

Guidelines for NEP Based Syllabus w.e.f. 2022-23
For the Paper Titled
"Management Principles and
Applications"
B. Com (H) Semester-I
Paper No. DSC–1.1

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

Date: 7th October 2024

MINUTES

An online meeting was held on Monday, October 7, 2024, at 1:00 PM via the Google Meet platform Google meet link (<https://meet.google.com/cdd-mngo-mkn>) and Registration Link to attend the meeting (<https://forms.gle/msrKhRZZVCdsfMFf6>) to design the Guidelines for the NEP-Based Syllabus effective from the academic year 2022-23 of B. Com (H) first semester, Paper No: DSC -1.1: "Management Principles and Applications". This meeting was collaboratively organized by the Department of Commerce (Delhi School of Economics) and Keshav Mahavidyalaya, University of Delhi. A total of 52 faculty members from various colleges of the University of Delhi, who are involved in teaching this paper, registered in advance to participate in the meeting. Ultimately, 39 faculty members attended the meeting on the scheduled date and through the provided link. The meeting was convened by Professor Pardeep Kumar, a faculty member in the Department of Commerce at Keshav Mahavidyalaya, and was represented/headed by Professor Dr. Urvashi Sharma, Department of Commerce, Delhi School of Economics, University of Delhi.

The online meeting was attended by the following members:

S. No.	Title	Name of the Faculty	Department/Affiliated College Name
1	Prof.	Dr. Urvashi Sharma (Department Representative of Meeting)	Professor, Department of Commerce Delhi, School of Economics, University of Delhi
2	Prof.	Dr. Pardeep Kumar (Convenor)	Professor, Department of Commerce, Keshav Mahavidyalaya,

			University of Delhi
3	Ms.	Divya Kalra	Indraprastha College for Women
4	Ms.	Himanshu Jain	Bharati College
5	Prof.	Padmasai Arora	Keshav Mahavidyalaya
6	Dr.	Sudesh Kumari	Hansraj College
7	Dr.	Mandakini Das	Gargi College
8	Dr.	Reema Dehal	Daulat Ram College
9	Dr.	Tarannum Amir	Satyawati College
10	Dr.	Shruti Mathur	Sri Venkateswara College
11	Dr.	Sonali Dua	University of Delhi
12	Prof.	Sonali Ahuja Dua	Gargi College
13	Dr.	Saher Sayed	Shaheed Bhagat Singh College (Morning)
14	Dr.	Ritu Sharma	Dr. Bhim Rao Ambedkar College
15	Ms.	Harinder J. Singh	Mata Sundri College for Women
16	Dr.	Sonal Gupta	Hansraj College
17	Ms.	Divya Goel	Deen Dayal Upadhyay College
18	Dr.	Vijay Vrat Arya	Shaheed Bhagat Singh College
19	Dr.	Akanksha Sethi	Lady Shri Ram College for Women
20	Dr.	Jitender Goel	Acharya Narendra Dev College
21	Dr.	Kavita Yadav	University of Delhi
22	Dr.	Harikishani Nain	University of Delhi
23	Dr.	Kalpna Kataria	Bharati College, University of Delhi
24	Ms.	Kanika Bhutani Anand	Hindu College
25	Ms.	Manisha Rani	Shivaji College University of Delhi
26	Dr.	Monika Gulati	MLNC (Morning)
27	Ms.	Nidhi Aggarwal	Keshav Mahavidyalaya
28	Ms.	Renu Agarwal	Shriram College of Commerce
29	Dr.	Renu Chaudhary	University of Delhi
30	Dr.	Renu Gupta	University of Delhi
31	Dr.	Roopa Johri	Bharati College
32	Dr.	Shalini Kumar	Keshav Mahavidyalaya
33	Ms.	Sonia Dhingra	PGDAV College (Evening)
34	Prof.	Sonia Sabharwal	PGDAV(M)
35	Dr.	Mukta Rohtagi	University of Delhi
36	Dr.	Savita Rastogi	Jesus and Mary College (JMC)
37	Ms.	Dhun	Indraprastha College for Women
38	Dr.	Poonam	Bharati College
39	Dr.	Sonam Tomar	Deshbandhu College

The following components were established to ensure consistency in the teaching - learning approach across various colleges:

1. A preliminary/tentative distribution of teaching hours across different units of the syllabus.
2. A preliminary/tentative distribution of marks weightage for various units of the syllabus.
3. A proposed format for the anticipated question paper for the University Examination.
4. Any additional considerations regarding the extent and depth of teaching, modalities of teaching, coverage of syllabus, etc., if applicable.

