UNIVERSITY OF MUMBAI

No.UG./ 492 of 2006

CIRCULAR :-

A reference is invited to the Scheme of papers at the B.Com degree cours under the revised pattern vide this office Circular No.UG/228 of 1994 dated 26 May, 1994 and the Principals of the affiliated Colleges in the Faculty of Commerc and Professor cum Director, Institute of Distance Education are hereby informec that the recommendation made by the Board of Studies in Business Management a its meeting held on 13th October, 2006 has been accepted by the Academic Counci at its meeting held on 10th November, 2006 vide item No. 4.24 and that in accordance therewith the syllabi in the subject of Business Management Papers I, II and III at the T.Y.B.Com. examination is revised as per **Appendix** and that the same will be brought into force with effect from the academic year 2007-2008.

MUMBAI-400 032

7th December, 2006

for REGISTRAR.

To,

The Principals of the affiliated colleges in the faculty of Commerce and Professor cum Director, Institute of Distance Education

AC/4.24/10.11.06

No.UG/ 492 -A of 2006, MUMBAI-400032 7th December, 2006

Copy forwarded with compliments for information to :-

1) The Dean, Faculty of Commerce
2) The Chairman, Board of Studies in Business Management

for REGISTRAR

Copy to:-

The Director, Board of College and University Development, the Deputy Registrar (Eligibility and Migration Section), the Director of Students Welfare, the Personal Assistants to the Vice-Chancellar, the Pro-Vice-Chancellor, the Registrar and the Assistant Registrar, Administrative, Ratnagiri for information.

The officer on Special Duty & Controller of examinations (10 copies), the Finance and Accounts Officer (2 copies), Record Section (5 copies), Publications Section (5 copies), the Deputy Registrar, Enrollment, Eligibility and Migration Section (3 copies), the Deputy Registrar, ...ical Affiliation Section (2 copies), the Director, Institute of Distance Education, (10 copies) the Director University Computer Center (IDE Building), Vidyanagari. (2 copies) the Deputy Registrar (Special Cell), the Deputy Registrar, (PRO). The Assistant Registrar, Academic Authorities Unit (2 copies) and the Assistant Registrar, Executive Authorities Unit (2 copies). They are requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to in the above Circular and that no Separate Action Taken Report will be sent in this connection. The Assistant Registrar Constituent Colleges Unit (2 copies), BUCT (1 copy), the Deputy Account, Unit V(1 copy), the In-charge Director, Centralize Computing Facility (1 copy), the Receptionist (1 copy), the Telephone Operator (1 copy), the Secretary MUASA (1 copy), the Superintendent, Post-Graduate Section (2 copies), the Superintendent, Thesis Section (2 copies)

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Enclosure to item No. 4.24
10.11.2006

UNIVERSITY OF MUMBAI

Revised Syllabus

for the

Business Management

Paper I – Management and Organisation Development,

Paper II – Financial Management

Paper III – Marketing Management

at the T.Y.B.Com. examination

(with effect from the academic year 2007-2008)

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UNIVERSITY OF MUMBAI

FACULTY OF COMMERCE

T.Y.B.Com BUSINESS MANAGEMENT PAPER - I

MANAGEMENT AND ORGANISATION DEVELOPMENT

Objectives:

a. To make the students aware of the universality of management and need for formal management education
b. To enable them to appreciate the evolutionary process of management thought
c. To introduce them to the various managerial functions and the principles behind practising them
d. To acquaint the students with the recent changes in the field of management.

Learning outcome:

After completion of the course the students are expected to
1. acknowledge the need for formal management education.
2. acquire skills for becoming effective managers
3. practice management principles wherever possible
and utilize the available resources more productively

Books recommended:

1. *Essentials of Management* by Koontz and Weihrich / McGraw Hill
2. *Principles of Management* by Koontz and O. Donnel / Tata McGraw Hill, New Delhi
3. *Principles of Management: Theory and practices by Sarangi S.K. VMP Publishers and Distributors.*
4. *Guide to Management Ideas by Tim Hindle, The Economist*
5. *Principles of Management by Terry G. R. AITBS*
6. *Business Organization and Principles of Management by Dutta Choudhury, Central Education.*
7. *Principles of Management, Daver Rustoms, Crown.*
8. *Principles of Management, Tripathi P.C. Tata McGraw Hill, New York.*
9. *Management Theory and Practice by* Dale, Ernest / McGraw Hill, New York
10. *Practice pf Management* by Peter Drucker / Allied Publisher , New Delhi
11. *Management* by Ricky W Griffin / Houghton Mifflin Company
12. *Management* by Gary Dessler / Prentice Hall
13. *Management* by Stephen Robbins, Mary Coulter / Prentice Hall
14. *Management* by James Stoner, Edward Freeman / Prentice Hall
15. *Time Management by Roberta Roesch, Tata Mc Graw Hill*
16. *Time Management by Marc MANCINI, Tata Mc Graw Hill*

