managers and Environment*) has been named as *Management Challenges and Opportunities* in the present edition so that proper focus is put on these issues. Thus, the present edition is ideally suited to management students as well as management practitioners, particularly those who have not gone through formal management education.

### Acknowledgements

The subject-matter of the book has been adapted from various Indian and foreign books, journals, and websites. However, the emphasis has been put on Indian management practices. I feel indebted to all those writers and researchers whose thoughts and theories have been helpful in bringing out this edition. It is difficult to mention all these names in an exclusive manner. However, the prominent ones have been recognized in the form of references at appropriate places. I am thankful to numerous readers of the previous editions of the book who have favoured me with their valuable suggestions from time to time. An attempt has been made to incorporate these suggestions to the maximum possible extent in the present edition. I am sure that the readers of this edition will provide their feedback which will always be appreciated and acknowledged.

L.M. Prasad

## Brief Contents

	Pages	Tables	Figures	Multiple Choice Ques.	Short Answer Ques.	Application Ques.	Awareness Developer
<b>Part I – Conceptual Framework of Management</b>							
1. Introduction to Management	3	3	7	8	5	13	1
2. Development of Management Thought	33	3	2	5	5	12	8
3. Management Challenges and Opportunities	69	2	3	4	4	10	4
4. Social Responsibility and Ethics	95	–	2	5	4	9	10
<b>Part II – Planning</b>							
5. Fundamentals of Planning	119	2	4	9	6	15	10
6. Organizational Plans	145	–	6	9	6	12	10
7. Decision Making	175	2	3	4	4	11	10
<b>Part III – Organizing</b>							
8. Fundamentals of Organizing	201	1	3	10	7	18	6
9. Power and Authority	237	1	6	8	4	15	8
10. Conflict and Coordination	269	–	1	5	4	8	6
11. Organizational Change	285	–	3	5	4	9	8
<b>Part IV – Staffing</b>							
12. Fundamentals of Staffing	305	–	1	5	3	9	10
13. Employee Development and Performance Appraisal	323	2	–	7	4	10	7
<b>Part V – Directing</b>							
14. Fundamentals of Staffing	347	2	1	5	3	11	8
15. Motivation	367	3	2	7	5	19	10
16. Leadership	399	5	7	6	4	17	15
17. Communication	427	1	3	6	6	7	21

*Brief Contents*

	Pages	Tables	Figures	Multiple Choice Ques.	Short Answer Ques.	Application Ques.	Awareness Developer
<b>Part VI – Controlling</b>							
18. Fundamentals of Controlling	453	3	4	5	4	10	8
19. Control Techniques	473	1	3	7	4	13	6
<b>Part VII – Management Practices</b>							
20. Management Practices of Prominent Countries and Business Leaders	503	2	5	-	-	6	-
Appendices	519						
Glossary	524						
Subject Index	533						
<b>Total</b>	<b>584</b>	<b>32</b>	<b>66</b>	<b>120</b>	<b>86</b>	<b>234</b>	<b>165</b>

# Contents

<b>1. Introduction to Management .....</b>	<b>3</b>
Growth Story of GCMF .....	3
Concept of Management .....	4
Management Versus Administration .....	8
Nature of Management .....	10
Management as Science and Art .....	11
Management as a Profession .....	12
What Managers Do? .....	14
Management Functions .....	15
Management Roles .....	16
Management Responsibilities .....	19
Levels of Management .....	19
Effective Management .....	22
Management Skills .....	24
Characteristics of Quality Managers .....	26
Universality of Management .....	27
Questions .....	29
Awareness Developer .....	31
Assess Your Managerial Skills .....	31
Case: Bharat Engineering Works Limited .....	31
References and Notes .....	32
<b>2. Development of Management Thought .....</b>	<b>33</b>
Management Principles of Wipro Limited .....	33
Evolution of Management Thought .....	34
Classical Approaches .....	35
Early Contributions .....	35
Taylor's Scientific Management .....	36
Fayol's Administrative Management .....	39
Bureaucracy .....	44
Neoclassical Approaches .....	45
Human Relations Approach .....	46
Social Systems Approach .....	47
Decision Theory Approach .....	48
Behavioural Approach .....	50
Contemporary Approaches to Management .....	51
Quantitative Approach .....	51
Systems Approach .....	52
Contingency Approach .....	58
Contributions of Michael Porter .....	60
Contributions of C K Prahalad .....	61
Applying Management Theory In Practice .....	61
Questions .....	64
Awareness Developer .....	65
Assess Your Human Behaviour Approach .....	65
Case: Farm Equipment Limited .....	66
References and Notes .....	66

