

Skill Enhancement Courses (SEC)

Foundation Course

Semester - I

**F.Y.B.Com., B.A., B.Sc.,
F.Y.B.M.S., B.A.F., B.B.I., B.F.M.**

Michael Vaz

Ex. Vice Principal

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FOUNDATION COURSE - Sem. I

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- Publisher

II



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Santacruz (E), Mumbai-400 055

Preface

We are pleased to present the revised edition of "Foundation Course - Sem.-I" to the students of F.Y.B.Com. / B.A. / B.Sc. / BMS / BAF / BBI / BFM, Semester - I, University of Mumbai as per the Revised Syllabus and New Paper Pattern w.e.f. June 2016. The book is written under the Choice Based Credit, Grading and Semester System.

The objective of this subject is to make the students socially aware of the societal problems and their personality. This book is divided into Six Units. The topics covered are Overview of Indian Society, Concept of Disparity, The Indian Constitution, Significant Aspects of Political Processes and Growing Social Problems in India.

Comments and constructive suggestions from teaching and learning community would be highly appreciated.

We express our deep gratitude to Mr. Nitin Shah for his untiring efforts to bring out this new edition of our book.

August 5, 2020

- Authors



III

Meeb
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Syllabus

Unit - 1 : Overview of Indian Society (5 Lec.)

Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender;
Appreciate the concept of linguistic diversity in relation to the Indian situation;
Understand regional variations according to rural, urban and tribal characteristics;
Understanding the concept of diversity as difference.

Unit - 2 : Concept of Disparity - 1 (10 Lec.)

Understand the concept of disparity as arising out of stratification and inequality;
Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media;
Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities.

Unit - 3 : Concept of Disparity - 2 (10 Lec.)

Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof;
Understand inter-group conflicts arising out of communalism;
Examine the causes and effects of conflicts arising out of regionalism and linguistic differences.

Unit - 4 : The Indian Constitution (10 Lec.)

Philosophy of the Constitution as set out in the Preamble;
The structure of the Constitution - the Preamble, Main Body and Schedules;
Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society;
Basic features of the Constitution.

Unit - 5 : Significant Aspects of Political Processes (10 Lec.)

The party system in Indian politics;
Local self-government in urban and rural areas;
The 73rd and 74th Amendments and their implications for inclusive politics;
Role and significance of women in politics.

Topics for Project Guidance : Growing Social Problems in India

- Substance abuse - impact on youth & challenges for the future
- HIV/AIDS - awareness, prevention, treatment and services
- Problems of the elderly - causes, implications and response
- Issue of child labour - magnitude, causes, effects and response
- Child abuse - effects and ways to prevent
- Trafficking of women - causes, effects and response

Note : Out of the 45 lectures allotted for 5 units for Semester I, about 15 lectures may be allotted for project guidance.

IV



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Question Paper Pattern

Maximum Marks : 75

Duration: 2½ Hrs.

Questions to be Set : 05

All Questions are Compulsory Carrying 15 Marks each.

Q.No.	Particulars	Marks
Q.1	Objective Questions* (A) Sub questions to be asked 10 and to be answered any 08 (B) Sub questions to be asked 10 and to be answered any 07 (* Multiple Choice / True or False / Match the Columns / Fill in the Blanks)	15
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Note : Full length question of 15 marks may be divided into two sub questions of 8 and 7 marks.



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Internal Assessment :

1. A project to be prepared by an individual learner or a group of learners in not more than five learners in a group. It is to be evaluated by the teacher concerned. **20 Marks**
Hard Copy of the Project* **10 Marks**
Presentation **05 Marks**
Viva / Interaction **05 Marks**
2. Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities **05 Marks**

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Skill Enhancement Courses (SEC)

Foundation Course

Semester - II

F.Y.B.Com., B.A., B.Sc.,
F.Y.B.M.S., B.A.F., B.B.I., B.F.M.

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FOUNDATION COURSE - Sem. II

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- Publisher

II



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Preface

We are pleased to present the Revised Edition of "Foundation Course - Sem.-II" to the students of F.Y.B.Com. / B.A. / B.Sc. / BMS / BAF / BBI / BFM, Semester - II, University of Mumbai as per the Revised Syllabus and New Paper Pattern w.e.f. June 2016. The book is written under the Choice Based Credit, Grading and Semester System.

The objective of this subject is to make the students socially aware of the societal problems and their personality. This book is divided into Six Units. The topics covered are Globalisation and Indian Society, Human Rights, Ecology, Understanding and Managing Stress and Conflict, Contemporary Societal Challenges.

