

AC –
Item No. –

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course:

Commerce III – Management Functions and Challenges

Programme: Bachelor of Commerce (B.Com.) Semester – III

Syllabus for 4 Credits Course

From the academic year: 2024-2025

Name of the Course: Commerce III – Management: Functions and Challenges

Sr. No.	Heading	Particulars
1	Description the course:	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 organization. It discusses necessary skills and functions required for efficient manager in contemporary business environment.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	Total 100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: The objective of the course is to:	<ol style="list-style-type: none"> 1. Make the learners aware about conceptual knowledge and evolution of management. 2. Familiarise the learners with the concepts of planning and decision making. 3. Enable the learners to understand the various forms of structures available to an organisation. 4. Propose the application of leadership styles, principles of coordination and techniques of controlling in an organizational set up.
8	Course Outcomes: After completion of the course, the learners are expected to:	<ol style="list-style-type: none"> 1. Know the concepts, functions of management, evolution of management thoughts and be able to compare ancient and modern approach. 2. Apply the process of planning and able to use decision making techniques while making decisions. 3. Relate the concept of organising for effective functioning of a management. 4. Diagnose various styles and qualities of efficient leadership and demonstrate the techniques for controlling and coordination.

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Module 1: Introduction to Management (15 hours)

- **Management:** Concept, Nature, Functions, Managerial Skills & Competencies, **Role of Managers in the 21st Century**
- **Evolution of Management Thoughts:**
Classical Approach: F. W. Taylor's Scientific Management, Henry Fayol's Principles of Management,
Neo-Classical Approach: Elton Mayo's Hawthorne experiments
- **Modern Management Approach:** Peter Drucker's Dimensions of Management, **Systems Approach, Contingency Approach, and Dr. C K Pralhad's Bottom of the Pyramid (BOP) Strategy**

Module 2: Planning and Decision Making (15 hours)

- **Planning:** Steps, Importance, Components and Importance of Coordination
- **M.B.O.:** Process, Advantages, Management by Exception - Advantages; Management Information System- Concept, Components
- **Decision Making:** Techniques, Essentials of a Sound Decision Making, Impact of Technology on Decision Making.

Module 3: Organising (15 hours)

- **Organising:** Steps, Organisation Structures – Line Organisation, Line & Staff Organisation, Matrix Organisation, Committee Organisation, Virtual Organisation and Formal v/s Informal Organisation.
- **Departmentalisation:** Meaning, Bases and **Significance of Departmentalisation**, Span of Management - Factors Influencing Span of Management, Tall and Flat Organisation, **Graicunas Theory of Span of Management**
- **Delegation of Authority:** Process, Barriers to Delegation, Principles of Effective Delegation. Decentralisation: Factors Influencing Decentralisation, Centralization v/s Decentralisation

Module 4: Directing and Controlling (15 hours)

- **Motivation:** Concept, Importance, factors influencing motivation, **Ancient Indian techniques of motivation.**
- **Leadership:** Concept, Functions, Styles, Qualities of a good leader, **Leadership strategies of Chhatrapati Shivaji Maharaj.**
- **Controlling:** Concept, Steps, Essentials of good control system, Techniques of Controlling

10	Reference Books: <ol style="list-style-type: none"> Gene Burton, Manab Thakur, Management Today Principles & Practice, Tata McGraw Hill Publishing Co. Ltd., 2012 Heinz Wehrich & Harold Koontz, Management: Global Prospective, Tata McGraw-Hill Publishing Co. Ltd., 15th edition, 2019 James A. F. Stoner, Management, Prentice Hall Incorporation, 4th edition, 1989 Neeru Vasisth & Vibhuti Vasisth, Principles of Management, Taxman Publications (P.) Ltd., 2022 Peter F. Drucker, Management –Task, Responsibilities, Practices, Butterworth Heinemann Ltd., 1999 Ramasamy T. Principles of Management, Himalaya Publishing House, 2014 Viswanathan Rajeesh, Bhat K.Shridhara. Principles Of Management : Concepts & Cases Mumbai Himalaya Publishing House 2010 																			
11	Internal Continuous Assessment: 40%	Semester End Examination :60%																		
12	Continuous Evaluation through: The Continuous Evaluation will have components as follows: <table border="1" data-bbox="228 961 1062 1318"> <thead> <tr> <th>Component</th> <th>Details</th> <th>Total marks</th> <th></th> </tr> </thead> <tbody> <tr> <td>I</td> <td>Assignment / Case Study / Current Affairs Diary / Field Study / Business Plan / Project</td> <td>15</td> <td rowspan="4">A learner must be present for each of the sub-components.</td> </tr> <tr> <td>II</td> <td>Presentation of Component I</td> <td>15</td> </tr> <tr> <td>III</td> <td>One Periodical Test</td> <td>10</td> </tr> <tr> <td></td> <td>Total</td> <td>40</td> </tr> </tbody> </table>			Component	Details	Total marks		I	Assignment / Case Study / Current Affairs Diary / Field Study / Business Plan / Project	15	A learner must be present for each of the sub-components.	II	Presentation of Component I	15	III	One Periodical Test	10		Total	40
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13	Format of Question Paper: for the Semester End Examination <p style="text-align: center;">Question Paper Pattern</p> Maximum Marks: 60 Duration: 2 Hrs. All Questions are Compulsory Carrying 12 Marks each. <table border="1" data-bbox="228 1570 1508 1879"> <thead> <tr> <th>Question No</th> <th>Particulars</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>Q-1</td> <td>Attempt any 2 of the following: (From Module I) a. b. c.</td> <td>12 Marks</td> </tr> </tbody> </table>			Question No	Particulars	Marks	Q-1	Attempt any 2 of the following: (From Module I) a. b. c.	12 Marks											
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Q-2	Attempt any 2 of the following: (From Module II) a. b. c.	12 Marks
Q-3	Attempt any 2 of the following: (From Module III) a. b. c.	12 Marks
Q-4	Attempt any 2 of the following: (From Module IV) a. b. c.	12 Marks
Q-5	Attempt the following: (Entire Syllabus) Approach Based Question (6 marks) Short Notes (any 2 out of 3) (6 marks)	12 Marks

Signatures of Team Members

Sr. No.	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Jyoti Ghosh	