

Nagindas Khandwala College

AUTONOMOUS



Courses of Bachelor of Commerce (B. Com.) Programme

Syllabus and Question Paper Pattern

For

Second Year (S.Y.B.COM)

Subject: Management

Management: Principles and Functions Semester-III

Management: Production and Finance Semester-IV

Under Academic Autonomy & Credit, Grading and Semester System

With effect from Academic Year 2018-2019

Syllabus of Course of B. Com. Program at S.Y.B.Com

Core Course

COMMERCE- III

MANAGEMENT: PRINCIPLES AND FUNCTIONS

Semester- III

Course Objectives:

To help students get acquainted with-

- Management concept, principles and skills required
- Planning, MBO and Decision Making
- Organizing and Organization, span of control, delegation and departmentation
- Directing, Leading, Motivation and Controlling

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction to Management	12
Module 2	Planning and Decision Making	10
Module 3	Organizing	11
Module 4	Directing and Controlling	12
Total		45

Detailed Syllabus

Module- I Introduction to Management

(No. of Lectures 12)

1.1 Management: Meaning, Features and Significance of Management

1.2 i) Functions of Management (Brief mention of Planning, Organising, Directing and Controlling) ii) Coordination- Concept and Importance

1.3 Levels of Management- Managerial Skills- Roles of a Manager (**Ten Different Roles given by Henry Mintzberg**)

1.4 Evolution of Management: A) Classical Approach: i) F. W. Taylor's Scientific Management Concept & Principles ii) Henri Fayol's Principles of Management B) Human Relations Approach and Elton Mayo's Hawthorne Experiments C) Quantitative Approach D) Contemporary Approach including Systems Theory and Contingency Theory (**C and D only Concepts**)

Module- II Planning and Decision Making

(No. of Lectures 10)

- 2.1 Planning: Meaning, Features & Significance -Steps in Planning -Components of Planning.
- 2.2 MBO: Meaning- Advantages- Process
- 2.3 Management Information System: Meaning, Features and Benefits
- 2.4 Decision Making: Concept of Decision and Decision Making-Types of Decisions
-Techniques of Decision Making - Essentials of sound Decision-Making.

Module- III Organizing

(No. of Lectures 11)

- 3.1 Organizing: Meaning of Organizing & Organization- Types of Organization- Formal and Informal. Span of Control- Meaning and factors determining Span of Control
- 3.2 Delegation & Departmentation: - Meaning & Importance - Barriers to Delegation - Principles of effective delegation. Departmentation: Meaning and bases of Departmentation.
- 3.3 Forms of Organization- Line, Line & Staff, Matrix & Virtual Organization – Advantages & Limitations - Conflicts and Resolution of Conflicts in Line & Staff Structure

Module- IV Directing and Controlling

(No. of Lectures 12)

- 4.1 Concept of Directing and Leading: i) Leading and Leadership- Role and Importance of Leadership ii) Leadership Styles iii) Theories of Leadership: Trait Theory, Transactional Theory and Transformational Theory iv) Management by Exception (MBE) - Concept and Advantages
- 4.2 Motivation: i) Concept & Importance of Motivation ii) Factors influencing Motivation iii) Motivation Theories: i) Maslow's Theory ii) Herzberg's Theory iii) McGregor's Theory X & Theory Y iv) Alderfer's ERG Theory v) William Ouchi's Theory Z
- 4.3 Controlling: i) Meaning & Significance of Controlling ii) Types of Control iii) Steps in Controlling iv) Essentials of a good Control System v) Techniques of Control

Books:

- 1) Essentials of Management- an International Perspective by Harold Koontz and Heinz Weihrich by Tata McGraw- Hill Publishing
- 2) Management by Stephen Robbins, Mary Coulter & Neharika Vohra- Prentice-Hall, Pearson
- 3) Management by James Stoner, Edward Freeman and Daniel Gilbert- Prentice-Hall of India Pvt. Ltd
- 4) Principles and Practice of Management by Dr. L. M. Prasad- Sultan Chand & Sons
- 5) Management Theory & Practice by C.B. Gupta- Sultan Chand & Sons
- 6) Management by Neeru Vashista- Taxman

COMMERCE- IV

MANAGEMENT: PRODUCTION AND FINANCE

Semester- IV

Course Objectives:

To make students acquainted with-

- Production planning, control and production systems
- Quality management tools and techniques
- Indian financial market, SEBI, Stock Exchange, DEMAT, Credit Rating and CIBIL
- Contemporary practices in financial market such as lease financing, mutual fund venture capital, derivatives, financial planning, etc

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Production Planning & Inventory Control	11
Module 2	Quality Management	11
Module 3	Indian Financial System	12
Module 4	Contemporary Practices in Financial Market	11
	Total	45

Detailed Syllabus

Module- I Production Planning & Inventory Control (No. of Lectures 11)

1.1 Production Planning and Control (PPC):- Meaning and definition-Objectives of Production Planning and Control - Steps in Production Planning and Control - Types of Production systems.

