

AC –  
Item No. –

**As Per NEP 2020**

**Tolani College of  
Commerce  
(Autonomous)**



Knowledge is Supreme

**Title of the Course: Principles of Management**

**Programme: Bachelor of Commerce (Management Studies) Semester-I**

**Syllabus for 4 credits**

**From the academic year 2024 - 2025**

## Name of the Course: Principles of Management

Sr. No.	Heading	Particulars
1	<b>Description the course:</b>	The course provides an overview of management and its evolution. It examines management functions of planning, organizing, leading, and controlling and its impact on the business organisation. It discusses necessary skills and functions required for efficient manager in contemporary business environment. Overall, it enables students to analyze and understand changing business environment, and the role of ethics, social responsibility and environmental issues in contemporary business environment.
2	<b>Vertical:</b>	Major
3	<b>Type:</b>	Theory
4	<b>Credit:</b>	4 credits
5	<b>Hours Allotted:</b>	60 Hours
6	<b>Marks Allotted:</b>	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To develop a comprehensive understanding for the learners about the nature of management, including the levels of management and approaches to management.</li> <li>2. To acquaint the learners with the context of organisational management like planning, decision making and delegation of authority.</li> <li>3. To understand various functions of management like organizing, departmentation and directing.</li> <li>4. To familiarise learners with the various concepts of management like leadership, coordination and controlling and also learn the recent trends in management.</li> </ol>	
8	<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Learners will be able to demonstrate an understanding of the nature of management, enabling them to analyze and apply different management theories and practices in organisational contexts effectively.</li> <li>2. Learners will be able to summarize the concepts of planning, decision-making, and delegation of authority signifying the ability to formulate strategic plans, make informed decisions, and effectively delegate tasks and responsibilities within a managerial role.</li> <li>3. Learners will utilize the functions of management, including organizing, departmentation, and directing, to efficiently structure and manage organisational resources, tasks, and personnel, ensuring optimal performance and achievement of organisational objectives.</li> <li>4. Learners will identify key management concepts such as leadership, coordination, and controlling in organisational settings and implementation of control mechanisms to ensure organisational success including sustainable business practices.</li> </ol>	

9	<b>Modules</b>
	<b>Module 1: Nature of Management (15 Hours)</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Management:</b> Meaning and Definitions of management, Features of management and Importance of management.</li> <li>• <b>Interdisciplinary Nature of Management:</b> Management as an Art - Features, Management as Science – Features and Management as a Profession – Features.</li> <li>• <b>Levels of Management:</b> Hierarchy of managerial positions – three levels, Roles and Managerial Skills by Professor Robert Katz, The Blake and Mouton Managerial Grid.</li> <li>• <b>Approaches to Management:</b> Techniques of Scientific Management by Frederick Taylor, 14 Principles of Management by Henri Fayol and Contingency Approach of Management.</li> </ul>
	<b>Module 2: Planning, MBO, Decision Making and Delegation of Authority (15 Hours)</b>
	<ul style="list-style-type: none"> <li>• <b>Planning:</b> Meaning and definition of Planning, Elements of Planning and Steps in Planning.</li> <li>• <b>Management by Objectives (MBO) by Peter Drucker:</b> Meaning and Assumption, Benefits of management by objective and Limitations of management by objective.</li> <li>• <b>Decision Making:</b> Importance of Decision-making, Decision-making process and Decision-making techniques – Programmed and Non-programmed.</li> <li>• <b>Delegation of Authority:</b> Importance of delegation, three elements of delegation and Principles of effective delegation.</li> </ul>
	<b>Module 3: Organising, Departmentation, Approaches and Directing (15 Hours)</b>
	<ul style="list-style-type: none"> <li>• <b>Organising:</b> Meaning of Organising, Organising structure (Formal and Informal organisation, Line and Staff and Matrix organisation) – meaning, advantages and disadvantages.</li> <li>• <b>Departmentation:</b> Meaning, Importance and Bases of departmentation.</li> <li>• <b>Approaches to Organisational Management:</b> Factors of Span of Control, Advantages and Disadvantages of Centralization and Decentralization.</li> <li>• <b>Directing:</b> Meaning, Importance and Principles of direction</li> </ul>
	<b>Module 4: Leadership, Coordination, Controlling and Recent Trends (15 Hours)</b>
	<ul style="list-style-type: none"> <li>• <b>Leadership:</b> Meaning and Features of leadership, Various Leadership styles and Qualities of a good leader.</li> <li>• <b>Coordination:</b> Concept and Importance of Coordination, Coordination- The Essence of management and Techniques of effective coordination.</li> <li>• <b>Controlling:</b> Meaning and Importance of Controlling, Process of Controlling and Techniques of Controlling – Traditional and Modern.</li> <li>• <b>Sustainable Business Practices:</b> Green Management – Different Methods and Emerging Green trends, Corporate Social Responsibility – Importance and latest trends.</li> </ul>