## Contents

<b>3. Management Challenges and Opportunities .....</b>	<b>69</b>
Perception of Environment By Hindustan Unilever Limited .....	69
Pre-liberalization Era .....	69
Post-liberalization Era .....	70
Impact of Environment .....	72
Challenges for Managers In Twenty-first Century .....	73
Responding to Globalization .....	75
Integrating Mergers and Acquisitions .....	77
Managing Workforce Diversity .....	77
Improving Product Quality .....	77
Improving Customer Service .....	78
Working In Networked Organization .....	78
Improving People Skills .....	78
Enhancing Employee Well-being at Workplace .....	79
Modern Management Techniques .....	79
Total Quality Management .....	80
Benchmarking .....	82
Business Process Reengineering .....	82
Business Outsourcing .....	83
Knowledge Management .....	83
E-business .....	85
Approaches to Meet Environmental Challenges .....	90
Questions .....	91
Awareness Developer .....	92
Assess Effectiveness of Your Global Business Environmental Analysis .....	92
Case: Consumer Products India Limited .....	92
References and Notes .....	93
<b>4. Social Responsibility and Ethics .....</b>	<b>95</b>
Satyam Computer Fraud .....	95
Social Responsibility of Business .....	96
Why Social Responsibility of Business? .....	97
Social Responsibility Towards Various Interest Groups .....	99
Making Social Responsibility Operational .....	101
Approaches for Measuring Social Performance .....	102
Social Audit .....	103
Operation of Social Responsibility in India .....	105
Business Ethics .....	106
Ethical Dilemma .....	109
Corporate Governance .....	111
Questions .....	113
Awareness Developer .....	114
Assess Your Approach to Social Responsibility .....	114
Case: Lifebuoy Swasthya Chetna .....	115
References and Notes .....	116
<b>5. Fundamentals of Planning .....</b>	<b>119</b>
BOC India Limited .....	119
Concept of Planning .....	120
Types of Planning .....	125
Corporate Planning and Functional Planning .....	125
Strategic Planning and Operational Planning .....	126
Long-term Planning and Short-term Planning .....	127
Approaches to Planning .....	128
Planning Premises .....	128
Types of Planning Premises .....	129
Making Premising Effective .....	130
Strategic Considerations In Planning .....	131

## Contents

<b>Barriers to Effective Planning .....</b>	<b>132</b>
Making Planning Effective .....	134
Planning In Indian Organizations .....	136
Business Forecasting .....	137
Questions .....	141
Awareness Developer .....	142
Assess Effectiveness of Your Developing External Planning Premises .....	142
Case: Balsara Hygiene Products Limited .....	142
References and Notes .....	143
<b>6. Organizational Plans .....</b>	<b>145</b>
Management By Objectives at Glaxosmithkline .....	145
Types of Plans .....	146
Objective .....	146
Role of Objectives .....	148
Objective Setting .....	148
Management by Objectives .....	151
Strategy .....	156
Types of Strategies .....	157
Policy .....	164
Types of Policies .....	166
Policy Making .....	167
Procedure, Method, and Rule .....	168
Procedure .....	169
Method .....	169
Rule .....	169
Programme and Budget .....	170
Programme .....	170
Budget .....	171
Questions .....	171
Awareness Developer .....	172
Assess Effectiveness of Your Strategic Decision Making .....	172
Case: Kavery Limited .....	173
References and Notes .....	173
<b>7. Decision Making .....</b>	<b>175</b>
Choice of a Business .....	175
Concept of Decision and Decision Making .....	176
Types of Decisions .....	177
Decision-making Process .....	179
Effective Decision .....	180
Individual Versus Group Decision Making .....	182
Rationality In Decision Making .....	184
Decision-making Conditions .....	186
Approaches for Decision Making .....	189
Routine Approach .....	189
Scientific Approach .....	189
Quantitative Approach .....	189
Creative Approach .....	190
Techniques of Decision Making .....	190
Non-quantitative Techniques of Decision Making .....	191
Quantitative Techniques of Decision Making .....	192
Decision Tree .....	193
Questions .....	196
Awareness Developer .....	197
Assess Your Decision-making Behaviour .....	197
Case: Paramount Enterprises Limited .....	197
References and Notes .....	198

