

# **SHIVAJI UNIVERSITY, KOLHAPUR.**



Estd 1962

NAAC 'A' Grade

Syllabus For

Bachelor of Commerce

B.Com. Part-I

CBCS Pattern

**Management Principles and Applications**

Sem-I & Sem-II

Introduced from June 2018 and Onwards

(Subject to the modifications will be made from time to time)

**B.Com. Part-I**  
**Semester I**  
**As per CBCS Pattern**  
**Introduced from June 2018-19**  
**Management Principles and Applications -Paper-I**  
**Core Course**

**Duration: 2 hrs.**

**Marks: 50**

**Lectures : 60**

**Objective:**

1. To provide the student with an understanding of basic management concepts, principles and practices.
2. To provide the student with detailed understanding of basic management functions.

**Unit 1: Introduction to the Management:**

**Lectures-15**

Meaning, Definition and Need for Study

**- Contribution towards development of Management Theory**

- Elton Mayo- Hawthorne Experiment- its implications and limitations
- Peter Drucker – M.B.O

Different Approaches to Management its use and limitations-Behavioral Approach, Systems Approach, Contingency Approach

**Unit 2: Planning and Decision Making**

**Lectures-15**

Meaning and Definition of Planning - Types of Planning – Steps in Planning Process

Environmental Analysis and diagnosis (Internal and external environment) –Definition, Importance and SWOC Analysis.

Decision Making- concept- importance; Decision-making Process, Perfect Rationality and bounded rationality, Techniques of Decision making -qualitative and quantitative

**Unit 3: Organizing**

**Lectures- 15**

Organizing – Meaning -The Process/steps of organization – Principles of organizing– Organization Chart

Delegation of Authority – Meaning - Elements –Difficulties in delegation – Guidelines for making delegation effective.

Centralization and Decentralization - Meaning, Merits and Demerits

Organization Structure -line, line and staff, and functional, Network organization structure.

**4: Direction and Communication**

**Lectures- 15**

Direction- Meaning, Elements, Principles & Techniques

Communication-Meaning, Importance /Process of Communication, Types of communication, Barriers to Communication.Overcoming Barriers to Communication

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International and Leadership Perspective, McGraw Hill Education.
2. Stephen P Robbins and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, Pearson Education.
3. George Terry, Principles of Management, Richard D. Irwin
4. Newman, Summer, and Gilbert, Management, PHI
5. James H. Donnelly, Fundamentals of Management, Pearson Education.
6. B.P. Singh and A.K.Singh, Essentials of Management, Excel Books
7. Griffin, Management Principles and Application, Cengage Learning
8. Robert Kreitner, Management Theory and Application, Cengage Learning
9. TN Chhabra, Management Concepts and Practice, DhanpatRai& Co. (Pvt. Ltd.), New Delhi
10. Peter F Drucker, Practice of Management, Mercury Books, London
11. Organisation and Management- Dr. C.B. Gupta
12. Business Organisation and Management –M.C.Shukla
13. Essentials of Management- Koontz and O' Donnell
14. Management: Stoner
16. Management: Moshal
17. Principles of Management- P.C. Tripathi and P.H.Reddy
18. Management- Principles and practice- Shriniwas & Chunawala
19. Principles of management: Terry,G.R.and Stephen Franklin

**Syllabus For**  
**B.Com. Part-I**  
**Semester II**  
**As per CBCS Pattern**  
Introduced from June 2018-19  
**Management Principles & Application -Paper-II**  
**Core Course**

**Duration: 2 hrs.**

**Marks: 50**

**Lectures : 60**

**Objective:**

1. To provide the student with an understanding of basic management concepts, principles and practices.
2. To provide the student with detailed understanding of basic management functions

**Unit 1: Motivation -**

**Lectures: 20**

Motivation: Concept, Importance, extrinsic and intrinsic motivation; Theories of Motivation - Maslow's Need-Hierarchy Theory; Herzberg's Two-factor theory, Douglas McGregor's Theory X and Theory Y and William Ouchi's theory Z.

**Unit 2: Leadership**

**Lectures: 20**

Leadership - Concept, Importance, Theories of Leadership -Likert's scale theory, Blake and Mouten's Managerial Grid theory, House's Path Goal theory. Leadership Styles- Autocratic, Democratic and Free rein. Leadership styles of Shivaji Maharaj, Mahatma Gandhi, Dr. Babasaheb Ambedkar.

**Unit 3 :Co-ordination and Control: Lectures :10**

Co-ordination – Concept – Need – Techniques of establishing co-ordination. Control-Concept, Process, Limitations .Principles of Effective Control. Techniques of Control –Traditional Modern.

**Unit 4 :Emerging issues in Management:**

**Lectures: 10**

Social and Ethical Issues in Management - Corporate Social Responsibility-Meaning and Importance. Concept & Social Responsibility – Corporate Social Responsibility – Meaning – Importance. Green Management – Management & Change – Concept, Need for Change –Lewins Kurtz's three Stages& Plane Change. Resistance to Change – Overcoming Resistance to Change.

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3. George Terry, Principles of Management, Richard D. Irwin
4. Newman, Summer, and Gilbert, Management, PHI
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9. TN Chhabra, Management Concepts and Practice, DhanpatRai& Co. (Pvt. Ltd.), New Delhi
10. Peter F Drucker, Practice of Management, Mercury Books, London
11. SharuRanganekar–In the World of Corporate Managers.
12. Organisation and Management- Dr. C.B. Gupta
13. Business Organisation and Management –M.C.Shukla
14. Essentials of Management- Koontz and O' Donnell
15. Management: Stoner
16. Principles and Practice of Management- L.M. Prasad
17. Management: Moshal
18. Principles of Management- P.C. Tripathi and P.H.Reddy
19. Management- Principles and practice- Shriniwas&Chunawala
20. Principles of management: Terry,G.R.and Stephen Franklin

## **Equivalence**

### **B. Com. Part-I – Semester I and II**

<b>Pre-Revised Course</b>	<b>Revised Course</b>
1-PRINCIPLES OF BUSINESS MANAGEMENT Paper –I	1- <b>Management Principles &amp; Application</b> Paper –I
2-PRINCIPLES OF BUSINESS MANAGEMENT Paper –II	2- <b>Management Principles &amp; Application</b> Paper -II

## UNITS & PERIODS ALLOTTED

Units No. of Periods

**Unit - 1. 15**

**Unit - 2. 15**

**Unit - 3. 15**

**Unit - 4. 15**

**Total Periods 60**