Chairman BC

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Teaching Learning Plan

	Lecture Topics	No. of lectures
I.	*Introduction*	*10 lectures*
a.	Management – Definition and characteristics	
b.	Management • as a science • as an art • as a profession • Levels of management and managerial skills	
c.	Evolution of Management Thought Schools of Management • Scientific Approach • Administrative School • Behavioural School • Systems Approach • Contingency Approach	
d.	Functions of Management in Business Organization	
II.	***Planning***	***10 lectures***
a.	Nature, characteristics, merits and limitations of planning	
b.	Classification and components of plans	
c.	Decision making and problem solving - meaning, importance and steps	
d.	Planning process	
e.	Essentials of a good plan	
f.	Management by objectives (MBO)	
III.	***Organization***	***15 lectures***
a.	Definition and Principles	
b.	Formal and informal organisations	
c.	Departmentation	
d.	Span of control	
e.	Authority, responsibility and accountability	
f.	Delegation of authority and decentralization	
g.	Formal Organisations • Line • Functional • Line and staff • Matrix • Committees	
h.	Informal Organizations – relevance and importance	
i.	Organization charts-types and their importance	
IV.	*Staffing*	*15 lectures*
a.	Estimation of human resource requirement	
b.	Human Resource Management • Job Analysis • Recruitment and selection • Training and Development • Performance Appraisal	
c.	Motivating • Theories of Motivation o Maslow's theory o Herzberg's theory o McGregors theory • Financial and non-financial motivators	
V.	*Directing*	*12 lectures*
a.	Communicating	

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	• Communication process • Barriers to communication	
b.	Leading • Leadership Styles • Qualities of a good leader • Leadership in teams	
VI.	***Coordinating***	*2 lectures*
a.	Meaning and importance	
VII.	***Controlling***	*6 lectures*
a.	Definition and steps in controlling	
b.	Control Techniques	
c.	Requirements of an effective control system	
VIII.	***Contemporary issues in Management***	*10 lectures*
a.	Change management	
b.	Time management	
c.	Organization Development - Meaning, importance and methods	
	Practice for case study-(functions of management)	*10 lectures*

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Revised Syllabus for T.Y.B.Com Business Management Paper II-Financial Management (with effect from Academic Year 2007-08)

Objectives :

1. *To enable the students to understand basic concepts, functions and objectives of Financial Management*
2. *To introduce them to the various finance functions, principles and techniques.*
3. *To bring to their attention the various instruments of finance.*
4. *To acquaint the students with the recent changes in the field of financial management.*

1) Nature of Financial Management : 2 Lectures

- Meaning and definition
- Scope of Financial Management
- Functions of Finance
- Objectives of Financial Management

2) Study of Financial Statements 3 Lectures

- Meaning, Definitions, purposes & Objectives of Financial Statements
- Preparation of financial Statements - Balance Sheet and Revenue Statements
- Statutory Requirements for constructing financial statements by limited companies
- Limitations of Financial Statements
- Relationship between items of Revenue statements and Balance sheet

3) Study of Financial Statements (Comparative Statement, Common size Statement, Trend Analysis) 9 Lectures

- Parties Interested in the Financial Statements
- Objectives and Purposes of Financial Analysis and Interpretation
- Relation between Analysis and Interpretation.
- Steps involved in the Analysis of Financial Statements

4) Ratio Analysis 15 Lectures

- Ratio Analysis - Meaning and definition
- Different modes of expressing an Accounting Ratio
- Comparison by Ratios
- Objectives of Ratio Analysis
- Classification of Ratios
  - i. Traditional classification
  - ii. Functional classification
  - iii. Classification from the viewpoint of Users

a) **Compilation of Ratios**

i. Balance Sheet Ratios

- Current Ratio
- Liquid Ratio
- Proprietary Ratio
- Stock-working Capital Ratio
- Capital Gearing Ratio
- Debt Equity Ratio

ii. Revenue Statement Ratios

- Gross Profit Ratio
- Operating Ratio
- Expense Ratios
- Net Profit Ratio
- Stock Turnover Ratio

iii Combined Ratios

- Return on Capital Employed
- Return on Proprietors' Funds
- Return on Equity Share Capital
- Debtors' Turnover Ratio (Debtors' Velocity)

b) **Uses of Accounting Ratios**

c) **Limitations of Ratio Analysis**

5) (a) **Sources of Finance** 7 Lectures

- Classification of Sources of Finance
  - i. According to period
  - ii. According to ownership
  - iii. According to Source of generation
- Internal Financing
- Loan Finance
- Choice of Securities

(b) **Statement of Sources and Application of Funds** 7 Lectures

- Nature and Meaning of Funds
- Concept of Flow
- Purposes of Funds Flow Statements
- Difference between Funds Flow Statements and Income Statements
- Preparation of Funds Flow Statements
  - i. Calculation of Funds from Operations.
  - ii. Statement of Changes in Working Capital
  - iii. Format of Funds Flow Statement
- Uses of Funds Flow Statement
- Limitations of Funds Flow statements

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6) Capital Budgeting — 10 Lectures

- Meaning and Importance
- Evaluation techniques – DCF, NPV, Profitability index, Pay-back method, IRR (Practical problem to be asked only on NPV and Pay-back)

