Subject: Principles and functions of Management

Programmee: S.Y.B.Com,

Semester:III

Course Code: 23-COB232

- **Objectives of the course**
1. To provide basic knowledge and understanding about various conceptsof Business Management.
2. To help the students to develop cognizance of the importance of management principles.
3. To improvise the managerial skills by learning managerial skills.
4. To provide them tools and techniques to be used in the performance of the managerial job.

1. Depth of the program – fundamental Knowledge

Unit No.	Unit Title	Contents	Propose Skills to be developed
1	Management	• Meaning, definition of Management • Need for Management study • Process and levels of management • Functions of management	1. Understanding how management works 2. Developing thought process as a manger 3. Understanding functions of Management 4. Understand the role of Management Thinkers in development of modern management process

2	Management Thoughts	• Introduction, Meaning of Management thoughts • Classification of management thoughts • Contribution of F.W. Taylor, Henry Fayol, Peter Drucker, C.K.Pralhad in development of management thoughts	1. Get knowledge of Management thoughts 2. Classify the management thoughts 3. Understand the contribution of various management thinkers.
3	Understanding Management : Planning and Decision Making	• Meaning, definition and nature of Planning • Forms and types of Planning • Steps in Planning • Limitations of Planning • Meaning and techniques of Forecasting • Meaning, Types and Steps in Decision Making	1. How to plan various management activities, programmes and events 2. Developing of decision making skillsto evaluate various alternatives and situations 3. Understanding the concept of forecasting 4. Developing the analyzing skills for forecasting
4.	Management at Work : The process of organizing and staffing	• Meaning, Process and Principles of Organizing • Concept of Authority and Responsibility • Delegation of Authority • Need and importance of Staffing • Recruitment : Sources and Methods • Process of staffing	1. Understanding the importance and process of organisation 2. Understanding authority and process of delegation of authority 3. Understanding process of recruitment

5.	Result orientation :Direction and Team Work	• Meaning, Elements, Principles, Techniques and Importance of Direction. • Concept of Team Work, Group Dynamics and principles regarding interpersonal communication and Group Behaviour	1. How to direct a group / team? 2. Team building skills 3. Wining confidence of group members 4. How to initiate healthy discussions to achieve consensus?

Chairperson

Dr. shraddha Awasare

Business Administration

Subject: Theory and practices of Management

Programmee: S.Y.B.Com, Semester: IV

Course Code: 23-COB242

- **Objectives of the course**
1. To provide basic knowledge and understanding about Motivation
2. To provide the comparative analysis of given theories of Motivation.
3. To improvise the leadership qualities by learning leadership qualities.
4. To provide them tools and techniques to be used in the controlling.

Unit No.	Unit Title	Contents	Skills to be developed
1.	Improving peoples' performance : Motivating the staff	- Meaning, Importance and Theories of motivation - Maslow's Need Hierarchy Theory - Herzberg's Two Factor Theory - Douglas MC Gregor's Theory of X and Y - Ouchi's Theory Z - McClelland's Theory	1. Skills regarding how to motivate staff and other members of the team. 2. Skills regarding retaining motivational level 3. Understanding needs and expectations of group members and meeting them effectively.
2.	Organizing from front- Leadership Skills	- Meaning, Importance, Qualities and Functions of a leader - Leadership styles for effective management - Contribution of Mahatma Gandhi, Dr. Babasaheb Ambedkar in leadership. **Contribution of business Leaders:** **Ratan Tata** **Dhirubhai Ambani** **Narayan Murthy**	1. How to lead group 2. Understanding followers and their views on various organizational matters. 3. Conflict Management

3.	Achieving success at work : Coordination and Control	• Meaning and need of co-ordination and control • Techniques and difficulties in establishing coordination and control • Steps in the process of control and it's techniques	1. How to coordinate group efforts 2. Minimizing resource waste Skillsto establish co-ordination between departments.
4.	Emerging trends in Business management	• Management of Change • Disaster Management • **Ethics in Management** • Corporate Governance And Corporate Citizenship, • Conflict Management	1. How to introduce change 2. Significance of Disaster Management 3. Concept and types of Management Ethics 4. Importance of Corporate Citizenship

Teaching Methodology

Topic No.	Total Lectures	Innovative methods to be Used	Film shows and AV Applications	Project	Expected Outcome
1	12	PowerPoint Presentations, YouTubeVideos	Films how to motivate staff and various theories of motivation available on various digital platforms.	Poster Presentation on motivation theories.	Students will get an idea about the basic motivational tools used in the field of management.
2	12	Power Point Presentations, YouTubeVideos	Documentaries and movies on leadership. Videos of great leaders in the field of trade and commerce available on various digital platforms.	Student group Activities which involve leadership skills and qualities.	Students will get an idea about how leadership influences organizational success.
3	12	PowerPoint Presentations, YouTube Videos	Documentaries and movies on coordination and control available on various digital platforms.	Poster Presentation on coordination and control	Students will understand the significance of coordination and control in modern business management.