The following guidelines were established during the online meeting with the agreement of all Faculty Members and the Representative from the Department of Commerce at the Delhi School of Economics, University of Delhi.

A. Teaching Related Guidelines As Per DU EC Resolution No.38-1/(38-1-6) Dated 8th December 2022 and Issued on 10th March 2023.

1. Total Number of Lectures: 45 (45 hours as per syllabus)
2. Credit Hours: 4 (3 Lectures and 1 Tutorial, 0 Practical/Practice)
3. Unit Wise Breakup of 45 Lectures are recommended as follows:

Unit I: Introduction	(9 Lectures)
Unit II: Planning	(9 Lectures)
Unit III: Organizing	(9 Lectures)
Unit IV: Directing and Controlling	(9 Lecturers)
Unit V: Salient Developments and Contemporary Issues in Management	(9 Lecturers)

4. Elaboration/Clarity of topics to bring out uniformity in teaching-learning process across colleges

Unit 1: Introduction

1. Meaning and Importance of Management.
2. Coordination Mechanisms: Meaning, Essence and Principles of Effective coordination
3. Management Theories: *Overview of Classical and Neo-Classical Approaches. Focus on Hawthorne experiments*
Focus on Contingency Approach and System Approach.
4. Indian Ethos for Management: Concept, Need, Relevance and Principles of Indian Ethos, Value-Oriented Holistic Management
Learning Lessons from Bhagavat Gita and Learning Lessons from Ramayana.
5. Managerial Function; Managerial Roles (Mintzberg); Managerial Competencies.

Unit 2: Planning

1. Overview of planning,
2. Approaches of Organizational Goal Settings: Traditional and Modern Approach of Objective Settings (MBO)
3. 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
4. Planning vis-a-vis Strategy: Overview of Strategy
5. Elements of Business Environment: Micro, Meso, and Macro (Internal and

<p>External Business Environment)</p> <p>6. Types of Business Level Strategies: Michael E. Porter</p> <p>7. Industry Analysis: Michael E Porter Five Forces Model</p>
<p>Unit 3: Organising</p> <ol style="list-style-type: none"> 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 Meaning of Organizational Design, Factors Affecting Organizational Design (Contingency Approach of Organizational Design) Departmentalization: Bases of Departmentalization Overview of Traditional Organizational Structure (Simple/Line organisational Structure, Line and Staff, Functional and Divisional Organisational Structure) Focus on Modern Organisation Structure (Boundaryless, Team Structure, Matrix Structure and Project Structure). Meaning and Types of Organisation Chart. Features, Advantages and Limitations of Formal Organisation. Features and Limitations of Informal organisation, Causes of Emergence of Informal Groups, How to Handle Informal Groups? Distinction between the Formal and Informal Organisation structure
<p>Unit IV Directing and Controlling</p> <ol style="list-style-type: none"> Motivation- Meaning, Importance and factors Affecting Motivation. Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory and McGregor's Theory X and Theory Y. Leadership – Meaning, Importance and Factors affecting leadership, leadership styles; Followership: Meaning, Types and Robert Kelley Model of Followership Controlling: Principles of controlling; Control Process Measures of Controlling: Traditional Control Measures: Financial Ratios and Budgetary Control Modern Control Measures: Market Value Added, Economic Value Added, Balance Score Card, Network Analysis(PERT/CPM) Accountability for performance: Meaning, Importance and Pre-requisite
<p>Unit V: Salient Developments and Contemporary Issues in Management</p> <ol style="list-style-type: none"> Focus on Management challenges of the 21st Century Factors Reshaping and Redesigning Management Purpose Performance and Reward perceptions- Internationalisation, Digitalisation, Entrepreneurship and Innovation; Values & Ethics - Case studies on Indian Corporates like Tata, Bhilwara Group, IOC and Godrej; Workplace diversity, Democracy and Sociocracy; Subaltern Management ideas from India (Short Notes Form)

- All the topics and sub-topics should be covered from the books mentioned in the References.
- It was collectively agreed during the meeting that case studies are included in the Continuous Assessment System (CAS), which carries a weight of 40 marks. The CAS focuses on the practical aspects of the evaluation process, while the End Term Theory Exam should be primarily theoretical.

