

**M.COM**  
**SEMESTER-IV**

(MCMM22403T): PRINCIPLES & FUNCTIONS OF MANAGEMENT

**MAX.**  
**MARKS: 100**  
**EXTERNAL: 70**  
**INTERNAL: 30**  
**PASS: 40%**  
**Credits:6**

**Objective:** The course aims to provide basic knowledge to the students about the organisation and management of a business enterprise.

**INSTRUCTIONS FOR THE PAPER SETTER/EXAMINER:**

1. The syllabus prescribed should be strictly adhered to.
2. The question paper will consist of three sections: A, B, and C. Sections A and B will have four questions from the respective sections of the syllabus and will carry 10 marks each. The candidates will attempt two questions from each section.
3. Section C will have fifteen short answer questions covering the entire syllabus. Each question will carry 3 marks. Candidates will attempt any ten questions from this section.
4. The examiner shall give clear instructions to the candidates to attempt questions only at one place and only once. Second or subsequent attempts, unless the earlier ones have been crossed out, shall not be evaluated.
5. The duration of each paper will be three hours.

**INSTRUCTIONS FOR THE CANDIDATES:**

Candidates are required to attempt any two questions each from sections A and B of the question paper and any ten short questions from Section C. They have to attempt questions only at one place and only once. Second or subsequent attempts, unless the earlier ones have been crossed out, shall not be evaluated.

**SECTION A**

**Management: Evolution & Thoughts**

Management: The Conceptual Framework



Taylor's Scientific Management  
Fayol's Principles of Management  
Behavioral School of Management  
System & Contingency Approach to Management

**Management Function: Planning**

Nature & Importance of Planning  
Principles & Process of Planning  
Types of Plans  
Strategic Planning

**Decision making:** Concept of decision making,  
Significance of decision making, types of decisions,  
Decision making process models of decision making,  
Creativity in decision making, quantitative methods of decision making.

**Management Function: Organizing**

Concept, Characteristics & Principles of Organization  
Organization Structure  
Authority & Responsibility  
Delegation & Decentralization

**SECTION B**

**Management Function: Staffing & Directing**

Nature & Importance of Staffing  
Process of Staffing  
Nature, Importance & Principles of Direction  
Elements of Direction

**Leading:** People and Organizations, skills, traits,  
Role of leader and theories of leadership

**Motivating:** Theories of Motivation-Application of  
motivation concepts in Organisations.

**Management Function: Controlling & Coordination**

Nature, Process of Controlling  
Types of Controlling  
Techniques of Controlling  
Coordination & Communication



### **Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, “Essentials of Management: An International Perspective”, 7th edition (2007), McGraw–Hill, New Delhi.
2. Richard L Daft, “The New Era of Management”, 2nd edition (2008), Thomson, New Delhi.
3. Stephen P Robbins, David A. Decanzo, “Fundamentals of Management”, 6th edition (2007), Pearson Education, New Delhi.
4. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, “Organisational Behaviour “, 14th edition, Pearson Education, New Delhi.
5. K. Aswathappa, “Organisational Behaviour, Text, Cases and Games”, 10th edition (2012), Himalaya Publishing.
6. Sekaran, Uma, “Organizational Behaviour: Text and Cases”, 2007, Tata McGraw Hill, New Delhi.
7. McShane, Steven L.; Glinow, Mary Ann Von and Sharma, Radha R, “Organisational Behaviour”, 5th edition (2008), Tata McGraw Hill, New Delhi.
8. Philip Sadler, “Leadership”, 2nd edition (2005), Viva Books Private Limited..
9. <http://swayam.gov.in/>
10. <http://edx.org/>
11. <http://epgp.inflibnet.ac.in/>

