

PAGE

Preface *I-5*

Chapter heads *I-7*

CHAPTER 1

MANAGEMENT CONCEPT AND NATURE

1.1	Management	*1*
1.2	Features of Management	*2*
1.3	Importance of Management	*2*
1.4	Aspects of Management	*3*
1.5	Nature of Management	*5*
1.6	Professionalisation of Management	*7*
1.7	Justification of Professionalisation	*8*
1.8	Management and Administration	*9*
1.9	Levels of Management	*9*
1.10	Managerial Skills	*12*
1.11	Management Process	*12*
1.12	Management Functions	*14*
1.13	Role of Managers	*16*
1.14	Managerial Effectiveness (Excellence in Management)	*18*
1.15	Excellence in Management	*19*
1.16	Functional Areas of Management	*20*
	Questions	*22*

PAGE

CHAPTER 2

EVOLUTION OF MANAGEMENT THOUGHT

2.1	Introduction	*25*
2.2	Management Theories	*26*
2.3	Pre-Scientific Management Theories	*26*
2.4	Classical Theory	*27*
2.5	Behavioural Theory	*38*
2.6	Modern Management Theory	*43*
	Questions	*51*

CHAPTER 3

CONTEMPORARY MANAGEMENT THEORIES

3.1	Theory of Peter F. Drucker (1909-2005)	*54*
3.2	Theory of Michael Porter (Born on May 23, 1947)	*56*
3.3	Theory of Tom Peters (Born on November 7, 1942)	*60*
3.4	Theory of Michael Hammer (1948-2008)	*61*
3.5	Theory of Peter Senge (Born in 1947)	*62*
3.6	Theory of C.K. Prahlad (1941-2010)	*64*
3.7	Theory of Mary Parker Follett (1868-1933)	*66*
3.8	Theory of Chester I. Barnard (1886-1961)	*67*
3.9	Theory of Mcgregor (1906-1964)	*69*
3.10	Theory of Frank Gilbreth (1868-1924)	*70*
3.11	Theory of Rensis Likert (1903-1981)	*71*
3.12	Theory of Herbert Simon (1916-2001)	*72*
3.13	Mckinsey's 7-S Approach for Management Analysis	*73*
	Questions	*74*

CHAPTER 4

MANAGEMENT BY OBJECTIVES

4.1	Meaning of MBO	*75*
4.2	Components of MBO	*77*
4.3	Nature of MBO	*77*
4.4	Objectives of MBO	*78*
4.5	Need for Management by Objectives	*78*
4.6	Process of MBO	*79*

PAGE

4.7 Merits of Management by Objectives *80*
4.8 Limitations of MBO *81*
4.9 Effective MBO *82*
Questions *83*

CHAPTER 5

BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

5.1 Ethics *86*
5.2 Features of Business Ethics *87*
5.3 Need for Business Ethics *87*
5.4 Guidelines for Ethical Behaviour *87*
5.5 Ethical Activities *88*
5.6 Types of Management Ethics *88*
5.7 Approaches to Management Ethics *88*
5.8 Corporate Social Responsibility *90*
5.9 Nature of Corporate Social Responsibility *91*
5.10 Levels of Social Responsibility *92*
5.11 Historical Perspectives of Social Responsibility *93*
5.12 Philosophical Perspectives of Social Responsibility *93*
5.13 Principles of Corporate Social Responsibility *93*
5.14 Arguments for and Against Corporate Social Responsibility (CSR) *94*
5.15 Dimensions of CSR *96*
5.16 Social Responsiveness and Social Audit *97*
5.17 CSR and Companies Act *99*
Questions *100*

CHAPTER 6

MANAGEMENT MODELS IN THE SOCIO-POLITICAL ENVIRONMENT

6.1 Introduction *103*
6.2 Management Challenges for the 21st Century *103*
6.3 Business and the New World *104*
6.4 Models of Management in the Current Environment *105*
6.5 Spirituality in Organisations *108*
6.6 Spiritual Leadership *110*
6.7 Spirituality at Work *111*

PAGE

6.8 Components of Spirituality *112*
6.9 Benefits of Spirituality at Workplace *112*
6.10 Ways to Encourage Spirituality at the Workplace *112*
Questions *113*

CHAPTER 7

PERSPECTIVES OF MANAGEMENT

7.1 Introduction *114*
7.2 Emerging Horizons of Management in Changing Environment *115*
7.3 Modern Management Theories and Alternative Thought System *121*
Questions *123*