B. Examination Related Guidelines As Per DU EC Resolution No.60-1/(60-1-13) Dated 3rd February 2023 Issued on 10th February, 2023.

Examination Pattern	(Total Marks: 160)
a. End Term Theory Exam of 3 Hours	90Marks
b. Continuous Assessment of Tutorials (CAS)	40Marks
c. Internal Assessment (IA)	30Marks

a) End Term Theory Exam

- Total number of questions in the end term theory exam will be **five**. All questions will carry **equal weightage** i.e. 18 marks for each.
- The First Four questions, numbered one to four, will follow an internal choice format. These questions must comprehensively address the entire syllabus and should not contain more than two parts each.
- Question Number 5 will be of 18 marks based on short notes in the format of attempting any three out of 5 (i.e., 6 marks each) covering all units.

*(The guideline committee additionally recommends that topics from the 5th Unit be presented in the examination in the form of short notes: namely, Performance and Reward perceptions- Internationalisation, Digitalisation, Entrepreneurship & Innovation, Values & Ethics - Case studies on Indian Corporates like Tata, Bhilwara Group, IOC and Godrej, Workplace diversity, Democracy and Sociocracy, Subaltern Management Ideas from India)

Q1/Q2/Q3/Q4	(a)	9 Marks
	(b)	9 Marks
		Or
	(c)	9 Marks
	(d)	9 Marks
Q5: Write Short Notes on any three of the following	(a)	3X6=18 Marks
	(b)	
	(c)	
	(d)	
	(e)	

b) Continuous Assessment Guidelines: Total 40 Marks Allotted for Continuous Assessment

- 5 Marks for Tutorial Attendance as Per University Rules.
- 35 Marks for Activities Covering:
 - I.Literature Review
 - II.Book Review
 - III.Movie Review
 - IV.Project Activity(Group)
 - V.Research Cum Presentation
 - VI.Creative Writing/Paper Writing
 - VII.Group Discussion
 - VIII.Problem Solving Exercises

- IX. Any Creative Production (May Be Done in A Group)
X. Innovative Project
XI. Any Other Scholastic Work Related to the Application of Conceptual Understanding of the Subject like Case Study

The Guideline Committee suggests to incorporate the Vision of Visksit Bharat as a part of CAS: An exploration of how Visksit Bharat is reshaping and redesigning Management Purpose and Objectives. (Ideas for the Vision of *Viksit Bharat@2047*)

c) **Internal Assessment Guidelines:** Total 30 Marks for Internal Assessment.

- 6 Marks for Attendance as Per University Rules.
- 12 Marks for Class Tests Only.
- 12 Marks for Assignment/Project/Activities/Class Participation/Presentations based on any topic covered under the syllabus of Management Principles and Applications.

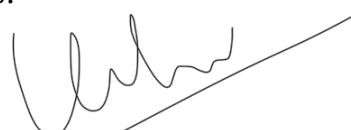
All faculty members participated actively in the discussions in the formulation of the guidelines. The meeting was wrapped by the concluding summary given by Professor Urvashi Sharma, the Department Representative of the Meeting from the Department of Commerce.

Professor Pardeep Kumar, the Meeting Coordinator, proposed the vote of thanks. He acknowledged and placed on record the appreciation for the prompt initiative taken by the department under the leadership of Prof. Ajay Kumar Singh, Head of the Department of Commerce. He also expressed his heartfelt thanks to the coordinators from the department, Professor Kiran Chug and Prof. Amit Kumar Singh for organizing this meeting. Special recognition was given to Professor Dr. Urvashi Sharma, the department representative and the Chair for her valuable contributions during the discussions.

He once again extended his heartfelt appreciation to all the Professors from the Department of Commerce whose unwavering efforts were instrumental in achieving this milestone. He also expressed his gratitude and admiration for Professor Urvashi Sharma, acknowledging her guidance and mentorship, which helped clarify all the topics addressed during the meeting. He thanked all the participants from various colleges of Delhi University for their attendance and deliberations.

pardeep kumar

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



Professor Dr. Urvashi Sharma
(Department Representative)
Professor
Department of Commerce,
DSE
University of Delhi