

**BOARD OF STUDIES
COMMERCE AND
MANAGEMENT
(UNAIDED)**

AS PER NEP 2020



**Parle Tilak Vidyalaya Association's
M. L. DAHANUKAR COLLEGE OF COMMERCE,
(AUTONOMOUS)
Vile Parle (E),
Affiliated to University of Mumbai
Re-accredited 'B+' Grade by NAAC**

Syllabus for Major Mandatory Course	
Board of Studies in Commerce and Management (Unaided)	
UG First Year Programme	
Semester	I
Title of Paper	Principles of Management – I
Subject Code	MS-MJ101
Credits	4
From the Academic Year	2024-25

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to:	The course provides an overview of management and its evolution. It examines management functions of planning, organizing and its impact on the business organization. It discusses necessary skills and functions required for efficient manager in contemporary business environment. It also throws light on the significance of organization structures in implementing the crucial decisions taken by the management.
2	Vertical:	Major Mandatory
3	Type:	Theory
4	Credit:	4 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To enable the learners to understand the basic concepts and functions of management. 2. To acquaint the learners with the theoretical perspective of management & its practical applications. 3. To explore and understand the changing organization structures. 	
8	Course Outcomes: CO1: Learners will remember & understand the basic concepts of management. CO 2: Learners will learn to apply & strategically analyze the domains of managerial practices. CO 3: Learners will be able to create a roadmap to arrive at concrete managerial solutions.	
9.	Modules: Module 1: Introduction to Management <ul style="list-style-type: none"> • Meaning and Features of Management, Significance of Management, Six M's of Management, Management as a Science, Management as an Art, Management as a Profession. • Management Skills, Roles of Manager by Henry Mintzberg, Levels of Management, Functions of Management, Management Vs Administration. 	
	Module 2: Evolution of Management	

	<ul style="list-style-type: none"> • Classical Theory – Scientific School of Management by F.W.Taylor,- Principles, Contribution, Limitations., Administrative School of Management- 14 Principles of Management and Qualities of Manager. • Human Relations Theory – Contribution by Elton Mayo and Hawthorne Experiments. Contemporary Theory- Contingency Theory, Systems Theory, Theory Z. 	
	Module 3: Functions of Management-I	
	<ul style="list-style-type: none"> • Planning– Meaning, Features, Process, Components, Advantages and Limitations. Management by Objectives- Meaning, Process, Elements, Advantages and Limitations. • Decision Making – Meaning, Process, Techniques Advantages, Limitations, Organizing– Meaning and Features, Process, Advantages and Limitations. 	
	Module 4: Functions of Management-II	
	<ul style="list-style-type: none"> • Organization Structure – Meaning, Factors, Formal Vs Informal Organization. Line Organization, Line and Staff Organization, Matrix Organization, Virtual Organization- Meaning, Advantages and Limitations. • Tall Vs Short Organization, Span of Management- Meaning and Factors. Centralization and Decentralization – Meaning, Features, Advantages and Limitations 	
10	Text Books Study Material Prepared by faculty members of PTVA’s M. L. Dahanukar College of Commerce, (Autonomous) Vile-Parle (E), Mumbai.	
11	Reference Books: <ul style="list-style-type: none"> • Principles of Management, Tripathi Reddy, Tata Mc Grew Hill • Management Text & Cases, VSP Rao, Excel Books, Delhi • Management Concepts and OB, P S Rao & N V Shah, Ajab Pustakalaya • Essentials of Management, Koontz II & W, Mc. Graw Hill, New York • Principles of Management-Text and Cases -Dr. M. Sakthive Murugan, New Age. 	
12	Continuous Assessment: 40%	End Semester Examination: 60%
	Individual Passing in Continuous Assessment and End Semester Examination	