chairperson

Busi. Administration

Dr. Shraddha Awasare

SPECIAL ELECTIVE SUBJECT - Group F (Business Administration)

Subject: Organizational Behaviour   Course Code: 23-COM234(b)

credit - 4

Objectives:

- To make the students understand various concepts of organization behavior and Attributes of Personality
- To provide in depth knowledge about process of formation of group behaviour in an organization set up
  To compare organizational change from employee and employer perspective.
- To understand the concept of stress and conflict and effects of work culture.
- To develop understanding about challenges faced while working in teams.

Depth of the program – Fundamental Knowledge

Unit No.	Unit Title	Contents	Purpose skills to be developed	Lectures Allotted
1	Introduction to Organizational Behaviour.	1.1 Definition and Objectives of Organizational Behaviour. 1.2 Conceptual Study of Organizational Behaviour. 1.3 Role of Information Technology in Organization. 1.4 Impact of Globalization on Organizational Behavior 1.5 Five Model of Organizational Behavior **1.6 Meaning of Personality, Attributes of Personality** **1.7 Dimensions of Attitude, Attitude Change**	▪ To understand the meaning, definition and concepts of OB andget the knowledge about the studyand diamemsions of OB ▪ To understand the well acquainted organizational environment - technology and structure, network organizations, and global impact on OB. ▪ **To analyze various dimensions of attitude.** ▪ **To execute the knowledge about impact of globalization on OB.**	12
2	Organizational Change from People's Perspective	**2.1 Concept of Organizational Change** 2.2 Goals and Types of Organizational Change 2.3 Forces of Change 2.4 Change Process	▪ **To examine the difference between organizational change from employee perspective and employer perspective.** ▪ **To gain the knowledge about various types of organizational change**	16

		2.5 Employee Vs Employer Perspective	• To differentiate between learning organization and organizational learning	
		2.6 Study of Models in Managed Change		
		2.7 Change Agents and their Characteristics		
		2.8 Resistance to Change		
		2.9 Overcoming Resistance to Change		
		2.10 Learning organization Vs Organizationallearning		
3	Emotional Intelligence & Job Satisfaction	3.1 Emotional Intelligence- meaning, Characteristics 3.2 Importance of Emotional Intelligence in the Workplace 3.3 Job Enrichment 3.4 Job Satisfaction and outcomes 3.5 Meaning and causes of stress, effects of stress and managing stress 3.6 Psychological Models for stress management 3.7 Case study	▪ To understand the meaning and characteristics of Emotional Intelligence. ▪ To get knowledge about job enrichment. ▪ To evaluate Emotional Intelligence through case study. ▪ To develop understanding about various ways to manage stress.	10
4	Group dynamics and Team Building	4.1 Group Dynamics- Concept of Groups, Types of Groups 4.2 Concept of Team, Types of Teams and Team Building 4.3 Aspects of cross functional team	▪ To understand the meaning of group dynamics and team building. ▪ To analyze the challenges faced in	10
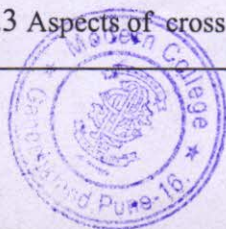
			4.4 Challenges faced while working in team in Multinational Companies.	team building in MNCs	

Teaching Methodology:

Topic No.	Total Lectures	Innovative methods to be used	Film shows and AV Applications	Project
1	12	Lecture, PPT/ Group Discussion, Library, Problem solving discovery based learning, experimental learning, assessment of portfolios and formative assessment, Case study, Jigsaw reading, Practical based learning	Relevant videos on YouTube and specific channels,Grouping for Educational Communication, E-Content, HRD Ministry TV channels.E-content developed by teacher	▪ Evaluate the place of Organizational Behaviour in the Indian context. ▪ Project on various Dimensions of attitude
2	12	Lecture, PPT/ Group Discussion, Library, Problem solving discovery based learning, experimental learning, assessment of portfolios and formative assessment, Case	Relevant videos on YouTube and specific channels,Grouping for Educational Communication, E-Content, HRD Ministry TV channels.E-content developed by teacher	▪ Case study of company for know the impact of organizational change ▪
		study, Jigsaw reading, Practical based learning		
3	12	Lecture, PPT/	Relevant videos on YouTube and specific channels,Grouping for	Survey on employeesMotivation

