

As Per NEP 2020

University of Mumbai



Title of the program

- A-U.G. Certificate in Management Studies 2024-25**
- B-U.G. Diploma in Management Studies 2025-26**
- C-Bachelor of Management Studies 2026-27**
- D-Bachelor of Management Studies (Hons.) 2027-28**
- E-Bachelor of Management Studies
(Hons. with Research) 2027-28**

Syllabus for

Semester – Sem I to II

Ref: GR dated 20th April, 2023 for Credit Structure of UG

**(With effect from the academic year 2024-25
Progressively)**

Mandatory 1

Programme Name: BMS (Bachelor of Management Studies)

Course Name: Principles of Management -II

Total Credits: 04

Total Marks :100

University assessment :60

College assessment :40

Learning Objectives:

- a) To enable the learners to understand the dimensions of direction & control.
- b) To familiarize and acquaint the learners with changing role of Indian business leaders.
- c) To explore and understand the emerging trends in management.

Course Outcomes:

- CO1) Students will remember & understand the domains of delegation and control.
- CO2) Students will apply & analyse the strategies adopted by successful business leaders.
- CO3) Students will evaluate & apply evolving management opportunities & challenges.

Module 1:

Unit 1: Functions of Management – III

- a. Introduction & overview to PODSCORB - Delegation of Authority – Meaning – Need for Delegation – Principles of Effective Delegation- Controlling – Concept – Steps - Techniques
- b. Co-ordination – Concept – Devices of co-ordination – Criteria of Successful co-ordination- Methods

Unit 2: Functions of Management -IV

- a. Directing – Concept – Principles of Directing - Motivation – Concept – Factors Influencing Motivation – Importance –
- b. Leadership – Concept – Styles – Qualities of a successful leader – Case Studies of successful Indian business leaders & their contributions to the field of management

Module 2:

Unit 3: Managerial Opportunities & Challenges - I

- a. Concept – Process – Kurt Lewins Change Management Model - Time Management – Need for Time Management – Techniques –

- b. Murphys Law - Case Studies - Conflict Management – Causes of conflicts – Essential skills for conflict management

Unit 4: Managerial Opportunities & Challenges – II

- a. Management Information System - Concept – Sources - Talent Management – Meaning – Process –
- b. Stress Management in business organizations – Measures – Need for Eustress in business setups – Green Management Practices – Need for Work Life Balance for managers.

References:

- *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 , AjabPustakalaya*
- *Essentials of Management, Koontz II & W , Mc. Grew Hill , New York*
- *Principles of Management-Text and Cases -Dr..M.SakthivelMurugan, New Age Publications*
- *Management Today Principles& Practice- Gene Burton, ManabThakur, Tata McGrawHill,PublishingCo.Ltd.*
- *Management – JamesA.F.Stoner, Prentice Hall, Inc .U.S.A.*
- *Management : Global Prospective –Heinz Wehrich& Harold Koontz, Tata McGraw-Hill, Publishing Co.Ltd.*
- *Essential of Database Management Systems -AlexisLeon ,MathewsLeon Vijay Nicole, Imprints Pvt Ltd.*
- *Management –Task ,Resp, Practices – PetaDruche “willian Heinemann LTD.*
- *K. Ashwathappa, Organisation Behaviour- Text, Cases & Games, Himalaya Publishing House, 2014 Edition.*
- *Gerald Greenberg, Behaviour In Organisation, Pearson Edition (Prentice Hall India)*

Mandatory 1

Programme Name: BMS (Bachelor of Management Studies)

Course Name: Global Management Theories and Styles

Total Credits: 02

Total Marks :50

University assessment :30

College assessment :20

Learning Objective

- a) To understand the students about the different global theories with regards to management
- b) To familiarize towards organisational development across the world to face the competition.
- c) To introduce global motivation and leadership theories connection to global change.
- d) To develop the global competencies necessary for 21st Century Management.

Course Outcome

CO1) Students will learn about the core values and models of Organisational Development

CO2) Students will have a clear understanding of the global theories of motivation.

CO3) Students will have a clear understanding of the global theories of effective leadership.

CO4) Students will understand the different Management Styles followed across the globe

Module I:

Unit 1 Introduction to Organizational Development and Global Motivation Theories

- a. Concept and features of Organizational Development - Values of organizational development- Organizational Development Models- Weisbord Six-box Model (Organisational Diagnosis)- McKinsey 7'S' Model (Organisational Design)
- b. 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 Mclelland Need Theory

Module II:

Unit 2 Global Leadership Theories and Management Styles

- a. Global Leadership Theories- Charismatic Leadership Theory- Likert's four system leadership- Blake and Montons, Managerial grid Theory- Fiedler's contingency theory- Tennenbaum and Schmidt's Leadership Theory- Harsey and Blanchard's Situational Leadership Theory
- b. Indian Management Style- Japanese Management Styles- American Management Style- European Management Style

References:

- ***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.***
- ***Organisation and Management – Dr. C.B. Gupta, Shatya Bhavan Publication Agra.***
- ***Principles and Practices of Management- L. M. Prasad, Sultan Chand & Sons New Delhi (2019).***
- ***Essentials of Organisational Development - Dr. Anjali Ghanekar Everest Publication House, Pune***

As Per NEP 2020

UNIVERSITY OF MUMBAI



Title of Program

B. Com.(Business Economics)

- A - U.G. Certificate in B. Com. (Business Economics)**
- B- U.G. Diploma in B. Com. (Business Economics)**
- C- Degree in B. Com. (Business Economics)**
- D- B. Com. (Business Economics) (Hons.)**
- E- B. Com. (Business Economics) (Hons. With research)**

Syllabus for

Semester – I and II

Ref: GR dated 20th April 2023 for Credit Structure of UG

(With Effect from the Academic Year 2024-25 Progressively)

Mandate Course –II

Programme Name: B.com. (Business Economics)

Course Name: Microeconomics-II

Total Credit:4

University Assessment: 100 Marks

Pre-Requisite: This course, is designed to provide students with a comprehensive understanding of decision-making in various market scenarios and the strategic pricing techniques employed by firms.