Comments and constructive suggestions from teaching and learning community would be highly appreciated.

We express our deep gratitude to Mr. Nitin Shah for his untiring efforts to bring out this new edition of our book.

January 1, 2021

- Authors




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Santacruz (E), Mumbai-400 055

Syllabus

Unit 1 : Globalisation and Indian Society

(7 Lec.)

Understanding the concepts of liberalization, privatization and globalization;
Growth of information technology and communication and its impact manifested in everyday life;

Impact of globalization on industry: changes in employment and increasing migration;

Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.

Unit 2 : Human Rights

(10 Lec.)

Concept of Human Rights; origin and evolution of the concept;

The Universal Declaration of Human Rights;

Human Rights constituents with special reference to Fundamental Rights stated in the Constitution.

Unit 3 : Ecology

(10 Lec.)

Importance of Environment Studies in the current developmental context;

Understanding Concepts of Environment, Ecology and their inter-connectedness;

Environment as natural capital and connection to quality of human life;

Environmental Degradation - Causes and Impact on human life;

Sustainable Development - Concept and components; poverty and environment

Unit 4 : Understanding Stress and Conflict

(10 Lec.)

Causes of stress and conflict in individuals and society;

Agents of socialization and the role played by them in developing the individual;

Significance of values, ethics and prejudices in developing the individual;

Stereotyping and prejudice as significant factors in causing conflicts in society.

Aggression and violence as the public expression of conflict.

Unit 5 : Managing Stress and Conflict in Contemporary Society

(8 Lec.)

Types of conflicts and use of coping mechanisms for managing individual stress;

Maslow's theory of self-actualisation;

Different methods of responding to conflicts in society;

Conflict-resolution and efforts towards building peace and harmony in society.

IV



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Topics For Project Guidance : Contemporary Societal Challenges

- (a) Increasing urbanization, problems of housing, health and sanitation;
- (b) Changing lifestyles and impact on culture in a globalised world.
- (c) Farmers' suicides and agrarian distress.
- (d) Debate regarding Genetically Modified Crops.
- (e) Development projects and Human Rights violations.
- (f) Increasing crime/suicides among youth.

Note: Out of the 45 lectures allotted for 5 units for Semester II, about 15 lectures may be allotted for project guidance.

Question Paper Pattern

Maximum Marks : 75

Duration: 2½ Hrs.

Questions to be Set : 05

All Questions are Compulsory Carrying 15 Marks each.

Q.No.	Particulars	Marks
Q.1	Objective Questions* (A) Sub questions to be asked 10 and to be answered any 08 (B) Sub questions to be asked 10 and to be answered any 07 (* Multiple Choice / True or False / Match the Columns / Fill in the Blanks)	15
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V



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Internal Assessment :

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Hard Copy of the Project* **10 Marks**
Presentation **05 Marks**
Viva / Interaction **05 Marks**
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Core Courses (CC)

Principles of Management

F.Y.B.M.S. : Semester - II

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PRINCIPLES OF MANAGEMENT

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- Publisher

II



Meeta
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Commerce & Management
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Preface

We are indeed, very pleased to present the Revised Edition on "Principles of Management" to the F.Y.B.M.S. Semester - II students of the University of Mumbai as per the revised syllabus w.e.f. June 2016. The book is written as per Choice Based Credit, Grading and Semester System.

Knowledge of management is vital to any executive working in any organisation, large or small. Managing people is crucial for the success and survival of business firms in today's competitive business world. The objective of this subject is to enable the students to obtain the basic knowledge and skills required in the field of management.

This book is written precisely as per the revised syllabus prescribed by the University of Mumbai. The book is presented in four chapters and outlines the importance and functions of management.

Glossary of key terms is provided in appendix which would be of use to the students to answer the objective questions.

Comments and suggestions from students and from teaching community regarding the contents would be of great help to enhance the quality of future editions of this book.

Special thanks are for Shri Nitin A. Shah and his staff at Manan Prakashan for their sincere efforts in bringing out this edition.

January 1, 2021

- Authors



III

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Syllabus

Unit - I : Nature of Management (15 Lec.)

- **Management** : Concept, Significance, Role and Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid
- Evolution of Management Thoughts, Contribution of F. W. Taylor, Henri Fayol and Contingency Approach

Unit - II : Planning and Decision Making (15 Lec.)

