

Book Review

ESSENTIALS OF MANAGEMENT

B.P. Singh and A.K. Singh

Excel Books, New Delhi, 1999, Pages : 404, Rs. 425/-

This book is a very useful addition to the literature essentials of management is all about the extent to which a manager achieves the output requirements of higher position. Thus, managing effectively as against efficiently, is doing the right things rather than doing things rightly, findings creative alternatives rather than problem solving and producing results rather than changing duties. The book titled “Essentials of Management” clearly brings out the science and arts aspects of management. The concept from the various disciplines such as marketing, finance and accounts, human resources and psychology, and science and technology find application in inter-disciplinary manner on the essentials of management. The authors present a wonderful blending and borrowings from these discipliner and analyses the concepts relevant to modern day innovation in organizations like TQM, building the core competencies, filling the performance, adaptability and opportunities gaps which contribute towards professional manager, thus making for a contemporary, topical and practical approach to these concepts in the Indian context.

The book comprises fine blocks, which is further disaggregated into twenty one units. The first block deals with the professionalism in management and the roles of a manager. A question raised by the authors is whether the vast opportunities that have opened up for the Indian industry to go global with the Indian governments liberalization policy coupled with the industry’s own experience ambition to innovate have been fully tapped on the other hand, our rich cultural heritage and the management based on the Indian Ethos.

The second block deals with the decision making process. The importance of taking decisions that are best suited rather than the best ones has been brought out in the chapter on ‘Decision-Making’ as it is argued that decisions are generally taken under conditions of uncertainties and as such involves some amount of risk taking. Undoubtedly, delay in decision making interpreted in either ways only, i.e. inefficiency or corruption. In management parlance “Deciding too quickly can bring disastrous consequences; delaying too long can mean mixed opportunities”. Thus, “when” you decide is as important as “what” you decide. The authors have also distinguished between decision making which can be participative and decision taking which should be that of the leader. Block three is devoted organizational climate and change. This block throws light on certain organizational panel variable like organizational culture, organizational conflict and management of change.

In the block four on organizational structure and process. The authors have expressed the views that the importance of co-operative and collaborative support from significant others in the organization comprising subordinates, peers and superiors; for a manager to become effective have been detailed in the unit. Managers, should use ‘influence’ rather than ‘authority’ to get things done for which ‘stature’ and ‘status’ is important. Authors bring out clearly that ‘stature’ is earned through mature nurturing of relationship with people.

Sanjay Srivastava

The last block entitled behavioral dynamics and leadership traces the history of leadership from the days of Plato who centered that leadership could be indicated and Chankya who believed that leadership is hereditary, authors have touched upon the concept of leadership in great detail and emphasized upon the leadership from 'within' as the need of the hour. The unit deliberated upon the concept of the leadership as being a multidimensional behaviors in different situations.

As the reviewer the book appears to be interesting and distinctive. The authors presented the essentials of management in a very effective manner and have given a practical approach to each of these by citing examples, and providing a perfect blend of theory and application for its readers. The book would benefit management practitioners, teachers and business navigators of tomorrow and is recommended for all those who would like enlighten themselves about human capital and management.

- Reviewed by Dr. Sanyay Srivastava