13	Continuous Assessment through: Quiz, Class Tests, Presentations, project, role play, creative writing, assignment etc (at least 3)																																																
14	<p align="center">Format of Question Paper: (Continuous Assessment & End Semester Examination)</p> <p align="center">Paper Pattern 4 Credits (Total 100 Marks)</p> <p>Continuous Assessment = 40 Marks End Semester Examination = 60 Marks</p> <p>Continuous Assessment Pattern (40 Marks)</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> 1. Case Study writing OR Assignment 2. Quiz OR Group discussion OR Role Playing 3. Project Presentation OR Research Paper </td> <td style="width: 10%; text-align: center; vertical-align: middle;"> } </td> <td style="width: 40%; vertical-align: middle;"> any two (10 Marks each) 20 Marks </td> </tr> <tr> <td>4. Class Test - (Mandatory)with Objective questions</td> <td></td> <td align="right">20 Marks</td> </tr> <tr> <td align="right" colspan="2">Total</td> <td align="right">40 Marks</td> </tr> </table> <p>End Semester Examination Paper Pattern (60 Marks)</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 80%;">Q1. Answer the following (Compulsory)</td> <td align="right">15 Marks</td> </tr> <tr> <td colspan="2">Answer any 3 out of 5</td> </tr> <tr> <td>Q2. Answer the following</td> <td></td> </tr> <tr> <td> A</td> <td align="right">7 marks</td> </tr> <tr> <td> B</td> <td align="right">8 marks</td> </tr> <tr> <td>Q3. Answer the following</td> <td></td> </tr> <tr> <td> A</td> <td align="right">7 marks</td> </tr> <tr> <td> B</td> <td align="right">8 marks</td> </tr> <tr> <td>Q4. Answer the following</td> <td></td> </tr> <tr> <td> A</td> <td align="right">7 marks</td> </tr> <tr> <td> B</td> <td align="right">8 marks</td> </tr> <tr> <td>Q5. Answer the following</td> <td></td> </tr> <tr> <td> A</td> <td align="right">7 marks</td> </tr> <tr> <td> B</td> <td align="right">8 marks</td> </tr> <tr> <td>Q6. Write short notes on</td> <td></td> </tr> <tr> <td> A</td> <td align="right">5 marks</td> </tr> <tr> <td> B</td> <td align="right">5 marks</td> </tr> <tr> <td> C</td> <td align="right">5 marks</td> </tr> <tr> <td align="right" colspan="2">TOTAL 60 Marks</td> </tr> </table>		1. Case Study writing OR Assignment 2. Quiz OR Group discussion OR Role Playing 3. Project Presentation OR Research Paper	}	any two (10 Marks each) 20 Marks	4. Class Test - (Mandatory)with Objective questions		20 Marks	Total		40 Marks	Q1. Answer the following (Compulsory)	15 Marks	Answer any 3 out of 5		Q2. Answer the following		A	7 marks	B	8 marks	Q3. Answer the following		A	7 marks	B	8 marks	Q4. Answer the following		A	7 marks	B	8 marks	Q5. Answer the following		A	7 marks	B	8 marks	Q6. Write short notes on		A	5 marks	B	5 marks	C	5 marks	TOTAL 60 Marks	
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Syllabus for Major Mandatory Course	
Board of Studies in Commerce and Management (Unaided)	
UG First Year Programme	
Semester	I
Title of Paper	Bhartiya Theory of Management Styles
Course Code	MS-MJ102
Credits	2
From the Academic Year	2024-25

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to:	This course provides comprehensive overview of Bhartiya management and different management styles based on ancient Indian wisdom. It also delves into the managerial lessons from the Bhartiya Scriptures. Additionally, it also throws light on the practical application of Bhartiya theories in the modern management.
2	Vertical:	Major Mandatory
3	Type:	Theory
4	Credit:	2 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To enable learners to understand the concepts & terminologies of Bhartiya theories. 2. To understand the need & implications of management styles of Bhartiya Theory. 3. To acquaint learners to the Bhartiya theory and enhance their understanding of the unique management styles. 	
8	Course Outcomes: CO1: Learners will learn to apply & adopt the Bhartiya management styles. CO 2: Learners will develop holistic understanding of management styles. CO 3: Learners will understand the management lessons from different Bhartiya Scriptures.	
9.	Modules: Module 1: Introduction of Bhartiya theory of Management Styles <ul style="list-style-type: none"> • Definition of Bhartiya Management, evolution of Bhartiya/Indian Management, Management Styles based on Ancient Indian Wisdom. • Concept and features of management styles, need of management styles, types of management style, Difference between Management and Leadership. 	
	Module 2: Universal Management Styles of Bhartiya Theory	

