

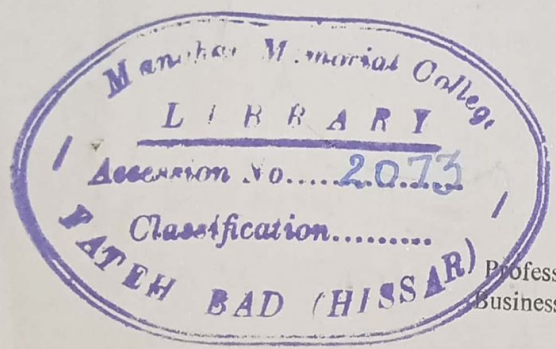
658 ✓

S. Choudhary

ESS KAY CEE

# BUSINESS ADMINISTRATION AND MANAGEMENT

[Subject-wise analysis of an essential, a distinct and a leading institution—Business Administration and Management]



By

**Dr. S. C. SAKSENA**

M. A., M. Com., LL. B., Ph. D.

Professor and Head of the Department of Business Administration and Management, Maharaja College, Chhatarpur,

and

Dean, Faculty of Commerce, A. P. S. University, Rewa (M.P.)

and

ESS KAY CEE [SKC]

M.B.A. Ph.D. London

Reader in M.M. College

Fatehabad and

President of Management Committee

M.M. College

Fatehabad

Sahitya Bhawan

2073

1972



SAHITYA BHAWAN, AGRA-3

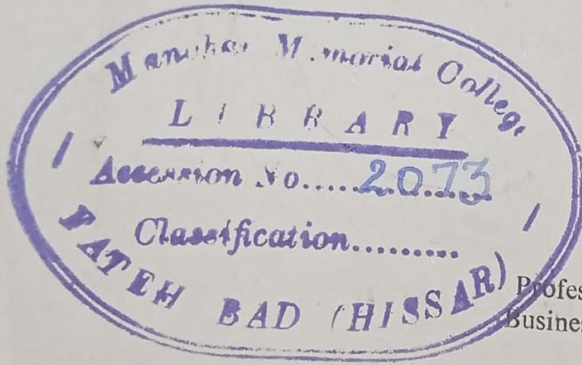
658 ✓

S. Chouhary

ESS KAY CEE

# BUSINESS ADMINISTRATION AND MANAGEMENT

[Subject-wise analysis of an essential, a distinct and a leading institution—Business Administration and Management]



By

**Dr. S. C. SAKSENA**

M. A., M. Com., LL. B., Ph. D.

Professor and Head of the Department of Business Administration and Management, Maharaja College, Chhatarpur,

and  
Dean, Faculty of Commerce, A. P. S. University, Rewa (M.P.)

Sainth Chouhary

and

ESS KAY CEE [SKC]

M. S. A. Ph. D. London

Reader in M.M. College

Fatehabad and  
President of Management  
Committee

M.M. College

Fatehabad

2073

1972



Organisation, Functions of Personnel Man  
Delegation of Authority, Planning, Control  
& Inspection, Functions of Management

## CONTENTS

Chapter *Communication in Management* Pages

### *Naturalisation of scientific* BOOK 1 INTRODUCTION

1. **Meaning, Evolution and Significance of Business Administration and Management** 3-18  
Meaning of Business Administration and Management. Evolution of Business Administration and Management. Nature of Business Administration and Management. Significance of Business Administration and Management. Quantitative Analysis.
2. **Problems of Establishing a New Undertaking** 19-37  
Promotion of Business. Plant Location. Layout and Buildings. Size of Business Unit. Reconciliation of optima. Large-scale vs. Small-scale production.
3. **Business Ethics and Responsibilities** 38-40  
What is Business Ethics? Evolution of modern business ethics. Jurisdiction of business ethics.