- **Planning** : Meaning, Importance, Elements, Process, Limitations and MBO
- **Decision Making** : Meaning, Importance, Process, Techniques of Decision Making

Unit - III : Organising (15 Lec.)

- **Organising** : Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations
- **Departmentation** : Meaning, Basis and Significance
- **Span of Control** : Meaning, Graicunas Theory, Factors Affecting Span of Control
- Centralization v/s. Decentralization
- **Delegation** : Authority and Responsibility Relationship

Unit - IV : Directing, Leadership, Co-ordination and Controlling (15 Lec.)

- **Directing** : Meaning and Process
- **Leadership** : Meaning, Styles and Qualities of Good Leader
- **Co-ordination** as an Essence of Management
- **Controlling** : Meaning, Process and Techniques
- **Recent Trends** : Green Management and CSR



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Question Paper Pattern

Semester End Examination :

Maximum Marks : 75

Duration: 2½ Hrs.

Questions to be Set : 05

All Questions are Compulsory Carrying 15 Marks each.

Q.No.	Particulars	Marks
Q.1	Objective Questions* (A) Sub questions to be asked 10 and to be answered any 8 (B) Sub questions to be asked 10 and to be answered any 7 (* Multiple Choice / True or False / Match the Columns / Fill in the Blanks)	15
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Q.3	Full Length Question OR	15
Q.3	Full Length Question	15
Q.4	Full Length Question OR	15
Q.4	Full Length Question	15
Q.5	(A) Theory Questions	8
	(B) Theory Questions	7
	OR	
Q.5	Short Notes - To be asked 05, to be answered 03	15

Note : Full length practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 marks.

Internal Assessment :

- One Class Test (20 Marks)**
Match the Column/ Fill in the Blanks/
Multiple Choice Questions (*½ Mark each*) **05 Marks**
Answer in One or Two Lines
(Concept based Questions) (*01 Mark each*) **05 Marks**
Answer in Brief (Attempt Any Two of the Three)
(*05 Marks each*) **10 Marks**
- Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities **05 Marks**

V



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Elective Courses (EC)

Principles of Marketing

F.Y.B.M.S. : Semester - II

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PRINCIPLES OF MARKETING

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II



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Preface

We are indeed, very pleased to present the Revised Edition on "Principles of Marketing" to the F.Y.B.M.S. Semester - II students of the University of Mumbai as per the revised syllabus w.e.f. June 2016. The book is written as per Choice Based Credit, Grading and Semester System.

The objective of this subject is to enable the students to obtain the basic knowledge and skills required in the field of marketing. Case studies for practice and with suggested answers are included at the end.

Special thanks are for Shri Nitin A. Shah and his staff at Manan Prakashan for their sincere efforts in bringing out this edition.

Comments and suggestions from students and from teaching community regarding the contents would be of great help to enhance the quality of future editions of this book.

January 1, 2021

- Authors



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Syllabus

Module -1 : Introduction to Marketing

(15 Lec.)

- **Introduction to Marketing** : Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function.
- **Concepts of Marketing**: Needs, wants and demands, transactions, transfer and exchanges.
- **Orientations of a firm**: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.

Module-2 : Marketing Environment, Research and Consumer Behaviour (15 Lec.)

- **The micro environment of business**: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.
- **Macro environment**: Political Factors; Economic Factors; Socio-Cultural Factors, Technological Factors (PEST Analysis)
- **Marketing research**: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research.
- **MIS** - Meaning, features and Importance.
- **Consumer Behavior** - Meaning, features, importance, factors affecting Consumer Behavior.

Module - 3 : Marketing mix

(15 Lec.)

- Meaning – Elements of Marketing Mix
- Product-product mix - product line lifecycle - product planning – New product development - failure of new product - levels of product
- Branding – Packing and packaging – role and importance
- Pricing – objectives- factors influencing pricing policy and Pricing strategy
- Physical distribution – meaning – factor affecting channel selection - types of marketing channels
- Promotion – meaning and significance of promotion. Promotion tools (brief)

Module-4 : Segmentation, Targeting and Positioning & Trends in Marketing (15 Lec.)

- Segmentation – meaning, importance, basis
- Targeting – meaning, types
- Positioning – meaning – strategies
- New trends in marketing – E-marketing, Internet marketing and marketing using Social network
- Social marketing/ Relationship marketing

IV



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Elective Courses (EC)

Entrepreneurial Management

For M.Com. Part - II : Semester - III

Michael Vaz

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ENTREPRENEURIAL MANAGEMENT

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II



Meeta
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Santacruz (E), Mumbai-400 055

Preface

We are pleased to present the Revised Edition of "Entrepreneurial Management" to the students of M.Com. Part - II, Semester - III, University of Mumbai as per the Revised Syllabus w.e.f. June 2017.