	<ul style="list-style-type: none"> • Purpose of Management – Contemporary Thought, Management by Self-Transformation, Management by Good Counsel, Management by Time. • Management by Luminous Unactivity, Management by Passionate Activity, and Management by Indolent Activity, Benefits and Bhartiya theory 	
10	Text Books Study Material Prepared by faculty members of PTVA's M. L. Dahanukar College of Commerce, (Autonomous) Vile-Parle (E), Mumbai.	
11	Reference Books: <ul style="list-style-type: none"> • Puri Vivek. (2020). Bhartiya (Indian) Theory Of Management Styles – Part I. Sage Publication. • Indian Theory of Management Styles AIMA Journal of Management & Research, May2021, Volume 15 Issue 2/4, ISSN 0974 – 497 Copy right© 2021 AJMR-AIMA • Subhash Sharma. (2019). Evolution of Indian Management/ Bhartiya Management. Reva university Bangalore. • https://swarajyamag.com/ideas/the-notion-of-bharatiya-managemen • https://cessedu.org/sites/cessedu.org/files/National%20Workshop%20on%20Bharatiya%20Management.pdf • https://www.linkedin.com/pulse/traditional-management-concept-evolution-indian-ethos-anjum 	
12	Continuous Assessment: 40%	End Semester Examination: 60%
	Individual Passing in Continuous Assessment and End Semester Examination	
13	Continuous Assessment through: Quiz, Class Tests, Presentations, project, role play, creative writing, assignment etc (at least 3)	
14	Format of Question Paper: (Continuous Assessment and End Semester Examination) Paper Pattern 2 Credits (Total 50 Marks) Continuous Assessment = 20 Marks End Semester Examination = 30 Marks	

Continuous Assessment Pattern (20 Marks)

- 1. Project Presentation
- 2. Quiz **OR** Group discussion

} 10 Marks
} any one

3. Class Test (Mandatory) with objectives

10 Marks

Total

20 Marks

End Semester Examination Pattern

(30 Marks)

Q1. Answer the following (Compulsory)

10 Marks

Answer any 2 out of 3

Q2. Answer the following

A

5 marks

B

5 marks

Q3. Answer the following

A

5 marks

B

5 marks

Q4. Answer the following

A

5 marks

B

5 marks

Total 30 Marks

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Syllabus for Major Mandatory Course	
Board of Studies in Commerce and Management (Unaided)	
UG First Year Programme	
Semester	II
Title of Paper	Principles of Management – II
Course Code	MS-MJ201
Credits	4
From the Academic Year	2024-25

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to:	The course provides an overview of different management functions. It also delves into the different types of interviews and employment tests used in the selection process. The course throws light on the significant contributions of the Indian leaders in the field of management. The course also focuses on the different challenges faced by the managers in the rapidly changing business environment.
2	Vertical:	Major Mandatory
3	Type:	Theory
4	Credit:	4 credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To enable the learners to understand the management functions of direction & control. 2. To enable learners to understand the changing role of Indian business leaders. 3. To develop understanding of the emerging trends in management. 	
8	Course Outcomes: <ul style="list-style-type: none"> • CO1: Learners will be able to understand the functions of management. • CO 2: Learners will be able to apply & strategically analyze the strategies adopted by successful business leaders. • CO 3: To enable leaners to evaluate & apply evolving management opportunities & challenges. 	
9.	Modules Module 1: Functions of Management-III <ul style="list-style-type: none"> • Review of PODSCORB, Staffing – Factors, Importance, Recruitment- Sources, Selection – Concept, Process. Employment Tests, Types of Interviews. 	

	<ul style="list-style-type: none"> • Delegation of Authority- Meaning, Need, Principles, Barriers, Direction – Concept, Features and Principles.
	<p>Module 2: Functions of Management – IV</p> <ul style="list-style-type: none"> • Motivation- Meaning, Factors and Importance., Leadership- Styles and Qualities of Successful Leader, Contributions of Indian Leaders to the field of Management. • Co-ordination – Concept and Features, Types, Importance, Criteria for successful co-ordination, Constraints., Controlling -Concept, Steps, Techniques.
	<p>Module 3: Managerial Opportunities and Challenges -I</p> <ul style="list-style-type: none"> • Change Management- Concept, Cycles of Change Management as per Kurt Lewin, Time Management – Importance, Techniques, Murphy’s Law. • Conflict Management – Management of Conflict, Causes of conflict, Types, Process, Techniques of conflict management, Skills for effective conflict management. Stress Management – Reasons for Stress, Ways to overcome stress, Concept of Eustress.
	<p>Module 4: Managerial Opportunities and Challenges -II</p> <ul style="list-style-type: none"> • Work Life Balance- Meaning, Need, Importance of Work life Balance for managers, Green Management – Meaning, Objectives, Practices. Knowledge Management – Concept, Components, Benefits. • Talent Management – Concept, Importance, Process, Challenges, Best Practices. Management Information System- Concept, Functions, Importance
10	<p>Text Books Study material prepared by the faculty members of PTVA’s M.L. Dahanukar College of Commerce, (Autonomous) Vile Parle (E), Mumbai</p>
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	<ul style="list-style-type: none"> • Management Today Principles& Practice- Gene Burton, Manab Thakur, Tata McGraw Hill, Publishing Co.Ltd. • Management – James A.F. Stoner, Prentice Hall, Inc.U.S.A. • Management: Global Prospective –Heinz Weihrich & Harold Koontz, Tata McGraw-Hill, Publishing Co.Ltd. • K. Ashwathappa, Organization Behaviour- Text, Cases & Games, Himalaya Publishing House, 2014 Edition. • Principles of Management, Tripathi Reddy, Tata Mc Grew Hill • Gerald Greenberg, Behaviour In Organization, Pearson Edition (Prentice Hall India) 																											
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Syllabus for Major Mandatory Course	
Board of Studies in Commerce and Management (Unaided)	
UG First Year Programme	
Semester	II
Title of Paper	Global Management Theories
Course Code	MS-MJ202.
Credits	2
From the Academic Year	2024-25