7) Working Capital — 13 Lectures

- Importance of Working Capital
- Working Capital cycle
- Classification of Working Capital
    i. Gross and Net Working Capital
    ii. Permanent and Variable Working Capital
    iii. Positive and Negative Working Capital
    iv. Cash and Net Current Assets concept of Working Capital
- Factors determining Working Capital requirements
- Management of Working Capital
- Statement showing the requirement of Working Capital

8) **Receivable Management** — 4 Lectures

- Meaning and Importance
- Aspects of Receivable Management
- Credit Policy
- Credit Evaluation
- Credit granting decision
- Control of Accounts receivables

9) **Cash and Marketable Securities Management** — 4 Lectures

- Motives of Holding Cash
- Aspects of Cash Management
- Speeding up collections
- Optimal Cash Balances
- Options for Investing Surplus Cash
- Cash Management Models
- Marketable Securities – Meaning and Selection Criteria
- Money Market Instruments
- Treasury Bills (T. bills)
- Repurchase Agreements (REPOS)
- Certificate of Deposits (CDs)
- Commercial Paper (CPs)
- Corporate Debentures and Bonds
- Bankers Acceptances
- Inter-Corporate Deposits
- Bills Discounting

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10) **Basic Principles of Cost Accounting** 7 Lectures

- Meaning and definitions
- Concept of Cost Centre and Cost Unit
- Financial and Cost Accounting
- Classification of Costs
- Determination of Total Cost
- Non-cost items
- Cost sheet

11) Marginal costing 9 Lectures

- Meaning, Features, Advantages and Limitations of marginal costing
- Concept of profit
- Contribution
- Absorption vs. marginal costing
- Profit / volume ratio
- Break even point
- Margin of safety
- Break even chart
- Angle of incidence
- Cost volume profit analysis
- Key factor
- Application of marginal costing

PAPER PATTERN:

There must be 8 questions out of which five questions must be practical orientation. Total questions to be attempted five out of which one question will be compulsory. Practical question be asked on Chapter No. 3, 4, 5, 7, 10 & 11. Case Study question should be asked on 8 & 9.

Books Suggested :

1) Financial Management - James C. Van Horne.
2) Financial Management - by I.M. Pandey.
3) Financial management - By Prasanna Chandra.
4) Financial Management - By S.C. Kucchal.
5) Principles of Management Finance - By Lawrence J. Gitman, Harper
6) Financial Management - By Ravi Kishore
7) Techniques of Financial Analysis - Ekrich A Helfert, Donjone's

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Revised Syllabus for T.Y.B.Com Business Management Paper III- **Marketing Management** (with effect from Academic Year 2007-08)

Objectives :

- To develop conceptual clarity of marketing management area at a fairly advanced level.
- To create marketing consciousness among students.
- To explain the macroeconomic relevance of marketing in a developing country like India.
- To develop skills in case study analysis.

1.Marketing Management- Definition-need and importance-core concepts-need, wants, demand, value, satisfaction, exchange and transaction-supply chain-customer satisfaction-retention-case studies

(Maximum 8 Lectures)

2.Current Marketing Environment in India with special reference to Liberalization, Globalization and Privatization- economic environment-demographic- technological - natural - political - socio cultural. Change in market practices- e-marketing – global marketing- case studies

(Maximum 10 Lectures)

3. Product Positioning – meaning – importance – strategies – product life cycle marketing strategies – total offering of a product- case studies

(Maximum 8 Lectures)

4. Promotion Mix- Meaning- objectives- elements-factors influencing-promotion strategy- case studies

(Maximum 8Lectures)

5. Pricing- meaning-objectives-methods-strategies- case studies

(Maximum 8 Lectures)

6.Sales Forecasting- meaning- importance – methods – analyzing consumer markets and buyer behaviour- buying decision process – organizational buying behaviour

(Maximum 10 Lectures)

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7.Strategic Marketi ıg Process .– Meaning- importance – steps – corporate mission – SBU – BCG model – SWOT analysis – strategic formulation – strategic alliances – implementation – feedback and control

(Maximum 10 Lectures)

8.Dealing with Competition – competitive forces – identifying competitors – designing competitive strategies- case studies

(Maximum 8 Lectures)

9.Services Marketing - meaning- characteristics of services and their marketing implications – strategies for service firms – managing service quality – managing productivity – managing product support services – marketing mix for service marketing

(Maximum 10 Lectures)

10.Rural Marketing – meaning – current indian rural market scenario – scope – difficulties – strategies to cope up- case studies

(Maximum 10 Lectures)

IV Reference books

- Philip Kotler (2003). Marketing Management: Eleventh Edition. New Delhi: Pearson Education
- V.S. Ramaswami and S Namakumari (2002).Marketing: Planning, Implementation and Control (3rd Edition). New Delhi. Macmillan India
- Michael Porter – Competitive Advantage
- Theodore Levitt – Marketing Management
- Fundamentals of Marketing – William Stanton
- Philip Kotler and Keller (2003). Marketing Management: 12th Edition. New Delhi: Pearson Education
- Customer Driven Services Management(1999) Response Books

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