### BOOK 2

## FINANCIAL ADMINISTRATION

4. **Canons of Financial Administration** 43-69  
Meaning of financial administration. Importance of financial administration. Basic characteristics of a financial plan. Principal aspects of financial administration. Estimating financial requirements. Capitalisation—meaning and principles of capitalisation. Over-Capitalisation—Meaning and misconceptions about over-capitalisation. Causes of over-capitalisation. Disadvantages of over-capitalisation. Possible corrections for over-capitalisation. Under-capitalisation—Meaning and causes of under-capitalisation. Disadvantages of under-capitalization. Possible corrections for under-capitalisation. Over vs. under-capitalisation. Issue of no par shares. Capital gearing or form of capital. Factors determining the proportion of securities. Comparative merits and demerits of different securities. The break-even point in operations. Merits and demerits of basic capital structure patterns.
5. **Management of Fixed Capital** 70-85  
What is fixed capital? Difference between fixed assets and capital. Importance of fixed capital. Considerations in determining the fixed capital. Principles of fixed capital management. Sources of fixed Capital. I. Issue of shares. Preference Shares—their special rights and privileges. Equity shares—Advantages and disadvantages of equity shares. II. Issue of Debentures. Meaning and kinds of debentures. Importance of debenture capital. Unpopularity of debentures in India. Measures to popularise debentures. III. Public Deposits—Meaning and advantages and disadvantages of public deposits. IV. Managing Agents—Sources of Managing Agency finance and their shortcomings. V. Loans from special institutions.
6. **Management of Working Capital** 86-99  
Meaning of working capital. Two concepts regarding working capital. Classification of working capital. Importance of working capital. Dis-

<i>Chapter</i>	<b>100-112</b>
<b>7. Management of Earnings</b>	
Meaning and scope of management of earnings. I. Ploughing back of profits or self-financing. Merits of self-financing. Dangers of self-financing. Factors affecting the internal savings. II. Determination of profits, surplus and reserves. A. Profits—Importance of determination of profits. Sources of profits. Advantages of stable earnings. Factors affecting the stability of earnings. The break-even point. B. Surplus—Its meaning and importance. Kinds and sources of surplus. C. Provision and Reserves—their meaning and kinds. III. Depreciation Policy. The rationale of depreciation. IV. Dividend policy.	
<b>BOOK 3</b>	
<b>PERSONNEL ADMINISTRATION</b>	
<b>8. Personnel Management</b>	<b>115-129</b>
What is Personnel Management? Scope of Personnel Management. Aims and objectives of Personnel Management. Principles of Personnel Management. Personnel policies. Functions of Personnel Manager. Need for a separate department. Functions of a Personnel Manager. Personnel Management in small-scale industry. Personnel Relations Audit. Origin and development of personnel management in India.	
<b>9. Manpower Recruitment, Training, etc.</b>	<b>130-149</b>
What is Recruitment? Estimating labour requirements. Sources of manpower supply. Psychometrics in the service of industry. Employment procedure. Manpower Development and Training. Rationale of Training. How to assess training needs? Organization of the Training department. Induction Training. Types of training programmes. Methods of Training—On-the-job-training; Apprenticeship training and Training within Industry. Rules relating to Promotion, Transfer, Termination, Demotion, etc.	
<b>10. Job Analysis and Evaluation</b>	<b>150-162</b>
Why job study? Terminology: <i>Job, Job Analysis</i> —Its meaning and difference between job and worker analysis. Four-point analysis formula. Methods of Job analysis and their critical appraisal. <i>Job Description, Job Specification, Job Standardization, Job Classification, Job Grading, Job Evaluation</i> . Meaning and purposes of Evaluation. Principles of Job Evaluation. Methods of Job Evaluation: I. The Ranking or Grading Method; II. The Factor Comparison or Weight-in-money method, III. Point system. Scope of Job Evaluation. Limitations and criticism of job evaluation. Keeping job values up to date.	
<b>1. Merit Rating</b>	<b>163-170</b>
What is merit rating? Difference between job and merit rating. Purposes of merit rating. Methods of merit rating: I. Ranking method. II. Man-to-man comparison. III. Grading. IV. Graphic scales. V. Check lists. VI. Forced choice description. VII. Selection of critical incidents. VIII. Descriptive evaluation. Other principles relating to merit rating. Merit rating chart.	
<b>Methods of Remunerating Labour</b>	<b>171-184</b>
Establishing a wage system. Methods of wage payments: I. Time wage system. II. Piece wage system. III. Incentive plans of wage payments or premium or bonus methods—The Halsey Premium Plan; The Rowan Premium Plan; The Taylor differential piece rate plan; The Merrick multiple piece rate; The Gantt task and bonus wage plan; The Emerson efficiency bonus plan; The Bedeaux point premium plans; Collective or group bonus; Ad hoc production bonus; Sliding scale; Profit-sharing.	