Entrepreneurs play a vital role in the economic development of a nation. The entrepreneurs also contribute directly or indirectly to the social development of a nation.

The book is written precisely as per the Revised Syllabus. The book is presented in four chapters and outlines the need and importance, problems, prospects and various other aspects relating to entrepreneurship management.

We have tried our best to cover the topics as per the requirement of the syllabus. We are quite confident that the students will find this book of great use in preparing for their examinations at the M.Com Part-II level. Valuable comments and suggestions from the students and the facilitators would be of great help to enhance the quality of future editions of this book.

September 2020

- Authors




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Syllabus

1. **Entrepreneurship Development Perspective (15 Lec.)**
 - **Entrepreneurship** – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Requirements of Entrepreneurial structure.
 - **Entrepreneurial Culture** - Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture.
 - **Theories of Entrepreneurship** - Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness
2. **Creating Entrepreneurial Venture (15 Lec.)**
 - **Entrepreneurial Environment** - Significance, SWOC Analysis, Problems of Entrepreneurship.
 - **Financial Analysis of Entrepreneurial Venture** - Significance, Tools of Financial Analysis, Sources of development finance.
 - **Social Entrepreneurship** - Features, Importance, Arguments (for and against) Social Entrepreneurship, Women Entrepreneurs - Concept and Special Government schemes for women entrepreneurs in India.
3. **Project Management (15 Lec.)**
 - **Project** - Concepts and Classification of Project, Search of Business Idea, Project Cycle.
 - **Project formulation** - Steps for project formulation, Project Design and network analysis - concept and network analysis techniques : PERT/ CPM.
 - **Project Management** - Concept, Phases, Project Identification and Project Feasibility Analysis.



4. Assistance and Incentives for Promotion and Development of Entrepreneurship (15 Lec.)

- **Incentives** - Need, Promotion and development Entrepreneurship - Types of Assistance and incentives - Fiscal, Financial, Promotional, Marketing, and Organisational.
- **NPSD** - National Policy for Skill Development and Entrepreneurship 2015.
- **Institutions in aid of Entrepreneurship Development** - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs

Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hrs.

Questions to be set: 04

All Questions are Compulsory Carrying 15 Marks each.

Q. No.	Particulars	Marks
Q.1	Full Length Question OR	15 marks
Q.1	Full Length Question	15 marks
Q.2	Full Length Question OR	15 marks
Q.2	Full Length Question	15 marks
Q.3	Full Length Question OR	15 marks
Q.3	Full Length Question	15 marks
Q.4	Objective Questions* (* Multiple Choice / True or False / Match the Columns / Fill in the Blanks / Short Questions) OR	15 marks
Q.4	Short Notes (Any three out of five)	15 marks

Note : Full length question of 15 marks may be divided into two sub questions of 08 and 07 marks.

V



Meeb
I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Internal Assessment :

The Internal Assessment will consist of one class test of 40 marks for each course excluding projects. The question paper pattern will be shown as below:

Maximum Marks: 40 marks

Duration: 1½ hours

Questions to be set: 03

Q. No.	Particulars	Marks
Q.1	Objective Questions Students to answer 10 sub questions out of 15 sub questions. (<i>*Multiple choice/ True or False/ Match the columns/Fill in the blanks</i>) OR Objective Questions (A) Sub Questions to be asked 08 and to be answered any 05 (B) Sub Questions to be asked 08 and to be answered any 05 (<i>*Multiple choice/ True or False/ Match the columns/ Fill in the blanks</i>)	10
Q.2	Concept based short questions Students to answer 5 sub questions out of 8 sub questions	10
Q.3	Practical problems or short questions Students to answer 02 sub questions out of 03 sub questions	20

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Elective Courses (EC)

Human Resource Management

For M.Com. Part - II : Semester - III

Michael Vaz

Ex. Vice Principal

*Mithibai College of Arts, Science & Commerce
Vile-Parle (W), Mumbai - 400 056.*

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HUMAN RESOURCE MANAGEMENT

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We express our sincere thanks to all our readers, authors and business associates for helping us in our mission of producing quality books for quality education. We wish all our young readers a brilliant success in various examinations and a bright future.

