

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

T.Y.B.Com. EXTERNAL

MANAGEMENT Paper 3

Syllabus in force from academic year 2025-26 onwards

SUBJECT: MANAGEMENT- Paper 3	
Program Outcome:	<p>PO1: Develop a comprehensive understanding of the various management practices, including organizational culture, performance management, diversity, and the integration of AI, to effectively solve business challenges.</p> <p>PO2: Foster the ability to manage change effectively within organizations, particularly during transformations related to cultural shifts, performance system overhauls, or the adoption of emerging technologies.</p> <p>PO3: Able to apply entrepreneurial thinking and innovation skills also enabling students to create new business ideas or improve existing systems by incorporating cultural insights, performance improvements and diversity</p> <p>PO4: Understand global business trends and cross-cultural dynamics and be adaptable and ready to work in an increasingly interconnected and dynamic global business environment.</p> <p>PO5: Foster a mind-set of continuous learning, staying updated with the latest trends in management, and adapting to emerging challenges in the business world.</p> <p>PO6:</p> <p>PO7: Students will understand how to integrate performance competencies, feedback mechanisms, and improvement strategies to drive organizational success.</p> <p>PO8: Leverage modern business technologies and digital tools (e.g., enterprise resource planning (ERP), data analytics, artificial intelligence) to improve management processes and decision-making.</p> <p>PO9: Gain an in-depth understanding of concepts related to learning organizations, risk and change management, leadership, organizational behavior, and logistics management.</p> <p>PO10: Able to think creatively and innovatively to address organizational challenges.</p>

Program Specific Outcome:	<p>PSO1: Understand the significance and types of organizational culture.</p> <p>PSO2: Analyze methods for implementing cultural change.</p> <p>PSO3: Learn the objectives and features of performance management and understand performance competency and counseling.</p> <p>PSO4: Recognize the benefits and challenges of workplace diversity.</p> <p>PSO5: Apply diversity management theories effectively.</p> <p>PSO6: Understand AI and its applications in management.</p> <p>PSO7: Evaluate AI integration in enterprise systems.</p> <p>PSO8: Understand the women face in leadership roles and develop strategies to break the glass ceiling, promoting diversity and inclusion in leadership.</p> <p>PSO9: Evaluate the role of change management in fostering organizational adaptability and sustainability.</p>
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	PSO10: Gain skills to create and sustain learning organizations that focus on continuous improvement.
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Course Outcome	<p>CO1: Analyze the relationship between organizational culture and employee engagement, and understand how to leverage culture to drive employee motivation and loyalty.</p> <p>CO2: Evaluate the impact of Organizational Change and propose solutions to maintain alignment with business goals.</p> <p>CO3: Design a performance management system that aligns with organizational objectives and for continuous improvement.</p> <p>CO4: Analyze leadership practices and organizational behavior in the context of ancient Indian history and apply this knowledge to modern-day leadership challenges.</p> <p>CO5: Identify the benefits and challenges of workplace diversity, and recognize the value of diverse perspectives in enhancing creativity and decision-making.</p> <p>CO6: Understand and apply diversity management theories and practices to create an inclusive workplace.</p> <p>CO7: Understand the fundamentals of Artificial Intelligence (AI) and its various applications in management, including automation, decision-making, and data analysis.</p> <p>CO8: Assess the ethical, legal, and managerial implications of AI integration in business operations</p> <p>CO9: Understand risk types, minimization techniques, and change drivers.</p> <p>CO10: Understand key logistics components and their functions and analyze logistics' role in supply chain efficiency.</p>
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UNIT	CONTENT	WEIGHTAGE
UNIT 1	<p>Organizational Culture</p> <ul style="list-style-type: none"> - History of Organizational Culture in India - Definition of organization - Types of culture - Organizational change - Changing an organizational culture - Roles and customs - Expected roles - Customer development - Tactics of implementation - Developing traditions of change - Managing change effectively 	15%
UNIT 2	<p>Performance Management Systems and Performance Improvement</p> <ul style="list-style-type: none"> - Definition of PMS. performance competency, potential - Capability and performance counselling - Objectives of PMS - Need for PMS in organizations - Essential features of effective PMS - Conditions for effective performance counselling - Performance counselling phases - Process of performance counselling 	10%
UNIT 3	<p>. Managing Diversity</p> <ul style="list-style-type: none"> - Introduction to workplace diversity - Reasons for growing workforce diversity - Benefits and drawbacks of workforce diversity 	10%

