

## Management Studies

<b>Program Name – S.Y.B.Com (regular)</b>		<b>Semester – III</b>	
<b>Course Name: Management Studies</b>		<b>Course Code:</b> BCM303	
<b>Periods per week (60 minutes)</b>		<b>04</b>	
<b>Credits</b>		<b>04</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Theory Examination</b>	<b>2</b>	<b>60</b>
	<b>Internal</b>	<b>--</b>	<b>40</b>

### Course Objectives:

1. To enable learners to understand management concepts, theories, laws and principles and its application in real –life situations.
2. To provide information to learners about the importance of functions and principles of management.
3. To enable learners to appreciate the different perspectives of management
4. To enable learners to understand the application of different management functions in decision-making process.

<b>Module</b>	<b>Name</b>	<b>Lectures</b>
<b>I</b>	Management Perspectives	11
<b>II</b>	Planning & Decision Making	10
<b>III</b>	Organizing	12
<b>IV</b>	Directing & Controlling	12

**R- Remember, U- Understand, A – Apply, AN- Analyze, EV- Evaluate, CR - Create**

<b>Module / Unit</b>	<b>Proposed Syllabus As per DSC framework of NEP</b>	<b>Level of Knowledge Applicable as per</b>
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		<b>Blooms Taxonomy</b>
I	<p><b><u>Management Perspectives</u></b></p> <p>A. Management- Concept, Nature, Functions, Managerial Skills &amp; Competencies</p> <p>B. Evolution of Management Neoclassical: Human Relations Approach – Elton Mayo’s Hawthorne experiments , Modern Management Approach-Peter Drucker’s Dimensions of Management., Strategic management- process Benefits, Conflict management – Concept, styles.</p> <p>C. Indian Management Thoughts: Origin &amp; Significance of Indian Ethos to Management, Management lessons from Arthashastra</p>	<p>A) R, U</p> <p>B) R, U</p> <p>C)R, U</p>
II	<p><b><u>Planning &amp; Decision Making</u></b></p> <p>A. Planning - Steps, Importance, Components, Coordination – Importance</p> <p>B. M.B.O -Process, Advantages, Management By Exception- Advantages; Management Information System- Concept, Components</p> <p>C. Decision Making - Techniques, Essentials of a Sound Decision Making, Impact of Technology on Decision Making.</p>	<p>A) AN</p> <p>B) A</p> <p>C) A</p>
III	<p><b><u>Organizing</u></b></p> <p>A. Organizing-Steps, Organisation Structures – Features of Line &amp; Staff Organisation, Matrix Organisation, Virtual Organisation, Formal/Informal Organisation.</p> <p>B. Departmentation -Meaning -Bases, Span of Management- Factors Influencing Span of Management, Tall and Flat Organisation.</p> <p>C. Delegation of Authority- Process, Barriers to Delegation, Principles of Effective Delegation. Decentralization: Factors Influencing Decentralization, Centralization v/s Decentralization</p>	<p>A)R, U</p> <p>B) R, U</p> <p>C)R, U</p>

IV	<p><b><u>Directing &amp; Controlling</u></b></p> <p>A. Types of Risks in Business- Economic Risk, Compliance risk, Security &amp; Fraud Risk, Financial Risk, Operation Risk. Need for Risk Management in Business, Basic Risk Management Techniques</p> <p>B. Leadership- Concept, Functions, Styles, Qualities of a good leader. Success stories of Indian leaders – JRD Tata, Dhirubhai Ambani, Azim Premji, Verghese Kurian, Shiv Nadar</p> <p>C. Controlling – Concept, Steps, Essentials of good control system, Techniques of Controlling -PERT, CPM, Budgetary Control, Management Audit.</p>	<p>A) AN</p> <p>B) A</p> <p>C) A</p>
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**Course Outcomes:**

1. Learners are expected to understand management concepts, theories, laws and principles and its application in real –life situations.
2. Learners are expected to understand the importance of functions and principles of management.
3. Learners are expected to appreciate the diverse new –age management perspectives
4. Learners are expected to understand the application of different management functions in decision-making process.

**Books & references:**

1. Burton G, Thakur M, ‘Management Today Principles & Practices’, *Tata McGraw- Hill, Publishing Co. Ltd.*
2. James A, F.Stoner, ‘Management’, *Prentice Hall, Inc .U.S.A.*
3. Weihrich H & Koontz H, ‘Management: Global Prospective’, *Tata McGraw- Hill, Publishing Co. Ltd.*
4. Leon A, Mathews L, Nicole V, ‘Essential of Database Management Systems’, *Imprints Pvt Ltd.*
5. Boesche,R& Rowan, ‘The First Great Political Realist: Kautilya and His Arthashastra’, *Littlefield*

*Publishing Inc*

6. Nene, Y.L. 2002, 'Modern Agronomic Concepts and Practices Evident in Kautilya's Arthashastra (c.300 BC)'. *Asian Agri-History*, 6(3):231-242.
7. Bhattacharya S, 'From Kautilya to Benford – Trends in Forensic and Investigative Accounting, *Heinemann LTD*
8. Rangarajan L.N., 'Kautilya: The Arthashastra, *Penguin India, 1992.*
8. Mehta U & Thakkar U, 'Kautilya and his Arthashastra' 1980
9. R. Syamasastri (Trans.) Kautilya: Arthashastra (Bangalore: Government Press, 1915, 51-185).
10. Charles, Waldaren 1996, 'Kautilya's Arthashastra: A Neglected Precursor to Classical Economics', *Journal Indian Economic Review*, Vol 31, 1996.
11. Sankar S, 'Kautilyan Economics: An analysis and Interpretation', *Indian Economic Journal*, 47(4).

### **Examination and Evaluation Pattern**

The examination for the students in this course will be held under two heads:

- Continuous Internal Assessment
- End Semester Examination

<b>Type</b>	<b>Internal Assessment</b>	<b>End Semester Examination</b>
<b>Total Marks</b>	40	60
<b>Minimum Passing Mark</b>	16	24

### **Continuous Internal Assessment**

This is continuous evaluation for 40 marks which would include:

<b>S No.</b>	<b>Evaluation type</b>	<b>Marks</b>
1.	One/ Two Online/ Offline Tests of 20 marks each. *MCQ based objective test, in case of online test & for internal offline test, pattern would be as follows: Q.1 A) Multiple Choice Questions (any 5 of 6) ----- 5 M B) True / False (any 5 of 6) ----- 5 M Q.2 Short Notes (any 2 of 3) ----- 10 M	20
2	Assignment/ Project	20

### Semester End Examination

- Maximum Marks: 60
- Questions to be set: 04
- Duration: 2 Hours

**All Questions are Compulsory Carrying 15 Marks Each**

<b>Question No</b>	<b>Particulars</b>	<b>Marks</b>
Q-1	Answer any 2 out of 3	15 Marks
Q-2	Answer any 2 out of 3	15 Marks
Q-3	Answer any 2 out of 3	15 Marks
Q-4	Answer any 2 out of 3	15 Marks

### Percentage of 6 categories of Blooms Taxonomy in question paper

	Continuous Internal Assessment (40 Marks)		Semester End Examination of 60 Marks						
% in Question Paper	Remember	Understand	Remember	Understand	Apply	Analyze	Evaluate	Create	
	20%	20%	-	30%	15%	15%	-	-	100%