CHAPTER 8

FUNDAMENTALS OF PLANNING

8.1 Meaning *124*
8.2 Features of Planning *125*
8.3 Importance/Objectives of Planning *126*
8.4 Limitations of Planning *127*
8.5 Ways to Overcome Limitations *128*
8.6 Process of Planning *129*
8.7 Features of a Good Plan *130*
8.8 Planning Premises *131*
8.9 Process of Planning Premises *131*
8.10 Types of Planning Premises *133*
8.11 Business Forecasting *134*
8.12 Forecasting and Planning *134*
Questions *139*

CHAPTER 9

GOALS AND PLANS

9.1 Mission and Purpose *141*
9.2 Purpose of Mission *142*
9.3 Components of Mission Statement *142*
9.4 Features of Mission Statement *142*
9.5 Objectives *143*

PAGE

9.6 Importance of Objectives *144*
9.7 Hierarchy of Objectives *144*
9.8 Goal Succession *145*
9.9 Goal Displacement *146*
9.10 Problems in Setting Objectives and Ways to Overcome the Problems *146*
9.11 Objective Setting - Moving from General to Specific Objectives *147*
9.12 Forces Affecting Organisational Goals *147*
9.13 Organisational vs. Individual goals *148*
9.14 Goals and Plans/Types of Plans *148*
9.15 Classification Based on Levels *149*
9.16 Classification Based on Use *150*
9.17 Classification Based on Time *156*
9.18 Classification Based on Functional Areas *157*
Questions *158*

CHAPTER 10

DECISION MAKING

10.1 Meaning of Decision-Making *163*
10.2 Features of Decision-Making *163*
10.3 Process of Decision-Making *163*
10.4 Types of Decisions *166*
10.5 Approaches to Decision-Making *167*
10.6 Decision-Making Environment *168*
10.7 Techniques of Decision-Making *171*
10.8 Models of Decision-Making *177*
10.9 Creativity in Decision-Making *179*
Questions *181*

CHAPTER 11

ORGANISING

11.1 Meaning of Organisation *184*
11.2 Nature of Organisation *185*
11.3 Process of Organising *185*
11.4 Importance of Organising *186*
11.5 Span of Management *187*

PAGE

11.6 Principles of Organising *191*
11.7 Formal organisation *192*
11.8 Informal Organisation *193*
11.9 Formal and Informal Organisations *195*
11.10 Integration of Formal and Informal Organisations *196*
Questions *196*

CHAPTER 12

GROUP DYNAMICS

12.1 Meaning of Group *199*
12.2 Features of Group *200*
12.3 Types of Groups *201*
12.4 Reasons For Joining Informal Groups *203*
12.5 Positive Aspects of Group Influence *205*
12.6 Negative Aspects of Group Influence *206*
12.7 Management of Informal Groups *206*
12.8 Stages in Group Development *206*
12.9 Group Processes and Functions *208*
12.10 Factors Affecting Group Processes and Functions *210*
12.11 Group Behaviour *210*
12.12 Group Roles *211*
12.13 Group Cohesiveness *213*
12.14 Features of Group Cohesiveness *213*
12.15 Merits of Group Cohesiveness *214*
12.16 Factors That Increase Cohesiveness *214*
12.17 Factors That Decrease Cohesiveness *215*
12.18 Group Cohesiveness and Productivity *215*
12.19 Relationship between Cohesiveness, Performance Norms and Productivity *216*
12.20 Group Decision-Making *216*
12.21 Techniques of Group Decision-Making *218*
Questions *219*

CHAPTER 13

WORK TEAMS

13.1 Introduction *221*

PAGE

13.2 Group *222*
13.3 Team *222*
13.4 Features of a Team *222*
13.5 Merits of Team *222*
13.6 Group-Focused Vs. Team-Focused Organisations *223*
13.7 From Group to Teams *223*
13.8 Similarities Between Groups and Teams *224*
13.9 Differences Between Groups and Teams *224*
13.10 Types of Teams *225*
13.11 Team Building *227*
13.12 Effective Teams *227*
Questions *228*

CHAPTER 14

ORGANISATION STRUCTURE

14.1 Organisation Structure *230*
14.2 Elements of Organisation Structure *230*
14.3 Mechanistic and Organic Structures *231*
14.4 Factors Affecting Organisation Structure *232*
14.5 Organisation Formats/Theories *234*
Questions *252*