1.2 Productivity: Meaning- factors influencing productivity

1.3 Inventory Control: -Meaning and definition - Objectives of Inventory Control- Types of Inventory Control (Perpetual and Periodical- Concept and Benefits)- Techniques of Inventory Control (ABC, VED, FSN, SDE and JIT)

Module- II Quality Management

(No. of Lectures 11)

2.1 Quality Management: i) Concept and Dimension ii) Quality Control vs. Quality Management
iii) Techniques of Quality Control iv) Quality Circle- Concept-Importance and its Process

2.2 Trends in Quality Management:

- a) TQM- Meaning, Features and Benefits
- b) Business Process Re-Engineering (BPR)-
Concept- Features- Benefits
- c) Benchmarking- Concept- Types- Benefits
- d) ISO- Meaning- Importance- Procedure
- e) Six Sigma and Kaizen (Concept only)

Module- III Indian Financial System

(No. of Lectures 12)

3.1 Indian Financial Market: Meaning and Structure

3.2 SEBI: Introduction and Functions

3.3 Ministry of Corporate Affairs (MCA) and Registrar

3.4 Stock Exchange: i) Meaning & Functions of Stock Exchange ii) Dematerialization
(DEMAT) - Concept- Benefits and Process

3.5 Credit Rating Agencies: Meaning- Functions- Advantages

3.6 CIBIL- Meaning and Importance

Module- IV Contemporary Practices in Financial Market (No. of Lectures 11)

4.1 Lease Financing: i) Meaning and Advantages ii) Types of Lease

4.2 Mutual Fund: i) Meaning & Factors responsible for its growth ii) Types of Mutual Funds

4.3 Derivatives: i) Concept and Types of Derivatives ii) Participants in Derivative Market

4.4 Venture Capital: Concept and Importance

4.5 Micro Finance: Concept and Importance

4.6 Financial Planning- Concept- Elements and Prospects

Books:

- 1) Production and Operations Management by S. A. Chunawalla & D. R. Patel- Himalaya Publishing House
- 2) Logistical Management- The Integrated Supply Chain Process by Donald Bowersox & David Closs- Tata McGraw-Hill
- 3) Production and Operation Management by S. N. Chary- Tata McGraw-Hill
- 4) Production and Operation Management by K. Aswathappa & K. Shridhara Bhat- Himalaya Publishing House
- 5) World Class Manufacturing by K. Shridhara Bhat- Himalaya Publishing House
- 6) Strategic Quality Management- Issues & Perspectives by Ch. Venkataiah- Himalaya Publishing House
- 7) Quality Management by Bindiya Goyal- Himalaya Publishing House
- 8) Business Process Re-Engineering by K. Shridhara Bhat- Himalaya Publishing House
- 9) Productivity Techniques by Srinivas Gondhalekar & Uday Salunkhe- Himalaya Publishing House
- 10) Financial Institutions and Markets- Structure, Growth & Innovations by L. M. Bhole & Jitendra Mahakud- McGraw Hill Education Pvt. Ltd.
- 11) Financial Markets and Services by E. Gordon & K. Natarajan- Himalaya Publishing House
- 12) Financial Markets and Financial Services by Chennappa & Venkateshwarulu

Evaluation Pattern

The performance of the learners shall be evaluated into two components viz. by Continuous Internal Evaluation (CIE) or Internal Assessment with 25% marks in the first component and by conducting the Semester-End Examinations (SEE) with 75% marks as the second component. The allocation of marks for the Internal Assessment and Semester End Examinations are as shown below:

A) Continuous Internal Evaluation (CIE)**-25 Marks**

It will include:

1. Class Test / Case Study/ Project Assignment/ Book Review/ Viva Voce or any such thing decided by the respective department, to be conducted in the given semester -20 Marks

2. Active participation in routine class instructional deliveries, overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities, and completed note book with all class work and home work for the term -05 Marks

B) Semester End Examinations (SEE)**-75 Marks**

Question Paper Pattern: Maximum Marks: 75 Questions to be set: 5

All questions are compulsory.

Q. 1 a) b) c)	Answer any two out of three questions	15 Marks
Q. 2 a) b) c)	Answer any two out of three questions	15 Marks
Q. 3 a) b) c)	Answer any two out of three questions	15 Marks
Q. 4 a) b) c)	Answer any two out of three questions	15 Marks
Q. 5 a) b)	Objective type of questions (Multiple Choice/ True or False/Match the columns/fill in the blanks) Explanation of Concepts/Terms	05 Marks 10 Marks