

VEER NARMAD SOUTH GUJARAT UNIVERSITY

SYLLABUS

TY.B.COM MANAGEMENT PAPER-III

SEM.V

(In force from academic year 2013 - 2014)

1. **RISK MANAGEMENT.** (25%)
 - Meaning of Risk
 - Risk and Uncertainty
 - Business Risk and Financial Risks
 - Nature of Risks
 - Causes of Risks
 - Kinds of Business Risks
 - Risk Management
 - Minimisation of Risks
 - Risk Transfer
2. **KNOWLEDGE MANAGEMENT:** (30%)
 - Introduction
 - Forms of Knowledge
 - Meaning of Knowledge Management
 - Transition from Information Value to Knowledge Value.
 - Goals of Knowledge Management
 - Features of Knowledge Management
 - Facilitating Knowledge Management
 - Methods of acquiring Knowledge
 - Process of Knowledge Management
 - The Value of Knowledge Management
 - Benefits of Knowledge Management
 - Implementing Knowledge Management
 - Aligning Knowledge Management with Intellectual Capital.
3. **LEARNING ORGANISATION** (25%)
 - Introduction
 - Learning Organisation
 - Features of Learning Organisation
 - Benefits of a Learning Organisation
 - Difference between a Traditional Organisation and a Learning Organisation
 - How is Learning Organisation an Improvement over Traditional Organisation.
 - Learning Organisation – An Ideal Organisation.
 - How to create a Learning Organisation.
- 4 **CASE STUDY** (20%)

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| 1 | MANAGING DIVERSITY. | (30%) |
| | <ul style="list-style-type: none"> ■ Introduction ■ Managing Diversity ■ Reasons for Growing Workforce Diversity ■ Benefits of work force Diversity ■ Drawbacks of workforce diversity ■ Paradox of diversity ■ Managing workforce Diversity ■ Workforce Diversity and Human Resource (HR) Manager ■ Motivating a Diverse Workforce. ■ Managing Diversity – some Cases | |
| 2. | CORPORATE GOVERNANCE | (30%) |
| | <ul style="list-style-type: none"> ■ Introduction ■ Meaning of Corporate Governance ■ Corporate Governance and Corporate Management ■ Objectives of Corporate Governance ■ History of Corporate Governance ■ Need for Corporate Governance ■ Importance of Corporate Governance ■ Corporate Governance Environment ■ SEBI Code on Corporate Governance ■ CII Code on Corporate Governance. | |
| 3 | PERFORMANCE MANAGEMENT SYSTEM | (20%) |
| | <ul style="list-style-type: none"> ■ Definition of Performance Management System. ■ Performance Competency and Potential ■ Objectives of Performance Management System ■ Need of Performance Management System in Organisation ■ Key Outputs of Performance Management System ■ Essential Features of effective Performance Management System. | |
| 4 | CASE STUDY | (20%) |

References:

1. "Business Organisation and Management" by NEERU Vasishth and Namita Rajput
Publisher- Kitab Mahal Distributors, 28 Netaji Subhash Marg, New Delhi-110002
2. "Performance Management System" by R.K.SAHU, Publisher EXCEL BOOKS , NEW DELHI
3. " Industrial Organisation and Management" by Sherlekar, Heredia Paranjape, Bhende , HIMALAYA PUBLISHING HOUSE,
4. "Perspectives for effective Management" by K.B.Kushal, S.Ravishankar, H.L Kaila, R.K.Mishra . HIMALAYA PUBLISHING HOUSE

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1. BUSINESS – THE PURPOSE OF MANAGEMENT (30%)

- Introduction
- The Nature of Business
- Characteristics of Business
- Is a Manager a Professional?
- How does Business Influences Management?
- Initiating Resource Raising
- How the Scale of Business Influence Management?
- Establishing Business Network
- Social Responsibility of Business
- Role of Profitability and Liquidity
- The Nature of Competition
- Management Implications of Globalization
- Management Implications of Privatization
- Role of Ownership Interest in Management.

2. DESIGNING ORGANIZATION FOR BUSINESS (25%)

- Introduction
- Towards Designing Organization
- Components of Organizing
- Creating a Juridical Person
- Need for Flexibility
- Built to Last
- Building Organization Culture
- Innovation and Creativity in an organization.
- Weaving Flexibility in an Organization
- Management of Change
- Organization Growth
- Resource Raising and Managing as a part of Organization design.
- Organization and Management.

3. NEED FOR MANAGING ORGANIZATION AND BUSINESS (20%)

- Introduction
- Stakeholders in an Organization
- Differing Perspectives of Management
- General Principles of Managing Work
- Defining Management
- Analyzing Definition of Management
- Is Management a Science or an Art?
- A Systems Approach to the Process School of Management
- Do Women have a place in Management?
- Effect of Advances in Technology on Management
- Result Orientation in Management

4. CASE STUDY (20%)

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|----------|--|--------------|
| 1 | MANAGING RESOURCES | (25%) |
| | <ul style="list-style-type: none"> ■ Introduction ■ Materials – as a Resource ■ Manpower – as a Resource ■ Money – as a Resource ■ Machinery – as a Resource ■ Information – Knowledge as a Resource ■ Services- Knowledge as a Resource ■ Time – Knowledge as a Resource ■ Scarcity of Resources | |
| 2 | PRACTICING MANAGERIAL CAREER | (30%) |
| | <ul style="list-style-type: none"> ■ Introduction ■ Understanding Career Making ■ The Concept of Managerial work ■ Becoming a worker manager ■ Parallel Managerial Functions ■ Discipline as a viewer of Imbalance ■ Process of Learning ■ Showmanship ■ Job Hopping and Career? ■ Nature of Employment ■ Physical work Orientation ■ Physical Fitness ■ Work Stress and Strain ■ Some Lessons in Human Relations ■ Importance of some work Habits ■ Duration of a job | |
| 3 | TOWARDS A BETTER WORKING CULTURE | (25%) |
| | <ul style="list-style-type: none"> ■ Importance of Employees ethics ■ Essence of Employees ethics ■ Benefits of qualitative ethics ■ Difficulties faced in Practicing ethics ■ Elements of ethics ■ Managerial ethics and its Dilemmas ■ Exposing unethical behavior and its barriers ■ Managerial ethics – Strategies for Institutionalisation | |
| 4 | CASE STUDY | (20%) |

REFERENCES:

1. "Perspectives for effective Management" by K.B.Kushal, S.Ravishankar, H.L Kaila, R.K.Mishra . HIMALAYA PUBLISHING HOUSE
2. Bowditch – Primer Organizational Behavior – 2002
3. Tony Alessandra – art of Managing People – 1986
4. Richard T.Pascale –The Art of Japanese Management: Theory an Practices-2001
5. Stephen r. Covey – The 7 Habits of Highly effective peoples- 2004
6. Richard Pettinger – Introduction to management-2003
7. Lorel B.Belkar and Gary S.Topchik – The First Time Manager -2005
8. Lee G.Bolman and Terrence E. Deal – Reframing organizations; Artistry, Choice and Leadership -1985
9. Daniel C.Feldman- Managing Individual and group Behavior in Organizations (management)-1983
10. Harold Koontz and Heinz Weiherich – Essentials of Management -1990
11. Jeffrey Liker – The Toyota Way; 14 Management Principles form the worlds’s Greatest Manufacturer-1980
12. John Bratton, Jeffrey Gold – Human Resource Management _Theory and Practice -1998

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