CHAPTER 15

AUTHORITY RESPONSIBILITY RELATIONSHIPS

15.1 Meaning of Authority *254*
15.2 Features of Authority *255*
15.3 Sources of Authority *255*
15.4 Types of Authority *258*
15.5 Limitations of Authority *259*
15.6 Power *260*
15.7 Nature of Power *261*
15.8 Sources of Power *261*
15.9 Use of Power *262*
15.10 Responsibility *263*
15.11 Authority and Responsibility *263*

PAGE

15.12 Parity Between Authority and Responsibility *263*
15.13 Accountability *263*
Questions *264*

CHAPTER 16
DELEGATION AND DECENTRALISATION

16.1 Meaning of Delegation *267*
16.2 Features of Delegation *267*
16.3 Process of Delegation *268*
16.4 Forms of Delegation *268*
16.5 Importance of Delegation *269*
16.6 Principles of Delegation *269*
16.7 Elements of Delegation *270*
16.8 Barriers to Delegation *270*
16.9 Overcome Barriers to Delegation *271*
16.10 Centralisation and Decentralisation *272*
16.11 Importance of Decentralisation *273*
16.12 Limitations of Decentralisation *273*
16.13 Factors Affecting Decentralisation *274*
16.14 Delegation and Decentralisation *275*
Questions *275*

CHAPTER 17
STAFFING

17.1 Meaning of Staffing *277*
17.2 Importance of Staffing *278*
17.3 Personnel Management (Staffing) and Human Resource Management *278*
17.4 From Personnel Management to Human Resource Management — A Historical Change *280*
17.5 Human Resource Management (HRM) *281*
17.6 Nature of HRM *282*
17.7 Objectives of HRM *282*
17.8 Functions of Human Resource Manager *283*
17.9 HR Department and Staffing *284*
17.10 Staffing Process *285*

PAGE

17.11 Job Analysis *289*

Questions *292*

CHAPTER 18

RECRUITMENT AND SELECTION

18.1 Recruitment *294*

18.2 Sources of Recruitment *295*

18.3 Selection *298*

18.4 Recruitment and Selection *298*

18.5 Selection Process *298*

18.6 Selection Tests *299*

18.7 Interviews *301*

18.8 Recruitment and Artificial Intelligence (AI) *303*

Questions *305*

CHAPTER 19

TRAINING AND DEVELOPMENT

19.1 Training *308*

19.2 Objectives of Training *308*

19.3 Importance of Training *309*

19.4 Methods of Training *310*

19.5 On-the-Job and Off-the-Job Training Methods *313*

19.6 Training Process *313*

19.7 Evaluating Training Effectiveness *314*

19.8 Development *316*

19.9 Training and Development *317*

19.10 Nature of Management Development *318*

19.11 Objectives of Management Development *318*

19.12 Methods of Management Development *319*

19.13 Effective Management Development Programmes *326*

Questions *326*

CHAPTER 20

PERFORMANCE APPRAISAL

20.1 Meaning of Appraisal *329*

PAGE

20.2 Objectives of Appraisals *330*
20.3 Merit Rating and Performance Appraisal *330*
20.4 Importance of Appraisals *331*
20.5 Methods of Performance Appraisal *332*
20.6 Essentials of a Good Appraisal System *341*
20.7 Barriers to Appraisals *342*
20.8 How to Make Appraisals Effective *342*
20.9 Potential Appraisal *343*
20.10 Objectives of Potential Appraisal *344*
20.11 Process of Potential Appraisal System *344*
20.12 Potential Appraisal Vs. Performance Appraisal *344*
Questions *345*

CHAPTER 21

MOTIVATION

21.1 Meaning of Motivation *346*
21.2 Model of Motivation *347*
21.3 Motivators *347*
21.4 Nature of Motivation *349*
21.5 Importance of Motivation *350*
21.6 Approaches to Motivation *351*
21.7 Theories of Motivation *352*
21.8 Need Theories *352*
21.9 Cognitive Theories *362*
21.10 Reinforcement Theory of Motivation *370*
21.11 Behavioural Theories *370*
21.12 Intrinsic Motivation *376*
21.13 Job Design *381*
21.14 Motivation and Performance *383*
Questions *385*

CHAPTER 22

LEADERSHIP

22.1 Meaning of Leadership *388*
22.2 Nature of Leadership *389*

PAGE

22.3 Importance of Leadership *390*
22.4 Management and Leadership *390*
22.5 Leadership Styles *391*
22.6 Theories of Leadership *394*
22.7 Trait Theories *395*
22.8 Behavioural Theories *396*
22.9 Situational or Contingency Theories *401*
22.10 Effective Leadership *409*
22.11 Transactional vs. Transformational leadership *409*
Questions *411*

