

Guidelines for UGCF Course 2022 (UG Programme for Bachelor of Commerce (H) Degree)
Effective from Academic Year 2022-23

For the Paper Titled
"Management Principles and Applications" of B. Com. (H)
Discipline Specific Core Course- I, Paper No. BCH: DSC-1.1, Semester-Ist

JOINTLY ORGANISED
BY
Department of Commerce, Delhi School of Economics, University of Delhi
And
Keshav Mahavidyalaya, University of Delhi

Date: 21st October, 2022

Course:-B. Com (Hons)	Semester:-Ist
Subject: Management Principles and Applications	
Paper BCH: DSC-1.1	

An online meeting was held on Monday, 21st October, 2022 at 11. A. M on Google Meet Platform (<https://meet.google.com/mww-fotz-iqn>) to prepare the Guidelines for UGCF 2022 (UG Programme for Bachelor of Commerce (H) degree) with effect from 2022-23 for the paper titled "Management Principles and Applications" of B. Com. (H) , Discipline Specific Core Course, Paper BCH DSC-1.1, Semester-Ist, jointly organised by Department of Commerce, Delhi School of Economics, University of Delhi and Keshav Mahavidyalaya, University of Delhi. The registration process started on 14th October 2022 and also the Department of Commerce University of Delhi notified on its website on 14th October 2022. The Google link for registration and meeting link was created on 14th October 2022 and registration started on the same day. The following was the registration link: https://docs.google.com/forms/d/1QV1KQ4pVI-XvOKiNAdgMeHpqaHM_3F-EXHSjGcf74Hg/edit. Total Twenty- Six (26) faculty members of the different colleges of University of Delhi associated with teaching of this paper registered in advance to attend the meeting and finally Twenty-Seven (23) faculty members attended the meeting on the scheduled day, date and on the given link. The meeting was Chaired and Represented by Prof. Urvashi Sharma, Professor, Department of Commerce, Delhi School of Economics, University of Delhi and Convened by Dr. Pardeep Kumar, Professor, Commerce, Keshav Mahavidyalaya. The following guidelines were set in the meeting with the consent of all teachers and the representative of Department of Commerce, University of Delhi. The following aspects were agreed upon so as to maintain uniformity in the pattern of teaching at various colleges.

1. A tentative allocation of hours of teaching of various sections of the syllabus.
2. A tentative allocation of Weightage of marks of various sections of the syllabus
3. Pattern of expected question paper for the University Examination.
4. Any other matter relating to coverage and depth of teaching, if any.

Examination Related General Guidelines

1. The total number of week: 15 and total number of lectures : 45 and Duration of Exam: Three Hours
2. Total number of questions will be five. All questions will carry equal weightage i.e. 15 marks of each.
3. Total marks: 100 (25 Marks internal Assessment + Question Paper should be of 75 Marks)
4. Question paper should comprise 5 questions of 15 marks each (with internal choice), out of which first four questions serially marked from 1 to 4 will be of 15 marks each with internal choice format requiring comprehensive coverage of entire syllabus must be asked and there should not be more than two parts in a question.
3. Question Number 5 will be based on compulsory one case study from the fifth unit (Indian corporate like Tata, Bhilwara Group, IOC and Godrej) of moderate size without any choice of 8 marks in first part and second part will be based on short notes of 7 marks in the format of attempt any two out of four (i.e. 3.5 marks of each), covering all units excluding the unit from which case study is asked.

Internal Assessment Related General Guidelines

Total Marks for Internal Assessment are 25 as per University Rule.

- a) 5 Marks for Attendance as Per University Rule.

b) 10 Marks for Assignments in the Form of Class Tests/Assignments Only.

c) 10 Marks for Class Participation/Presentations in the Class Room

Recommended topics to be emphasized and covered under different units:

