

**SVKM's Narsee Monjee College of Commerce & Economics**

|   |                    |                  |                               |   |  |
|---|--------------------|------------------|-------------------------------|---|--|
| <b>Program: B. Com</b>  |                    |                  |                               | <b>Semester: II</b>                                     |  |
| <b>Course: Principles of Management</b><br><b>Academic Year: 2024-2025</b><br><b>Batch: 2024-2027</b>   |                    |                  |                               | <b>Code: NMUBCOM202</b>                                 |  |
| <b>Teaching Scheme</b>  |                    |                  |                               | <b>Evaluation Scheme</b>                                |  |
| <b>Lectures</b>   | <b>Practical's</b> | <b>Tutorials</b> | <b>Credits</b>                | <b>Internal Continuous Assessment (ICA) (weightage)</b> | <b>Term End Examinations (TEE) (weightage)</b> |
| 45  | Nil                | Nil              | 03                            | 40 Marks  | 60 Marks                                       |
| <b>Internal Component</b>   |                    |                  |                               |   |  |
| <b>Class Evaluation</b>   |                    |                  | <b>Projects / Assignments</b> |   | <b>Class Participation</b>                     |
| 20 marks  |                    |                  | 20 marks                      |   |  |
| <b>Learning Objectives:</b>   |                    |                  |                               |   |  |
| <ol style="list-style-type: none"> <li>To understand the various approaches to management.</li> <li>To discuss and evaluate the decision-making techniques</li> <li>To classify and analyse functioning of the different organisation structures</li> <li>To comprehend the concepts of directing, motivation and leadership</li> </ol>   |                    |                  |                               |   |  |
| <b>Outcomes:</b> After completion of the course,  |                    |                  |                               |   |  |
| <ol style="list-style-type: none"> <li>The learner will be able to demonstrate a comprehensive understanding of the evolution of approaches to management.</li> <li>The learner will be able to make successful business decisions</li> <li>The learner will be able to test for functional effectiveness of the varied organisation structures</li> <li>The learner will be able to learn the skills required for directing, leading and motivating.</li> </ol>  |                    |                  |                               |   |  |
| <b>Pedagogy:</b>  |                    |                  |                               |   |  |
| <ol style="list-style-type: none"> <li>Book Reviews, Article Reviews, Analysis of Case studies to facilitate self-learning.</li> <li>Group activities such as Role plays, management games, Peer to Peer Learning to enable learners to work together in a social environment and learn through sharing of individual information &amp; experience</li> <li>Discussion of real-life problem scenarios from business, debates &amp; Inquiry based approach for active learning.</li> <li>Guest Lectures by Resource Persons on Indian management thoughts.</li> <li>Application based learning on principles and functions of management in different industry areas.</li> </ol> |                    |                  |                               |   |  |
| <b>Detailed Syllabus: (per session plan)</b>  |                    |                  |                               |   |  |
| <b>Session Outline For: <u>Principles of Management</u></b>   |                    |                  |                               |   |  |
| <b>Each lecture session would be of one hour duration (45 sessions)</b>   |                    |                  |                               |   |  |

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| <b>Module</b> | <b>Module Content</b>   | <b>Module Wise Duration (hrs)</b> |
|---------------|---|-----------------------------------|
| I             | <p><b>Introduction to Management</b></p> <p><b>1.1 Management</b> – Concept, Functions, Functional Areas of Management, Management as a Profession, Levels of Management, Managerial Skills &amp; Competencies, McKinsey's 7S Framework</p> <p><b>1.2 Approaches to Management - Classical Approach</b> (Administrative and Scientific), <b>Neo Classical Approach</b> (Hawthorne Studies), <b>Contemporary Approach</b> – (Organizational Behaviour, Socio-technical systems Approach – Total Quality Management, Quantitative Approach, Contingency Approach, Systems Approach, Management by Walking Around)</p> <p><b>1.3 Indian Management Thought</b> - Chanakya Neeti and Vedic Management</p> <p><b>1.4 Global Management</b> - Trends and Challenges</p> | 14                                |
| II            | <p><b>Planning and Decision Making</b></p> <p><b>2.1 Planning</b> – Concept, Nature, Steps, Benefits and Limitations, Components (Standing and Single-Use Plans)</p> <p><b>2.2 Coordination</b> –Essence of Managing, Types of Coordination (Vertical and Horizontal, Internal and External)</p> <p><b>2.3 M.B.O. (Peter Drucker) &amp; M.B.E</b> – Spectrum of Management by Objectives, Process and Drawbacks of MBO, M.B.E – Concept and Benefits</p> <p><b>2.4 Decision Making</b> – Techniques (Quantitative and Qualitative)</p>  | 10                                |
| III           | <p><b>Organising</b></p> <p><b>3.1 Organising</b> – Concept, Steps, Organisation Structures – Features of Line &amp; Staff Organisation, Functional, Matrix Organisation, Virtual Organisation</p> <p><b>3.2 Departmentation</b> – Concept, Bases of Departmentation, Developing an Organization Structure, Group Dynamics and Group Cohesiveness</p> <p><b>3.3 Delegation of Authority</b> – Concept and Barriers to Delegation</p> <p><b>3.4 Decentralisation-</b> Concept, Factors influencing Decentralisation, Centralization v/s Decentralisation</p>   | 9                                 |

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| IV | <p><b>Directing, Motivation and Controlling</b></p> <p><b>4.1 Nature and Scope of Directing</b> (Supervision, Leadership, Motivation, Communication) <b>Motivation</b>-Concept, Benefits, Theories of Motivation- McClelland's Need Theory, Porter and Lawler's Model</p> <p><b>4.2 Leadership</b> – Concept, Managerial Grid</p> <p><b>4.3 Controlling</b> – Concept, Techniques (Budgetary Control, Management Information System)</p> <p><b>4.4 Change Management</b> – Concept, Nature and Resistance to Change</p> | 8 |
|    | <b>Assignment (20 marks)</b>  | 4 |

| <b>Reference Books</b>                             |  |                   |
|--|--|-------------------|
| <b>Title</b>                                       | <b>Author(s)</b>                                   | <b>Publisher</b>  |
| Principles and Practice of Management (10e) – 2017 | TN Chhabra   | Dhanpat Rai & Co. |
| Fundamentals of Management (11e) - 2020            | Stephen P. Robbins, Mary Coulter, David A. DeCenzo | Pearson           |
| Management (7e) - 2021                             | Bateman, Konopaske                                 | McGraw Hill       |
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**Details of Continuous Assessment (ICA)- 40 Marks**

| <b>Continuous Assessment</b> | <b>Details</b>  | <b>Marks</b>    |
|------------------------------|---|-----------------|
| <b>Component 1 (ICA-1)</b>   | Internal class test (online or offline)<br><br>MCQs/Explain the concepts/Answer in brief/Case study or application-based questions.           | <b>20 marks</b> |
| <b>Component 2 (ICA-2)</b>   | Presentations/Project Work/ Viva-Voce/ Book Review/ Field visit & its presentations/ Documentary filming/ Assignments/ Group Discussions Etc. | <b>20 marks</b> |

**Details of Semester End Examination (TEE)- 60 Marks**

| <b>Q. No.</b> | <b>Particulars</b>                      | <b>Marks</b> |
|---------------|---|--------------|
| Q.1.          | Attempt any two out of three (Module 1) | 12           |
| Q.2.          | Attempt any two out of three (Module 2) | 12           |
| Q.3.          | Attempt any two out of three (Module 3) | 12           |
| Q.4.          | Attempt any two out of three (Module 4) | 12           |
| Q.5.          | Case study/application-based questions  | 12           |