CHAPTER 23

COMMUNICATION

23.1 Meaning of Communication *414*
23.2 Nature of Communication *415*
23.3 Importance of Communication *415*
23.4 Process of Communication *416*
23.5 Channels of Communication *417*
23.6 Rumours *421*
23.7 Dimensions of Communication *422*
23.8 Medium of Communication *424*
23.9 Communication Skills *430*
23.10 Communication Barriers *430*
23.11 Principles of Effective Communication (7C's) *433*
Questions *436*

CHAPTER 24

INTERPERSONAL BEHAVIOUR

24.1 Introduction *437*
24.2 Developing Interpersonal Skills *438*
24.3 Importance of Interpersonal Relationships *438*
24.4 Ways to Develop Healthy Interpersonal Relationships *439*
24.5 Factors Affecting Interpersonal Relationships *440*
24.6 Stages in Interpersonal Relationships *440*
24.7 Techniques to Develop Interpersonal Skills *441*

PAGE

24.8 Emotional Intelligence and Organisational Effectiveness *460*

Questions *462*

CHAPTER 25

DIRECTION AND CONTROL

25.1 Meaning of Direction *464*

25.2 Nature of Direction *465*

25.3 Importance of Direction *465*

25.4 Principles of Direction *466*

25.5 Components of Direction *467*

25.6 Direction and People *467*

25.7 Meaning of Control *467*

25.8 Nature of Control *468*

25.9 Importance of Control *468*

25.10 Relationship Between Planning and Control *469*

25.11 Types of Control *470*

25.12 Behavioural Aspects of Control *471*

25.13 Resistance to Control *472*

25.14 Effects of Resistance to Control *472*

25.15 Overcome Resistance to Control *473*

25.16 Control Process *473*

25.17 Focus of Control *474*

25.18 Management or Control by Exception *475*

25.19 Effective Control System *476*

Questions *476*

CHAPTER 26

TECHNIQUES OF CONTROL

26.1 Techniques of Control *479*

26.2 Traditional Techniques *480*

26.3 Modern Techniques of Control *491*

Questions *509*

PAGE

CHAPTER 27

ORGANISATIONAL BEHAVIOUR

27.1	Introduction	*512*
27.2	Areas of Psychology for Managers	*513*
27.3	Organisations	*514*
27.4	Organisation Behaviour and Organisation Theory	*514*
27.5	Organisational Behaviour	*515*
27.6	Goals of Organisational Behaviour	*515*
27.7	Features of Organisational Behaviour	*516*
27.8	Importance of Organisational Behaviour	*517*
27.9	Emergence and Development of Organisational Behaviour	*518*
27.10	Approaches to Organisational Behaviour	*518*
27.11	Scope/Levels of Organisational Behaviour	*519*
27.12	Organisational Behaviour - An Inter-Disciplinary Area of Study	*521*
27.13	Scope of Organisational Behaviour and Behavioural Sciences	*522*
27.14	Process of Behaviour	*523*
27.15	Models of Organisational Behaviour	*525*
27.16	Organisational Behaviour in Changing Times	*527*
	Questions	*529*

CHAPTER 28

INDIVIDUAL BEHAVIOUR

28.1	Introduction	*531*
28.2	Factors Affecting Individual Behaviour	*532*
28.3	Models of Individual Behaviour	*536*
	Questions	*541*

CHAPTER 29

PERSONALITY

29.1	Introduction	*543*
29.2	Features of Personality	*544*
29.3	Factors Affecting Personality	*544*
29.4	Personality Traits	*546*
29.5	Theories of Personality	*552*

PAGE

29.6 Application of Personality to Organisational Behaviour *561*
29.7 Matching Personality and Job Types *562*
29.8 Ways to Measure Personality *562*
Questions *565*

CHAPTER 30
PERCEPTION

30.1 Introduction *568*
30.2 Features of Perception *569*
30.3 Importance of Perception *569*
30.4 Factors Affecting Perception/Perceptual Distortions *570*
30.5 Developing Perceptual Skills *574*
30.6 Perceptual Process *575*
30.7 Perception in Organisations *581*
Questions *582*

