

AC – 28/03/2025

Item No. – 7.8 (N) (3a) Sem. IV

As Per NEP 2020

University of Mumbai



Syllabus for Basket of OE Vertical 3

Faculty of Commerce & Management

Board of Studies in Bachelor of Management Studies

Second Year Programme in B.Com. (Management Studies)

Semester	IV
Title of Paper	Credits
Motivational Management	2
From the Academic Year	2025-26

Open Elective- Human Resources (HR)

Title of Paper: Motivational Management

Sr. No.	Heading	Particulars
1	Description the course: Including but not limited to:	The course Motivational Management explores the role of motivation in enhancing employee performance and organizational productivity. The course covers core concepts, the relationship between motivation and performance, and factors influencing motivation. It introduces classical and contemporary theories of motivation and examines their practical application through incentives, job design, and quality of work life. The learners will analyze motivational strategies such as goal setting, Management by Objectives (MBO), and the role of leadership. It also addresses motivation across cultures and generations, integrating traditional wisdom like the <i>Guru-Shishya Model</i> . Tools to measure motivation, real-world case studies, simulations, and strategic implications of failed motivational efforts are also examined.
2	Vertical: 3	Open Elective
3	Type:	Theory
4	Credit:	2
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none">1. To equip the learners with the concepts, theories, and terms related to motivation and its application in management.2. To apply motivational techniques such as incentives, job design, and goal-setting in workplace scenarios.3. To compare and contrast different motivational theories and evaluate their applicability in various work environments and across generations.	

	<ol style="list-style-type: none"> To assess the effectiveness of motivational strategies using tools like surveys and KPIs; critique real-life cases of motivational success and failure. To design motivation-driven strategies and interventions tailored to specific organizational needs, incorporating leadership, culture, and generational factors.
8	<p>Course Outcomes:</p> <ol style="list-style-type: none"> Learners will articulate the significance of motivation in enhancing employee performance and organizational outcomes. Students will apply classical and modern motivational theories to real-world management scenarios. Learners will be able to design effective motivational strategies using both financial and non-financial incentives. Learners can bring out innovative, evidence-based motivational interventions to improve job satisfaction and reduce employee turnover.
9	<p>Modules:</p> <p>Module 1 Introduction to Motivation</p> <ol style="list-style-type: none"> Motivation & Motivational Management - Meaning, Concept & definition, Relationship between Motivation – Performance – Productivity, Need & factors of motivation, Classical Theories of Motivation – Abraham Maslow’s Need Hierarchy Theory, Herzberg’s Two Factor Theory, Douglas McGregor Theory X & Theory Y, William Ouchi’s Theory Z. Contemporary Approaches to Motivation – Self-Determination Theory (SDT), Job Characteristics Model, Cognitive Evaluation Theory, Flow & Motivation at Work Applications of Motivation – Motivational Selectivity – Concept, Incentives (Financial & Non – Financial) – Types, Quality of Work Life (QWL) – Importance. <p>Module 2: Motivational Strategies & Implications</p> <ol style="list-style-type: none"> Goal Targets – Goal Setting Key Elements of Goal Setting, Management by Objectives (MBO)– Concept – Process, Advantages & Disadvantages. Role of Leadership in Motivation. Motivation Culture & Generation – Understanding Guru Shishya Parampara from the lens of motivation – Factors, Cross Cultural Motivational Issues, Methods/Tips to motivate Cross Generational Workforce. Evaluation & Strategies – Tools for Measuring Motivation – Motivation Surveys and Feedback, Employee Recognition Programs, Linking Motivation with KPIs and Organizational Performance –

	4. Motivation and Employees- Role of Motivational Speakers in Reviving Motivation among Employees, Failures in Adopting Motivational Strategies- Impacting Employee Turnover, Case studies	
10	Text Books: <ol style="list-style-type: none"> 1. Ouchi, W. G. (1981). <i>Theory Z: How American business can meet the Japanese challenge</i>. Addison-Wesley. 2. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. <i>Organizational Behavior and Human Performance</i>, 16(2), 250–279 	
11	Reference Books: <ol style="list-style-type: none"> 1. Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behaviour. Springer. 2. Herzberg, F. (1968). One more time: How do you motivate employees? <i>Harvard Business Review</i>, 46(1), 53–62. 3. Maslow, A. H. (1943). A theory of human motivation. <i>Psychological Review</i>, 50(4), 370–396. https://doi.org/10.1037/h0054346 4. McGregor, D. (1960). <i>The Human side of enterprise</i>. McGraw-Hill. 5. Ouchi, W. G. (1981). <i>Theory Z: How American business can meet the Japanese challenge</i>. Addison-Wesley. 6. Pink, D. H. (2009). <i>Drive: The surprising truth about what motivates us</i>. Riverhead Books. 7. Robbins, S. P., & Judge, T. A. (2022). <i>Organizational behavior</i> (19th ed.). Pearson Education. 8. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. <i>Organizational Behaviour and Human Performance</i>, 16(2), 250–279. 9. Khanka, S. S. (2007). <i>Organizational Behavior</i>. S. Chand Publishing 9. Khanka, S. S. (2021). <i>Creativity and innovation in entrepreneurship</i>. Sultan Chand & Sons. 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination Individual Passing in Internal and External Examination: 60%
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

14	QUESTION PAPER PATTERN		
	(External and Internal)		
	Paper Pattern	2 Credits	(Total 50 Marks)
	Internal	=	20 Marks
	External	=	30 Marks
	Internal Paper Pattern (20 Marks)		
	1. Project Presentation OR Case Study writing	} any one	10 Marks
	2. Quiz OR Group discussion		
	3. Class Test (Mandatory) with objectives		10 Marks
	Total		20Marks
	External Paper Pattern (30 Marks)		
	Write any TWO questions from the following		
	Q1. Answer the following		15 marks
	A		
	B		
	Q2. Answer the following		15 Marks
	A		
	B		
	Q3. Answer the following		15 Marks
	A		
	B		

Sd/-

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Chairman
Dr. Kanchan Fulmali
Board of Studies in
BMS**

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Prin. Kishori Bhagat
Faculty of Commerce
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