		Group Discussion, Library, Problem solving discovery based learning, experimental learning, **Industrial visit**	Educational Communication, E-Content, HRD Ministry TV channels.E-content developed by teacher	factors Case study of one company for motivational theory Current trends in Emotional Intelligence Project on the effects of stress.
4	12	Lecture, PPT/ Group Discussion, Library, Problem solving discovery based learning, experimental learning, assessment of portfolios and formative assessment, Case	Relevant videos on YouTube and specific channels,Grouping for Educational Communication, E-Content, HRD Ministry TV channels	- Project on challenges of working in teams. - Prepare PPT on Group Dynamics - Prepare PPT on Team Building concept

- Organizational Behaviour -Freud Luthans
- Human Behaviour at Work -J W Newstorm
- Organisation Behaviour : Text and Cases -Games K, Aswathappa
- Organisational Behaviour -Dr Mrs Oka & Mrs Kulkarni
- Introducing Organisational Behaviour- J.Mike Smith (View at google .co.in)
- **Management Process and Organizational Behaviour – Karam Pal**

Dr. S.M. Awasare
Chairmen Busi. Admini.

Class: M. Com. Part II (Semester- III)
Paper Code: 23-COM234(a)
Title of Paper: Human Resource Management (Special Paper V)
Credit: ~~3~~ 4
No. of lectures: 48

❖ **Learning Objectives:**

- To provide knowledge of key elements of Human Resource Management.
- To provide conceptual knowledge regarding Human Resource Planning & Performance evaluation.
- To provide the knowledge of optimum utilisation of human resource for betterefficiency and productivity.
- To provide the knowledge about various sources of recruitment and methods of training & performance appraisal of markets.

Unit No.	Contents	No. of Lectures	Course Outcome
1	**An Overview: Human Resource Management** 1.1 Meaning & Definition of HRM **1.2 Nature & Characteristics of HRM** **1.3 Scope & Functions of HRM** **1.4 Need & Importance of HRM** **1.5 Principles of HRM** **1.6 Role of HR Manager** **1.7 Present & Future Perspective** **1.8 Trends & Challenges of HRM** ·	12	Students will be able to understand the various concepts in Human ResourceManagement.
2	**Human Resource Planning** **2.1 Meaning & Definition of HRP** **2.2 Features & Objectives of HRP** **2.3 Need & Importance of HRP** **2.4 Process of /Steps of HRP** **2.5 Problems & Limitations of HRP** **2.6 Guidelines for making HRP effective** **2.7 Difference between Human Resource Planning & Manpower Planning**	10	Student will recognize the basic concept of Human Resource Planning.
3	**Recruitment and Selection, Training and Development** Part A-Recruitment & Selection 3.1 Meaning of Recruitment and Selection 3.2 Difference Between Recruitment and Selection 3.3 Various Sources of Recruitment 3.4 Interview & Types of Interview **3.5 Tests And Types of Test** Part B-Training & Development 3.6 Meaning of Training 3.7 Purpose of Training 3.8 Importance of Training 3.9 Benefits of Training 3.10 Training Process & Methodology	12	Student will the use of various tools, sources of Recruitment & methods Training.

	3.10.1 Methods of Training 3.10.2 Evaluation & Feedback		
4	**Performance Appraisal and Merit Rating** Part A-Performance Appraisal 4.1 Definition of Performance Appraisal 4.2 Methods of Performance Appraisal 4.3 Result Based Performance 4.4 Appraisal Errors 4.5 Ethics in Performance Appraisal **4.6 Difference between Performance Appraisal & Merit rating** Part B- Merit Rating 4.7 Merit Rating 4.8 Promotion 4.9 Transfer 4.10 Job Description 4.11 Job Evaluation 4.12 Job Enlargement 4.13 Job Enrichment 4.14 Job Rotation	14	Student will analyse various methods of performance appraisal.

List of Learning Activities and Allocation of Periods:

S.N.	ACTIVITIES	NO. OF LECTURES
1	Quizzes	4
2	Assignments	4
3	Class Room Tests/ Presentation	4
	Total	12

Method of Evaluation:

Subject	Internal Evaluation	External Evaluation
Unit – I	40 %	60 %
Unit – II	40 %	60 %
Unit – III	40 %	60 %
Unit – IV	40 %	60 %

Reference:

SR. NO.	TITLE OF THE BOOK	NAME OF AUTHOR/S	PUBLICATIONS
1	A Textbook of Human Resource Management	C.B. Mamoria S.V. Gankar	
2	Personnel Management	Edwin B. Flippo	MacMillan India
3	Human Resource and Personnel Management: Text and Cases	K. Ashwathappa	
4	Human Resource Management	V.S.P. Rao	
5	Managing Human Resources	Arun Monappa	MacMillan India, 1997
6	Human Resource Management	Ivancevich, J.M.	Tata McGraw Hill
7	Human Resource Management in Modern India	Dr. Sorab Sadri Jayashi Sadri	Himalaya Publication