	<ul style="list-style-type: none"> - Diversity and its impact on companies - Challenges of diversity - Recommendations for managing diversity, Key diversity Theories 	
UNIT 4	<p>Role of AI in Management:</p> <ul style="list-style-type: none"> - Overview of Artificial Intelligence: Meaning and Definition - Types of AI - AI vs. traditional software systems - The growing importance of AI in management - Integrating AI with enterprise software (e.g., ERP systems), - Cloud-based AI applications in management - Ethical use of AI and its limitation 	10%
UNIT 5	<p>Learning Organizations:</p> <ul style="list-style-type: none"> - Definition - Features of a learning organization - Benefits of a learning organization - Difference between traditional and learning organizations, - How a learning organization improves over traditional organizations - Learning organization as an ideal organization, how to create a learning organization 	10%
UNIT 6	<p>Risk and Change Management</p> <ul style="list-style-type: none"> - Concept of risk and risk management - Types of risk - Risk minimization and transfer of risk - Causes of risk, Need for change - Understanding of change - Forces for change - Aim of change management - Managing change - Process of change - The behavioural and cognitive approach to change 	15%
UNIT 7	<p>Leadership and Organizational Behaviour</p> <ul style="list-style-type: none"> - Leadership and Organizational Behaviour in ancient India - Leading in a VUCA (Volatile, Uncertain, Complex, Ambiguous) environment - Cross-cultural leadership in a globalized world - Emotional intelligence and people management - Women in leadership and breaking the glass ceiling 	15%
UNIT 8	<p>Logistics Management:</p> <ul style="list-style-type: none"> - Definition and components of logistics management - Demand planning - Storage and materials planning - Inventory management - Transportation management - Control <p>Functions of management:</p> <ul style="list-style-type: none"> - Design - Order - Procurement 	15%

	<ul style="list-style-type: none"> - Reverse logistics Importance of logistics: - Efficiency - Supply chain - Delivery Quality 	
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References:

1. Artificial Intelligence in Business by Rajendra Akerkar
2. Artificial Intelligence: Transforming Business in India",Author: Bikramjit R. Bhatia, Publisher: Sage Publications
3. Cloud AI: A Strategic Guide to Building Business Solutions",Author: Sam R. Madden,Publisher: Wiley
4. **Diversity and Inclusion at Work: The Business Case for Diversity"Author: Gita PiramalPublisher: Macmillan India**
5. Human Resource & Personnel Management by K. Aswathappa, Tata McGraw-Hill Publishing (2nd edition).
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7. Human Resource Management by C.B. Gupta, published by Sultan Chand and Sons.
8. Leadership Lessons from Indian History by V. Raghunathan. Publisher: Penguin Random House
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10. Leadership: Theory and Practice by Peter G. Northouse , Publisher: Sage Publications India
11. Logistics and Supply Chain Management Dr. K. S. Jagannathan
12. Logistics Management and Strategy" by R. B. Chopra, Publisher: Pearson Education India
13. Organizational Behavior by K. A. Gupta, Publisher: Sultan Chand & Sons
14. Risk Management in Organizations by A. K. Sethi, Publisher: Himalaya Publishing House
15. Significance of HR Audit by V. Sambamurthy, Robert Zmud, Tom Trainer, and Carl Wilson, Prentice Hall/BTM Institute (Dec-2005).
16. Supply Chain Management, Processes, Partnership, Performances by Lambert, Douglas M. (3rd Edition, 2008).
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18. Sustained Innovation - Converging Business & Technology to Achieve Enduring Performance by Faisal Hoque & Terry Kirk Patrick (BTM Press, March 2007).
19. The Culture of Organisations: The Search for Meaning and Value,Author: Dr. P. K. K. Nair, Publisher: Sage Publications
20. The Diversity Scorecard: Evaluating the Impact of Diversity on Organizational Performance by Dr. Rohini Anand
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