



# North Maharashtra University, Jalgaon

(NACC Accredited 'B' Grade University)

COMMERCE & MANAGEMENT FACULTY

Syllabus: M.Com (w.e.f. June -2014)

**SEMESTER: II *Optional Subject A***

**Paper 203-A Modern Management Principles**

Semester Pattern: External Marks 60 +Internal Marks 40 = Maximum Total marks: 100 lectures: 48

---

**Objective : students are expected to be able to:**

- Understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
- Be knowledgeable of various theories, principles, process of Management .
- Be familiar with interactions between the planning , controlling ,and quality control in organizations
- Be aware of the ethical dilemmas faced by managers and the social responsibilities of organisation.

## **UNIT I**

**10**

### **Introduction to Management :**

Concepts of Management and organization- nature, importance ,scope and Functions of Management, Taylor's Scientific Management Theory, Fayol's Principles of Management, Mayo's Hawthorne Experiments, Maslow's Theory of Human Needs, , Herzberg's Two-Factor Theory of Motivation, Systems Approach to Management and social responsibility.

## **UNIT II**

### **Planning and decision making**

**08**

Nature, Scope, Objectives and Significance of Planning, strategic planning process,Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making. Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique

## **Unit III**

### **Designing Organizational Structures :**

**10**

Basic concepts related to Organisation - Departmentation and Decentralisation, Types of mechanistic and organic structures of organisation (Line organization, Line and staff organization, functional organization, Committee organization, matrix organization, Virtual Organisation, Cellular Organisation, team structure, boundary less organization, inverted pyramid structure, lean and flat organization structure) and their merits, demerits and suitability.

Unit –IV

**Leadership and Controlling**

**08**

Leading: recognition of human factor, motivation models/approaches leadership styles/behaviors, personal characteristics of effective leaders, leadership development, leadership for learning organizations, Managerial Grid – Communication Process types and barrier. Controlling: Control process, types-Problems, Requisites of Good Control System.

Unit V

**Management control and quality control**

**12**

Managerial ethics and social responsibility: management control–concept and process, overview of control techniques, effective control system, Types of control, Method : Pre-control - Concurrent control - Post control, an Integrated Control System, Concept of Quality, Factors affecting Quality, Developing a Quality Control system - Pre-control of inputs, Concurrent control of operations, Post control of outputs. Factors affecting ethical choices ethical dilemma social responsibility evaluating corporate social performance managing company ethics .

**Suggested Readings:**

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management , Pearson Education Asia, New Delhi.
2. Wehrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. Koontz, H and Wehrich, H Management , Tata McGraw Hill
4. Stoner, J et. al, Management, New Delhi, PHI, New Delhi
5. Robbins & Coulter, Management , PHI, New Delhi
6. Satya Raju, Management –Text & Cases , PHI, New Delhi
7. Richard L. Daft, Management , Thomson South –Wester
8. F. Luthans, Organisational Behaviour, Prentice Hall of India, N. Delh
9. R.N. Gupta :Principles Of Management , (S. Chand)