<b>10</b>	<b>References:</b> <ul style="list-style-type: none"> <li>• Dr. Rinkesh Chheda and Divya Thakur, Principles of Management, Himalaya Publishing House, 3rd edition, 2022.</li> <li>• Y.K Bhushan, Fundamentals of Business &amp; Management, Sultan Chand &amp; Sons, 2016.</li> <li>• V.S.P Rao, Management: Text &amp; Cases, Excel Books, 2nd Revised edition, 2022.</li> <li>• Dr. Neeru Vasishth and Dr. Vibhuti Vasishth, Principles of Management, Taxmann Publications Pvt. Ltd., 1<sup>st</sup> edition, 2022</li> <li>• Stephen P. Robbins, Mary Coulter and David Cenzo, Fundamentals of Management, Pearson Education India, 9<sup>th</sup> edition, 2016.</li> <li>• Angelo Kinicki and Brian K. Williams, Management, McGraw-Hill Education, 9<sup>th</sup> edition, 2020.</li> </ul>																
<b>11</b>	<b>Internal Continuous Assessment: 40%</b>	<b>Semester End Examination: 60%</b>															
<b>12</b>	<b>Continuous Evaluation through: (40 Marks)</b> <table border="1" data-bbox="370 741 1123 982" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Component</th> <th style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td>1)Assignment/Case Studies</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td>2) Assignment/Presentation/ /Project</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td>3)Objective Questions</td> <td style="text-align: center;">10 Marks</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: center;"><b>40 Marks</b></td> </tr> </tbody> </table> <p><i>Note: Learner must be Present in all the three exam components of Continuous Evaluation.</i></p>		Component	Total Marks	1)Assignment/Case Studies	15 Marks	2) Assignment/Presentation/ /Project	15 Marks	3)Objective Questions	10 Marks	<b>Total</b>	<b>40 Marks</b>					
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<b>14</b>	<b>Format of Question Paper: for the final examination</b> <b>Question Paper Pattern for Semester End Examination (SEE)</b> <b>Maximum Marks: 60</b> <span style="float: right;"><b>Duration:2 Hour</b></span> <table border="1" data-bbox="300 1136 1567 1850" style="width: 100%;"> <thead> <tr> <th style="text-align: center;">Q. No.</th> <th style="text-align: center;">Particular</th> <th style="text-align: center;">Marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>Q-1</b></td> <td> <b>Attempt any TWO the following: (Module 1)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> <tr> <td style="text-align: center;"><b>Q-2</b></td> <td> <b>Attempt any TWO the following: (Module 2)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> <tr> <td style="text-align: center;"><b>Q-3</b></td> <td> <b>Attempt any TWO the following: (Module 3)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> <tr> <td style="text-align: center;"><b>Q-4</b></td> <td> <b>Attempt any TWO the following: (Module 4)</b>  A. Full Length Question  B. Full Length Question  C. Full Length Question </td> <td style="text-align: center;"><b>15 Marks</b></td> </tr> </tbody> </table>		Q. No.	Particular	Marks	<b>Q-1</b>	<b>Attempt any TWO the following: (Module 1)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>	<b>Q-2</b>	<b>Attempt any TWO the following: (Module 2)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>	<b>Q-3</b>	<b>Attempt any TWO the following: (Module 3)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>	<b>Q-4</b>	<b>Attempt any TWO the following: (Module 4)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>
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	Note: Any of the full length question of 7.5 Marks can be a case study.
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**Signatures of Team  
Members**

<b>Sr. No</b>	<b>Name</b>	<b>Signature</b>
1.	Ms. Reshma Rajput	
2.	Ms. Shalini Clayton	
3.	Mr. Vedant Kajbaje	
4.		
5.		