

B.Com. (Hons.): Semester – III (CBCS)		Full Marks: 100 (<i>Internal Assessment 20 + 80 End-Term</i>)	
Paper Name: Management Principles and Application (6 Credit)		Lectures: 60	
Paper Code: C 307		Academic Year: 2021	
Teacher: Biswajyoti Doley, Dr. Papari Nayak			
Unit	Topic	Number of Lecture	Marks
Unit 1: Introduction	Concept: Need for Study, Managerial Functions – An overview	2 Class	16
	Co-ordination: Essence of Managership	1 Class	
	Evolution of the Management Thought Classical Approach – Taylor, Fayol, Neo Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach – Lawrence & Lorsch	4 Class	
	MBO - Peter F. Drucker, Re-engineering - Hammer and Champy	2 Class	
	Michael Porter – Five-force analysis, Three generic strategies and value chain, analysis, Senge’s Learning Organisation, Fortune at the Bottom of the Pyramid’ – C.K. Prahalad.	3 Class	
Unit 2: Planning	Types of Plan – An overview to highlight the differences	1 class	16
	Strategic planning – Concept, process, Importance and limitations	2 class	
	Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP, BCG Matrix, Competitor Analysis),	3 class	
	Business environment: Concept and Components	1 class	
	Decision-making – concept, importance; Committee and Group Decision-making, Process, Perfect rationality and bounded	5 class	

	rationality, Techniques (qualitative and quantitative, MIS, DSS)		
Unit 3: Organising	Concept and process of organising – An overview, Span of management, Different types of authority (line, staff and functional), Decentralisation	6 class	16
	Delegation of authority Formal and Informal Structure; Principles of Organising; Network Organisation Structure	6 class	
Unit 4: Staffing and Leading	a Staffing: Concept of staffing, staffing process	1 class	16
	b. Motivation: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory, Vroom's Expectation Theory.	4 class	
	c. Leadership: Concept, Importance, Major theories of Leadership (Likert's scale theory, Blake and Mouten's Managerial Grid theory, House's Path Goal theory, Fred Fielder's situational Leadership), Transactional leadership, Transformational Leadership, Transforming Leadership.	4 class	
	d. Communication: Concept, purpose, process; Oral and written communication; Formal and informal communication networks, Barriers to communication, Overcoming barriers to communication.	2 class	
	Presentation	1 class	
Unit 5: Control	Control: Concept, Process, Limitations, Principles of Effective Control	5 class	16
	Major Techniques of control - Ratio Analysis, ROI, Budgetary Control, EVA, PERT/CPM.	6 class	
	b Emerging issues in Management	1 class	