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to:	The understanding of motivation and leadership concepts are cornerstone issues that directly relate to the performance of the organization. This course focuses on the fundamental concepts, theories, and models of leadership and motivation. The course would help learners to utilize skills that are necessary for effective leadership including self-awareness, interpersonal skills, presentation skills, time management and critical thinking.
2	Vertical:	Major Mandatory
3	Type:	Theory
4	Credit:	2credits (1 credit = 15 Hours for Theory)
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To enable students to understand the different global theories with regards to management and organizational development. 2. To introduce global motivation and leadership theories. 3. To develop the global competencies necessary for 21st Century Management 	
8.	Course Outcomes: <ul style="list-style-type: none"> • CO 1: Learners will develop understanding about the concept, features, core values and models of Organizational Development • CO2: Learners will have a clear understanding of the global theories of motivation. • CO3: Learners will have a clear understanding of the global theories of effective leadership. • CO4: Learners will understand the different Management Styles followed across the globe 	
9.	Modules	
	Module 1: Introduction to Organizational Development and Global Motivation Theories	

	<ul style="list-style-type: none"> • Organizational Development- Concept, Features, Components, Objectives, Values of organizational development. Organizational Development Interventions – Types and Problems, Organizational Development Models- Weisbord Six-box Model (Organizational Diagnosis)- McKinsey 7’S’ Model (Organizational Design) • Global Motivation Theories- Maslow Need Hierarchy Theory - Douglas McGregor Theory ‘X’ and ‘Y’ - William Ouchi Theory ‘Z’ - Victor Vrooms Expectancy Theory- Alderfer’s, ERG Theory- David McClelland’s Need Theory.
	<p>Module 2: Global Leadership Theories and Management Styles</p> <ul style="list-style-type: none"> • Charismatic Leadership -Concept, Features of charismatic leaders, Advantages, Limitations, Managerial Grid – Blake and Mouton, Likert’s four system leadership, Fiedler's contingency theory, Tannenbaum and Schmidt’s Leadership Theory, Hersey and Blanchard’s Situational Leadership Theory. • Indian Management Style, Japanese Management Styles, American Management Style, European Management Style.
<p>10</p>	<p>Text Books Study material prepared by the faculty members of PTVA’s M.L. Dahanukar College of Commerce, (Autonomous) Vile Parle (E), Mumbai</p>
<p>11</p>	<p>Reference Books:</p> <ul style="list-style-type: none"> • Management- James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, JR. • Management: Principles and Applications- Ricky W. Griffin, Cengage Learning India Pvt.Ltd., New Delhi • Principles of Business Management – T. Ramasamy, Himalaya Publication House Mumbai, • Management: Challenges in 21st Century – S.H. Goodman & P.M. Fandt, Vintage Publishing House. • Management: A Global and Entrepreneurial Perspective- Heinz Wehrich, Mark V Cannice and Harold Knootz, The Mc Graw Hill Companies, New Delhi • Development of Management Thoughts – Pollard, Think Inc (28 June 2019), Amazon Asia Pacific Holdings Private Limited. • Organization and Management – Dr. C.B. Gupta, Shatya Bhavan Publication Agra. • Principles and Practices of Management- L. M. Prasad, Sultan Chand & Sons New Delhi (2019).

	<ul style="list-style-type: none"> Essentials of Organizational Development - Dr. Anjali Ghanekar Everest Publication House, Pune 																																				
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