Pedagogy:

➤ Participative Learning
➤ Student Centered Learning

Dr. shraddha Awasare
Bos. chairmen
Business administration

SPECIAL ELECTIVE SUBJECT - Group F (Business Administration)

Subject: Recent Advances in Business Administration

Course Code: 23-COM244(a)

Total Credits: 04

Objectives: 1. To familiarize the students with the recent advancements in business administration

2. To develop an understanding about tools and their application in the business.

3. To understand the basic concepts of Change
Management and their approaches.

4. **To gain the basic knowledge of Total Quality Management.**

5. To impart the basic concept and strategies of customer centric Management.

6. To expose the students to the concept, Innovation Management

Unit No.	Unit Title	Contents	Purpose skills to be developed	Lectures Allotted
1	**Recent Development in Business Administration**	1.1 Change management – Concept, Significance.Managing change- Important feature 1.2 Principals of change Management 1.3 Dimensions Approaches towards managing change 1.4 Futuristic and strategic approach toward changing business environment 1.5 **A study of Change Management Models in MNCs** 1.6 **Case Study**	▪ To understand the concept of change management and get the knowledge about the approaches management change and Important feature,, ▪ To know the various dimensions Approaches towards managing change. ▪ To get the futuristic and Strategic approaches due technology	12

2	CustomerCentric Approach & Total Quality Management	2.1 Customer centric approach – meaning definition, strategies, internal and external customers, full 360 view of the customer. **2.2 The challenges of becoming a customer- centric company** 2.3 Best practices to becoming a customer-centric company **2.4 Technological adoptions for better customer services** **2.5 Total Quality Management – Introduction** **2.6 Principles of Total Quality Management** **2.7 Implementing TQM Program** **2.8 Changing TQM Environment** **2.9 Pitfalls in Implementing TQM**	▪ Get well acquainted with theconcept strategies internal and external customers in customer centric approach ▪ To analyses the challenges before cutomer centeric organization ▪ To know the best practices and way to measure thesuccess of customer centric company ▪ To understand various dimensions of TQM and its implementation and its pitfalls	16
3	Cross- Cultural Managem entSystem	3.1 Global management system- Concept,&Significance. 3.2 Issues in cross cultural management. 3.3Acquisition & Mergers- Role & importance 3.4 Current Trends in acquisitions & mergers onnational & international scenario **3.5 Employee leasing- Concept and Practices**	▪ To understand the concept and significance of Global Management. ▪ To Know the cross cultural Management issues. ▪ To able to aquatint the role, importance and current trends in merger	8
4	**Turn Around and Innovation Management**	4.1 Turn around Management - Concept &Significance, Techniques prerequisite for success. 4.2 Restructuring & Reengineering of business - Concept of innovation, **Types of Innovation,** Advantages and Significances of Innovation. **4.3 Innovation Management models**	• To know the concept significance and techniques/ ▪ To able to know the prerequisite for success. ▪ To get knowledge about the concept and significance Restructuring	12

				Reengineering
	4.4 Case Study in Innovation Management 4.5 Role of Government and Private Institutions in promoting innovation			• To know the steps on innovation management.And also the role ofvarious institution for promoting

Teaching Methodology:

Topic No.	Total Lectures	Innovative methods to be used	Film shows and AV Applications	Project	Expected Outcome
1	12	Lecture, PPT/ Group Discussion, Library, Problem solving discovery based learning, experimental learning, assessment of portfolios and formative assessment, Case study, Jigsaw reading, Practical based learning	Relevant videos on YouTube and specific channels, Grouping for Educational Communication, E-Content, HRD Ministry TV channels.	• Significance of change management in respectof covid 19 • Project on covid 19 futuristic and strategic approach of change management. • Impacct of c0v9d 19 on futuristic and strategic approach towards business environment	**After completing** • The Definition and meaning of change management and get the knowledge about the approaches management change and Important feature. ▪ Can identify dimensions Approaches towards managing change. ▪ Able to cope with the futuristic and Strategic approaches due technology.
2	12	Lecture, PPT/ Group Discussion, Library, Problem solving discovery based learning, experimental	Relevant videos on YouTube and specific channels, Grouping for Educational Communication, E-Content, HRD	• Project on customer centric par after slowdown of economy ▪ • Case study approach towards employee as internal customer	**After completing** • Define the concept, strategies internal and external customers in customer

Chairperson

Board of studies .Business Administration

Dr. shraddha Awasare