CHAPTER 31
ATTITUDES AND VALUES

31.1 Introduction *584*
31.2 Features of Attitudes *585*
31.3 Components of Attitudes *586*
31.4 Functions of Attitudes *587*
31.5 Factors Affecting Attitudes (Sources of Attitudes) *588*
31.6 Changing Attitudes *589*
31.7 Methods of Attitude Change *590*
31.8 Barriers to Changing Attitudes *591*
31.9 Ways to Overcome Barriers to Changing Attitudes *591*
31.10 Measurement of Attitudes *592*
31.11 Attitudes Related To Work *595*
31.12 Organisational Commitment and Job Satisfaction *597*
31.13 Factors Affecting Job Satisfaction and Organisational Commitment *597*
31.14 Consequences of Positive Work Attitudes *598*
31.15 Theories of Attitude Formation *599*
31.16 Attitudes and Organisational Behaviour *603*
31.17 Values *603*

PAGE

31.18 Features of Values *604*
31.19 Importance of Values *604*
31.20 Values and Beliefs *605*
31.21 Types of Values *605*
31.22 Factors Affecting Values *607*
31.23 Values and Behaviour *608*
31.24 Values Across Cultures *608*
Questions *609*

CHAPTER 32
LEARNING

32.1 Meaning of Learning *612*
32.2 Features of Learning *612*
32.3 Factors Affecting Learning *613*
32.4 Theories of Learning *613*
32.5 Reinforcement *618*
Questions *623*

CHAPTER 33
ORGANISATION CULTURE

33.1 Introduction *624*
33.2 Features of Culture *625*
33.3 Organisation Culture *625*
33.4 Features of Organisation Culture *625*
33.5 Factors Determining Organisation Culture *626*
33.6 Functions of Organisation Culture *626*
33.7 Levels of Organisation Culture *627*
33.8 Elements of Organisation Culture *628*
33.9 Transmission of Organisation Culture *628*
33.10 Types of Organisation Culture *629*
33.11 Strong/Weak Cultures *630*
33.12 Developing Organisation Culture *630*
33.13 Maintaining Organisation Culture *631*
33.14 Changing Organisation Culture *632*
33.15 Performance and Organisation Culture *632*

PAGE

33.16 Organisation Climate *633*
33.17 Organisational Justice *634*
33.18 Types of Organisational Justice *634*
33.19 Merits of Organisational Justice *635*
33.20 Promoting Organisational Justice *635*
Questions *636*

CHAPTER 34

CONFLICT MANAGEMENT

34.1 Introduction *638*
34.2 Features of Conflict *639*
34.3 Conflict and Organisational Performance *640*
34.4 Philosophy of Conflict *640*
34.5 Types of Conflict *641*
34.6 Stages In Conflict *643*
34.7 Aspects (Causes) of Conflict *644*
34.8 Consequences of Conflict *646*
34.9 Management of Conflict *647*
34.10 Understanding Emotions in Managing Conflict *649*
Questions *650*

CHAPTER 35

ORGANISATION DEVELOPMENT AND CHANGE

35.1 Organisation Development *652*
35.2 Features of Organisation Development *653*
35.3 Organisation Development Process *653*
35.4 Skills of Organisation Development Practitioners *654*
35.5 Merits of Organisation Development *654*
35.6 Techniques of Organisation Development *655*
35.7 Conditions for Successful Organisation Development *658*
35.8 Organisation Development and Management Development *659*
35.9 Meaning of Change *660*
35.10 Features of Change *660*
35.11 Forces of Change *661*
35.12 Factors Affecting Change/Need for Change *661*

PAGE

35.13 Process of Change *663*
35.14 Change Model (Force Field Analysis) *664*
35.15 Resistance to Change *664*
35.16 Overcome Resistance to Change *665*
35.17 Types of Change *666*
35.18 Approaches to Planned Change *667*
35.19 Management of Change *668*
35.20 Change Agent *669*
Questions *670*

CHAPTER 36

STRESS MANAGEMENT

36.1 What is Stress *674*
36.2 Models of Stress *675*
36.3 Nature of Stress *675*
36.4 Causes/Sources of Stress *676*
36.5 Consequences of Stress *678*
36.6 Strategies of Stress Management *680*
36.7 Therapies for Reducing Stress *684*
36.8 Stress and Job Performance *685*
Questions *686*

CHAPTER 37

POWER AND POLITICS

37.1 Meaning of Power *688*
37.2 Dependency and Power *688*
37.3 Power Tactics *689*
37.4 Effectiveness of Power Tactics *690*
37.5 Organisational Politics *691*
37.6 Features of Organisational Politics *691*
37.7 Factors Affecting Organisational Politics *692*
37.8 Consequences of Organisational Politics *693*
37.9 Managing organisational Politics *694*
Questions *694*