<b>8. Fundamentals of Organizing .....</b>	<b>201</b>
Organization Structure of Hindustan Unilever Limited .....	201
Concept of Organizing.....	202
Organization Structure.....	203
Formal and Informal Organizations .....	205
Design of Organization Structure .....	210
Factors Affecting Organization Structure .....	210
Features of a Good Organization Structure .....	214
Departmentation .....	215
Span of Management .....	218
Forms of Organization Structure .....	220
Functional Organization Structure .....	220
Divisional Organization Structure .....	221
Matrix Organization Structure .....	223
Team-based Organization .....	225
Committee .....	228
Task Force .....	230
Free-form Organization .....	231
Questions .....	233
Awareness Developer .....	235
Assess Your Likelihood of Being An Effective Team Member .....	235
Case: StyloTex Limited .....	235
References and Notes .....	236
<b>9. Power and Authority .....</b>	<b>237</b>
Prashant Hosiery Private Limited .....	237
Concept of Power .....	238
Bases of Power .....	239
Authority .....	241
Responsibility .....	242
Accountability .....	242
Delegation of Authority .....	242
Blocks to Effective Delegation .....	243
Measures for Effective Delegation .....	245
Centralization and Decentralization .....	246
Empowerment .....	251
Authority Relationship .....	253
Line and Staff Authority .....	253
Line and Staff Conflict .....	257
Overcoming Line-staff Conflict .....	258
Service Department .....	260
Depiction of Authority Relationships .....	260
Organization Chart .....	261
Organization Manual .....	264
Questions .....	265
Awareness Developer .....	265
Assess Your Authority Delegation Skill .....	266
Case: the Assistant Business Manager .....	267
References and Notes .....	267
<b>10. Conflict and Coordination .....</b>	<b>268</b>
Case: Zeal Electricals Private Limited .....	268
Concept of Conflict .....	269
Interpersonal Conflict .....	269
Reasons for Interpersonal Conflict .....	270
Intergroup Conflict .....	271
Conflict Resolution .....	272

Coordination .....	273
Types of Coordination .....	276
Techniques of Effective Coordination .....	277
Essentials of Effective Coordination .....	278
Principles of Coordination .....	279
Questions .....	281
Awareness Developer .....	281
Assess Your Bargaining Effectiveness .....	281
Case: Sheetal Textiles Limited .....	282
References and Notes .....	283
<b>11. Organizational Change .....</b>	<b>284</b>
Organizational Change Management at Infosys Limited .....	284
Nature of Organizational Change .....	285
Factors Necessitating Organizational Change .....	286
Planned Change .....	287
Process of Planned Change .....	289
Human Response to Change .....	292
Resistance to Change .....	292
Overcoming Resistance to Change .....	294
Change Agents .....	296
Role of Change Agents .....	296
Change Through Organization Development .....	297
Questions .....	298
Awareness Developer .....	299
Assess Your Propensity to Accept/Resist Change .....	299
CASE: MR. KAMAL NAYAN .....	299
References and Notes .....	300
<b>12. Fundamentals of Staffing .....</b>	<b>301</b>
Human Resource Planning in Hindustan Unilever Limited .....	301
Concept of Staffing .....	302
Human Resource Planning .....	305
Job Analysis .....	306
Job Description .....	306
Job Specification .....	306
Recruitment and Selection .....	307
Recruitment .....	307
Selection .....	310
Selection Tests .....	312
Placement and Orientation .....	314
Questions .....	315
Awareness Developer .....	316
Assess Your Skill for Preparing Job Specification .....	316
Case: Supreme Engineering Limited .....	317
References and Notes .....	318
<b>13. Employee Development and Performance Appraisal .....</b>	<b>323</b>
Training and Development at Tat Steel Limited .....	325
Career Development .....	324
Training and Development .....	326
Training Methods .....	329
Evaluation of Training Effectiveness .....	332
Self-Development .....	333
Learning Organization .....	334
Performance Appraisal .....	335
Methods of Performance Appraisal .....	335
Barriers To Effective Performance Appraisal .....	339