<p>Unit I Introduction</p> <ol style="list-style-type: none"> 1. Meaning and Importance of management. 2. Coordination Mechanisms: Meaning, Essence and Principles of Effective coordination 3. Theory Base of Management: <i>Overview of classical and neo classical and Neo-Classical.</i> <i>Focus on Contingency Approach and system approach.</i> 4. Indian Ethos for Management: Value-Oriented Holistic Management; Learning Lessons from Bhagavat Gita and Ramayana. 5. Mintzberg Managerial Roles and Competency 	<p>2 weeks/ 6 Lectures</p>
<p>Unit II Planning</p> <ol style="list-style-type: none"> 1. Overview of planning Approaches of Organizational Goal Settings: Traditional and Modern Approach of Objective Settings 2. Decision Making: Meaning, Bounded Rationality and Decision making process. Decision Making under Certainty and risk Techniques: Delphi Technique, Nominal Group Technique, Decision Tree and Simulation 3. Planning vis-a-vis Strategy: Overview of Strategy 4. Elements of Business Environment: micro, meso, and macro 5. Industry Structure Analysis: Five Forces Model 6. Types of Business Level Strategies: Michael E. Porter 7. Industry Analysis: Michael E Porter Five Forces Model 	<p>4 Weeks/ 12 Lectures</p>
<p>Unit III Organizing</p> <ol style="list-style-type: none"> 1. Overview of organising Delegation of authority: Concept, Process, Difficulties in Delegation of Authority, Guidelines for Effective Delegation of Authority Decentralization: Measuring the Degree of Decentralization, Factors affecting Decentralization of Authority Distinction between Decentralization and Centralization 2. Factors Affecting Organisational Design 3. Departmentalization: Bases of Departmentalization 4. Overview of Traditional Organisational Structure 5. Focus on Modern Organisation Structure (Boundaryless, Team Structure, Matrix Structure and Project Structure). Types of Organisation Chart. 6. Features, Advantages and Limitations of Formal Organisation. Features of Informal organisation, Causes of Emergence of Informal Groups, Limitations of Informal Organisation, How to Handle Informal Groups? Distinction between the Formal and Informal Organisation structure 	<p>3 Weeks/ 9 Lecturers</p>

Unit IV Directing and Controlling <ol style="list-style-type: none"> 1. Motivation- Meaning, Importance and factors Affecting Motivation. 2. Leadership – Meaning, Importance and Factors affecting leadership, leadership styles, and Followership: Meaning, Types and Robert Kelley Model of Followership 3. Controlling- Principles of controlling; Control Process 4. Measures of Controlling: Traditional Control Measures: Financial Ratios and Budgetary Control Modern Control Measures: Economic Value Added, Balance Score Card, Network Analysis(PERT/CPM) 5. Accountability for performance: Meaning, Importance and Pre-requisite of Accountability for Performance 	4 Weeks/ 12 Lecturers
Unit V: Salient Developments and Contemporary Issues in Management <ol style="list-style-type: none"> 1. Focus on Management challenges of the 21st Century 2. Factors reshaping and redesigning management purpose 3. Short notes on: Performance and Reward Perceptions- Internationalization; Digitalization; Entrepreneurship & Innovation; Workplace diversity; Democracy and Sociocracy; Subaltern management ideas from India. Values & Ethics - Case studies on Indian corporate like Tata, Bhilwara Group, IOC and Godrej, 	2 Weeks/ 6 Lecturers

The paper setters and examiners are requested to strictly follow these guidelines while setting up the question paper.

All the faculty members participated actively in the discussion and agreed to the above mentioned guidelines. All the faculty members participated appreciated the timely initiative of Prof. A. K. Singh, Head and Dean, Department of Commerce and expressed sincere thanks to Prof. Amit Kumar Singh, Coordinator, Department-College Interface & Professor, Commerce Department, University of Delhi, for the interest shown by him in executing this meeting and specially thank to Prof. Urvashi Sharma, Representative, Professor, Commerce Department, University of Delhi, for her throughout guidance and help in conducting the meeting smoothly. The meeting was conducted smoothly and ended on a positive note with all the support and cooperation of all the faculty members. The meeting ended with a vote of thanks to the Department of Commerce, Delhi School of Economics, and University of Delhi. The meeting ended with a vote of thanks to Professor, Urvashi Sharma (Representative and Coordinator), and Convener of the meeting Professor, Pardeep Kumar (Convenor).

Dr. Pardeep Kumar
(Convenor of the Meeting)
Professor
Department of Commerce
Keshav Mahavidyalaya
University of Delhi

Prof. Urvashi Sharma
(Representative and Coordinator)
Professor
Department of Commerce,
Delhi School of Economics
University of Delhi

List of the faculty members present online:

Sr. No:	Name of Faculty
1.	Dr. Sujit Kumar
2.	Mr. Pawan Kumar

3.	Dr. Renu Chaudhary
4.	Dr. Ruchika Bal
5.	Dr. Savita Rastogi
6.	Dr. Shruti Mathur
7.	Ms. Hanisha Bhagat
8.	Ms. Neha Chhabra
9.	Dr. Gulshan Kumar
10.	Dr. Harpreet Kaur
11.	Dr. Hasgun Kuar
12.	Dr. Kalpana Vaish
13.	Dr. Anirudh Jindal
14.	Dr. Lata Sharma
15.	Dr. Manleen Kaur
16.	Dr. Meenakshi Yadav
17.	Dr. Monica Chhabra
18.	Ms. Nidhi Aggarwal
19.	Dr. Anjali Gupta
20.	Dr. Meghna Kalhotra
21.	Dr. Gulshan Kumar
22.	Dr. Bhamini Garg
23.	Dr. Anjali Bennet