

UNIVERSITY OF MUMBAI

Syllabus for T.Y.B.Com Business Management Paper III-Management and Organisation Development

Under the Credit and Grade Based Evaluation System
(For the Academic Year 2013-14)

Syllabus to be covered in Semester V

Objectives:

- 1) To enable students to know the nature of management and the evolution of management thought and the need for acquiring management skills.
- 2) To help students get insights into the management functions of planning, organizing and staffing.

I. Introduction

- a) Management – Definition and characteristics
- b) Management
 - as a science
 - as an art
 - as a profession
 - Levels of management and managerial skills
- c) Evolution of Management Thought Schools of Management
 - Scientific Approach
 - Administrative School
 - Behavioural School
 - Systems Approach
 - Contingency Approach
- d) Functions of Management in Business Organization

II. Planning

- a) Nature, characteristics, merits and limitations of planning
- b) Classification and components of plans
- c) Decision making and problem solving - meaning, importance and steps
- d) Planning process
- e) Essentials of a good plan
- f) Management by objectives (MBO)

III. Organization

- a) Definition and Principles
- b) Formal and informal organisations
- c) Departmentation
- d) Span of control
- e) Authority, responsibility and accountability
- f) Delegation of authority and decentralization
- g) Formal Organisations
 - Line
 - Functional
 - Line and staff
 - Matrix
 - Committees
- h) Informal Organizations – relevance and importance
- i) Organization charts-types and their importance

IV. Staffing

- a) Estimation of human resource requirement
- b) Human Resource Management
 - Job Analysis
 - Recruitment and selection
 - Training and Development
 - Performance Appraisal

Books recommended:

1. *Essentials of Management* by Koontz and Weihrich / McGraw Hill
2. *Principles of Management* by Koontz and O. Donnel / Tata McGraw Hill, New Delhi
3. *Principles of Management: Theory and practices* by Sarangi S.K. VMP Publishers and Distributors.
4. *Guide to Management Ideas* by Tim Hindle, *The Economist*
5. *Principles of Management* by Terry G. R. AITBS
6. *Business Organization and Principles of Management* by Dutta Choudhury, Central Education.
7. *Principles of Management*, Daver Rustoms, Crown.
8. *Principles of Management*, Tripathi P.C. Tata McGraw Hill, New York.
9. *Management Theory and Practice* by Dale, Ernest / McGraw Hill, New York
10. *Practice pf Management* by Peter Drucker / Allied Publisher , New Delhi
11. *Management* by Ricky W Griffin / Houghton Mifflin Company
12. *Management* by Gary Dessler / Prentice Hall
13. *Management* by Stephen Robbins, Mary Coulter / Prentice Hall
14. *Management* by James Stoner, Edward Freeman / Prentice Hall
15. *Time Management* by Roberta Roesch, *Tata Mc Graw Hill*
16. *Time Management* by Marc MANCINI , *Tata Mc Graw Hill*

Question Paper Pattern for Semester V for the Academic year 2013-14

Q. No.	Module/s to be covered in Semester V	Number of questions and choice	Marks
1	I and IV a & IV b	Any one out of two	15
2	II	Any two out of three	15
3	III	Any two out of three	15
4	Covering all the modules of Semester V	Multiple choice questions (All compulsory)	15

Total Marks: 60

Duration: 2 Hours

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Syllabus to be covered in Semester VI

Objectives:

- 1) To help students understand the managerial functions of motivating, directing, coordinating and controlling.
- 2) To help students gain insights into the contemporary issues in management.

IV. Staffing

c) Motivating

- Theories of Motivation
 - Maslow's theory
 - Herzberg's theory
 - McGregors theory
- Financial and non-financial motivators

V. Directing

a) Communicating

- Communication process
- Barriers to communication

b) Leading

- Leadership Styles
- Qualities of a good leader
- Leadership in teams

VI. Coordinating

- a) Meaning and importance

VII. Controlling

- a) Definition and steps in controlling

- b) Control Techniques
- c) Requirements of an effective control system

VIII. Contemporary issues in Management

- a) Change management
- b) Time management
- c) Organization Development - Meaning, importance and methods

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4. *Guide to Management Ideas* by Tim Hindle, *The Economist*
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7. *Principles of Management, Daver Rustoms, Crown.*
8. *Principles of Management, Tripathi P.C. Tata McGraw Hill, New York.*
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10. *Practice pf Management* by Peter Drucker / Allied Publisher , New Delhi
11. *Management* by Ricky W Griffin / Houghton Mifflin Company
12. *Management* by Gary Dessler / Prentice Hall
13. *Management* by Stephen Robbins, Mary Coulter / Prentice Hall
14. *Management* by James Stoner, Edward Freeman / Prentice Hall
15. *Time Management* by Roberta Roesch, *Tata Mc Graw Hill*
16. *Time Management* by Marc MANCINI , *Tata Mc Graw Hill*

Question Paper Pattern for Semester VI for the Academic year 2013-14

Q. No.	Module/s to be covered in Semester VI	Number of questions and choice	Marks
1	V and VII	Any one out of two	15
2	IV c and VI	Any two out of three	15
3	VIII	Any two out of three	15
4	Covering all the modules of Semester VI	Multiple choice questions (All compulsory)	15

Total Marks: 60

Duration: 2 Hours