<b>18. Fundamentals of Controlling .....</b>	<b>453</b>
Control System at Kavery Publications .....	453
Concept of Controlling .....	455
Types of Control .....	459
Control Areas .....	461
Management By Exception .....	462
Design of Effective Control System .....	464
Essentials of Effective Control System .....	465
Information Systems .....	466
Types of Information Systems .....	467
Behavioural Implications of Control .....	469
Questions .....	471
Awareness Developer: Assess Your Skill for Designing a Control System .....	472
Case: Milk Products Limited .....	472
References and Notes .....	473
<b>19. Control Techniques .....</b>	<b>473</b>
Budgetary Control in Baroda Rayon Corporation Limited .....	473
Control Techniques at Operations Level .....	475
Budgetary Control .....	475
Control Through Costing .....	479
Break-Even Analysis .....	480
Responsibility Accounting .....	481
Internal Audit .....	483
Quality Control .....	483
Quality Control Through Quality Circle .....	485
Inventory Control .....	487
Time-Event Network Analysis .....	490
Pert/Cpm .....	491
Overall Control Techniques .....	493
Financial Ratio Analysis .....	493
Value Added .....	495
External Audit .....	495
Management Audit .....	496
Human Resource Accounting .....	499
Questions .....	500
Awareness Developer: Assess Your Approach Towards Quality .....	500
Case: Alpha Limited .....	500
References and Notes .....	500
<b>20. Management Practices of Prominent Countries and Business Leaders .....</b>	<b>503</b>
Management Practices of USA, Japan, and China .....	503
US Culture .....	503
Japanese Culture .....	504
Chinese Culture .....	504
Z-Culture of American Companies .....	506
Management Practices of Prominent Business Leaders .....	507
Management Practices of Dhirubhai Ambani .....	507
Management Practices of Ratan Tata .....	509
Management Practices of Narayana Murthy .....	511
Management Practices of Azim Premji .....	512
Management Practices of Steve Jobs .....	513
Management Practices of Bill Gates .....	515
Questions .....	517
Discussion/Application Questions .....	517
References and Notes .....	517
Appendices .....	521
Glossary .....	526
Subject Index .....	535

## Organizational Behaviour

L.M. Prasad

### About the Book

The book in the present edition has been thoroughly revised and restructured. All the chapters have been re-written not only to incorporate new developments in Organizational Behaviour but also to make the subject-matter more lucid and crisp. Thus, the present edition is vastly improved both in terms of contents and presentation.

### Salient Features

- Most comprehensive coverage of subject-matter with latest development.
- Most authentic presentation of the subject-matter.
- Subject-matter presented in simple and lucid style with suitable Figures, Tables and Exhibits.
- Proper blend of theory and practice.
- An opening case of organizational behaviour so that the concerned concepts can be related to practices easily.
- Multiple choice questions, short answer questions, discussion/application questions at the end of each chapter to test the assimilation of subject-matter concerned.
- Awareness Developer at the end of each chapter to enable the reader to assess her/his behavioural pattern.
- Case 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.

Thus, the present edition is ideally suited to MBA/PGDM and other relevant courses.

### Contents

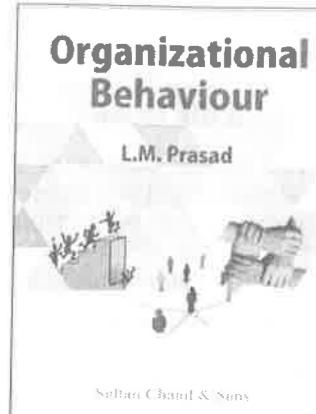
**Part I: Conceptual Framework for Organizational Behaviour** – Introduction to Organizational Behaviour.

**Part II: Foundations of Individual Behaviour** – Nature of Human Behaviour • Personality • Perception • Learning • Attitudes and Values • Emotional Intelligence • Motivation: Concepts and Theories • Motivation: Applications • Individual Decision Making.

**Part III: Foundations of Group Behaviour** – Interpersonal Behaviour • Group Dynamics • Work Teams • Power and Politics • Leadership • Communication • Conflict Management.

**Part IV: Organization Systems** – Design of Organization Structure • Organizational Culture • Organizational Change and Stress Management.

Appendix 1 • Appendix 2 • Glossary • Index.