Course Objectives:

- To define and identify characteristics of competitive markets.
- To understand how monopolistic firms set prices and quantities.
- To evaluate barriers to entry in oligopolistic markets.
- To assess pricing strategies in competitive markets.

Course Outcome:

CO1: Evaluate the efficiency of competitive markets and their role in resource allocation.

CO2: Understand how firms with market power can influence pricing and output levels.

CO3: Analyze strategic interactions among firms in oligopolistic markets.

CO4: apply pricing techniques to real-world scenarios and assess their effectiveness in achieving business objectives.

Modules	Units	Lecture Hours
1: Business Decisions in Competitive Markets	Perfect Competition-meaning and features,	15
	Demand Facing a Price-Taking Firm-Profit Maximization in the short-run.	
	Long-run analysis of a perfectly competitive firm and is competition always good?	

<p>2: Business Decisions for Firms with Market Power</p>	<p>Monopoly- Meaning, features and barriers to entry and rise of monopolies (E.g., Barriers Created by Government, Economies of Scale, Essential Input Barriers, Brand Loyalties, Consumer Lock-in, Network Effects and Sunk Cost).</p> <p>Monopolist demand curve, why a monopolist does not have a supply curve and the welfare cost of monopolies.</p> <p>Monopolistic Competition: Meaning and Features and the role of advertising in monopolistic competition.</p>	<p>15</p>
<p>3. Strategic Decision Making in Oligopoly Markets</p>	<p>Oligopoly: Meaning, features and examples</p> <p>The economics of co-operation: The Prisoner’s Dilemma Model in the context of decision-making among oligopolistic firms.</p> <p>Market concentration under oligopoly and its impact on pricing power and competition. The Herfindahl Index as a measure of market concentration and its implications in business decision making.</p>	<p>15</p>
<p>4. Pricing Techniques</p>	<p>Importance of pricing in business strategy and its role in achieving financial and strategic goals.</p> <p>Primary objectives that businesses aim to achieve through pricing (e.g.,profit maximization, market share growth, cost recovery, and value creation).</p> <p>Types of pricing techniques: Pricing of Multiple Products, Pricing of Joint Products, Transfer Pricing, Price Discrimination, Product Bundling, Cost Plus Pricing, Peak Load Pricing, Penetration Pricing, Price Skimming, Entry Detering Pricing, Every Day Low Pricing Strategy, Prestige Pricing, Price Lining, Value Pricing, Price Matching and Auction Pricing. (Note only meaning along with examples to be explained)</p>	<p>15</p>

Reference Books:

1. Christopher Thomas and Charles Maurice: Managerial Economics-Foundations of Business Analysis and Strategy, 12th Edition, McGraw Hill, 2020, New Delhi.
2. Dominick Salvatore and Siddhartha Rastogi: Managerial Economics-Principles and Worldwide Applications, Oxford University Press, 8th Edition, 2017, New Delhi.
3. H L Ahuja: Business Economics-Microeconomic Analysis, 13th Edition, S. Chand, 2016, New Delhi.
4. Ivan Png: Managerial Economics, 5th Edition, Routledge, 2016, New Delhi.
5. Michael R. Bye: Managerial Economics and Business Strategy, 4th edition, McGraw Hill, 2003.
6. N. Gregory Mankiw: Principles of Economics Cengage, 6th edition, 2017, New Delhi.
7. N. Gregory Mankiw, Mark P. Taylor, and Andrew Ashwin: Business Economics, 1st Edition, 2013, Cengage Learning.
8. R. Panneerselvam, P. Sivasankaran and P. Senthilkumar: Managerial Economics, 1st Edition, Cengage, 2018, New Delhi.
9. Robert Pindyck and Daniel Rubinfeld: Microeconomics, 8th Edition, Pearson, 2018, New Delhi
10. Smith, P., & Johnson, R. (2017). "Supply Curve in Monopoly Markets: An Examination of Absence and Implications" Review of Economics and Statistics, 3(92), 456-472.
11. Stucke, M. E. (2013). "Is competition always good?" Journal of Antitrust Enforcement, 1(1), 162-197.
12. Suma Damodaran: Managerial Economics, Oxford University Press, 2nd edition, 2010, New Delhi.

INTERNAL CONTINUOUS ASSESSMENT: 40%

Continuous Evaluation Pattern		
1.	Class Test based on objectives on-line/offline	20 marks
2.	Assignment/ Project / Presentation	20 marks
3.	Book review/Newspaper review (in any language)/ Case Study writing	20 marks
	Take best of TWO out of THREE from above	40 Marks

SEMESTER END EXAMINATION: 60%

Format of Question Paper		
Time: 2 Hours		Mark: 60
Note: 1. Attempt any Four questions out of Five . 2. Figures to the right indicate full marks.		
Q1	Answer the following question (Any 2)	15 Marks
A.		
B.		
C.		
Q2	Answer the following question (Any 2)	15 Marks
A.		
B.		
C.		
Q3	Answer the following question (Any 2)	15 Marks
A.		
B.		
C.		
Q4	Answer the following question (Any 2)	15 Marks
A.		
B.		
C.		
Q5	Write Short Notes (Any 3)(5 Marks Each)	15 Marks
A.		
B.		
C.		
D.		