## Subject Index

---

**A**ccountability, 242  
Apprenticeship, 300  
Authority, 241  
Authority relationship, 253

**B**ehavioural approach of management, 50  
Benchmarking, 80  
Boundaryless organization, 232  
Bounded rationality, 185  
Break-even analysis, 477  
Budget, 171  
Budgetary control, 472  
Bureaucracy, 44  
Business ethics, 106  
Business outsourcing, 82  
Business process reengineering, 82  
Business outsourcing, 82

**C**areer development, 322  
Career paths, 326  
Career stages, 322  
Career strategy, 326  
Centralization, 246  
Change agents, 298  
Charismatic leadership, 416  
Classical approaches of management, 35  
Closed system, 54  
Committee, 228  
Communication, 426  
Conflict, 269  
Conflict resolution, 272  
Contemporary approaches to management, 51  
Contingency approach of management, 58  
Controlling, 452  
Coordination, 273  
Corporate governance, 111  
Corporate planning, 125  
Creativity, 190

**D**ecentralization, 246  
Decision, 176  
Decision making, 176  
Decision making approaches, 189

Decision making conditions, 186  
Decision making process, 179  
Decision theory approach, 48  
Decision tree, 193  
Delegation of authority, 242  
Departmentation, 215  
Directing, 348  
Divisional organization structure, 221

**E**-business, 85  
Effective decision, 180  
Empowerment, 251  
Environmental challenges, 90  
Environmental complexity, 71  
Environmental variability, 71  
Ethical dilemma, 109

**F**ayol's administrative management, 39  
Field of forces, 294  
Forecasting, 137  
Formal organisation, 205  
Free-form organization, 231  
Functional planning, 126  
Functional foremanship, 37  
Functional organization structure, 220

**G**antt chart, 487  
Globalization, 73  
Global managerial competencies, 75  
Groupthink, 184

**H**awthorne experiments, 46  
Human relations approach, 46  
Human resource accounting, 493  
Human resource planning, 309

**I**nformal organization, 205  
Information systems, 463  
Innovation, 190

**J**ob analysis, 310

Job description, 310  
Job specification, 310

**K**nowledge management, 83

**L**eadership, 398  
Leadership styles, 403  
Leadership theories, 399  
Learning organization, 232  
Line authority, 253  
Line and staff conflict, 257

**M**anagement  
and administration, 8  
concept of, 4  
features of, 5  
levels of, 19  
nature of, 10  
scope of, 7  
Management by exception, 459  
Management by objectives, 151  
Management functions, 15  
Management levels, 19  
Management responsibilities, 19  
Management roles, 16  
Management skills, 24  
Management thought, 34  
McKinsey 7-S framework, 22  
Matrix organization structure, 223  
Mechanistic system, 210  
Method, 169  
Milestone budgeting, 487  
Motivation, 367

**N**eoclassical approaches of management, 45

**O**bjective, 146  
Objective setting, 148  
Open system, 53  
Operational planning, 126  
Organic system, 211  
Organizational entrepreneurship, 287  
Organizational reengineering, 288  
Organization chart, 260  
Organization development, 299  
Organization manual, 261  
Organization structure, 203  
Organizational change, 287  
Organizing, 202  
Orientation, 318

**P**erformance appraisal, 333  
Planned change, 289  
Planning, 120

Planning premises, 128  
Policy, 164  
Policy making, 167  
Power, 238  
Power bases, 239  
Proactive planning approach, 128  
Problem solving, 176  
Procedure, 169  
Programme, 170

**Q**uantitative approach of management, 51  
Quality circle, 482

**R**ationality in decision making, 184  
Recruitment, 311  
Resistance to change, 294  
Responsibility, 242  
Responsibility accounting, 479  
Rule, 169

**S**calar chain, 41  
Scientific management, 36  
Selection test, 316  
Self-development, 331  
Social audit, 103  
Social responsibility, 96  
Social systems approach, 47  
Span of management, 218  
Staff authority, 253  
Staffing, 205  
Strategic decision, 178  
Strategic management, 160  
Strategic planning, 126  
Strategies for global business, 158  
Strategy, 156  
Subsystem, 54  
Systems approach of management, 52

**T**tactical decision, 178  
Task force, 230  
Team, 226  
Team-based organization, 225  
Total quality management, 79  
Training and development, 324  
Training methods, 327  
Transactional analysis, 301  
Transformational leadership, 418

**U**niversality of management, 27

**V**irtual organization, 231  
Visionary leadership, 418