- Publisher

II



Meeta
I/c Principal
Patuck - Gala College of
Commerce & Management
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Preface

We are pleased to present the Revised Edition of "Human Resource Management" to the students of M.Com. Part - II, Semester - III, University of Mumbai as per the Revised Syllabus w.e.f. June 2017.

Knowledge of Human Resource Management is vital to any executive working in any organisation large or small. Managing people is vital for the success and survival of business firms in today's competitive business world.

The book is presented in Four chapters and outlines the need and importance of HRM in business organisations.

We have tried our best to cover up the topics as per the requirement of the syllabus. We are quite confident that the students will find this book of great use in preparing for their examinations at the M.Com Part-I level.

September 2020

- Authors



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Commerce & Management
Santacruz (E), Mumbai-400 055

Syllabus

1. **Human Resource Management** (15 Lec.)
 - **Human Resource Management (HRM)** – Concept, Traditional HRM v/s Strategic HRM, Objectives of HRM, Organisation Structure of HRM Department – Changing Role of H.R. Manager.
 - **Human Resource Planning** - Concept, Factors affecting HRP, Information Management in HRP – HRIS (Human Resource Information System), Job Analysis, Psychological and Behavioural Issues in HRP.
 - **Recruitment and Selection of managerial personnel** - Factors affecting recruitment process, Role of Recruitment agencies, Online process of selection.
2. **Human Resource Development** (15 Lec.)
 - **Training and Development** - Designing of the effective training programme, Evaluation of the effective training programme, Challenges before trainers, Management Development Programme – Techniques.
 - **Performance Appraisal** - Process, Guidelines for conducting appraisal Interviews, Ethical aspects in performance appraisal.
 - **Career Advancement and Succession Planning** - Self-Development Mechanism and Knowledge enrichment, Managing Promotion and Transfers, Managing dismissal, Succession Planning - Problems and Issues, Culture as a factor in Succession Planning.
3. **Latest Development in H.R.M. And Labour Legislation** (15 Lec.)
 - **Industrial Relation Act** – Prominent features and recent changes in Trade Union Act 2016, Factories Act 1961, Industrial Disputes Act 1950.
 - **Prominent Features and recent changes** to Child and Women Labour Act 1986, Social Security Act 2016, Prevention of Sexual harassment Act, 2013.
 - **Prominent Features and recent changes** to Employees Acts like payment of Gratuity Act 2015, Provident Fund Act 1952, Minimum Wages Act 2016 and Payment of Wages Act 1991, Workmen Compensation Act 2014/ESI Scheme.

IV



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4. **Emerging Issues In H.R.M.** (15 Lec.)

- **Health and Safety** – Safety measures and safety programmes, Stress and its Impact on Job Performance, Role of organization in ensuring mental and physical health of employees
- **Work Life Balance** – Need and Importance, Employee Engagement, Managing Millennials (Gen Y)
- **Talent Management** – Concept , Importance, Process, Talent Management and VUCA Environment (Volatility, Uncertainty, Complexity, Ambiguity), H.R. Practices at Global level

Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hrs.

Questions to be set: 04

All Questions are Compulsory Carrying 15 Marks each.

Q. No.	Particulars	Marks
Q.1	Full Length Question OR	15 marks
Q.1	Full Length Question	15 marks
Q.2	Full Length Question OR	15 marks
Q.2	Full Length Question	15 marks
Q.3	Full Length Question OR	15 marks
Q.3	Full Length Question	15 marks
Q.4	Objective Questions* (* Multiple Choice / True or False / Match the Columns / Fill in the Blanks / Short Questions) OR	15 marks
Q.4	Short Notes (Any three out of five)	15 marks

Note : Full length question of 15 marks may be divided into two sub questions of 08 and 07 marks.



V


I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Internal Assessment :

The Internal Assessment will consist of one class test of 40 marks for each course excluding projects. The question paper pattern will be shown as below:

Maximum Marks: 40 marks

Duration: 1½ hours

Questions to be set: 03

Q. No.	Particulars	Marks
Q.1	Objective Questions Students to answer 10 sub questions out of 15 sub questions. (<i>*Multiple choice/ True or False/ Match the columns/Fill in the blanks</i>) OR Objective Questions (A) Sub Questions to be asked 08 and to be answered any 05 (B) Sub Questions to be asked 08 and to be answered any 05 (<i>*Multiple choice/ True or False/ Match the columns/ Fill in the blanks</i>)	10
Q.2	Concept based short questions Students to answer 5 sub questions out of 8 sub questions	10
Q.3	Practical problems or short questions Students to answer 02 sub questions out of 03 sub questions	20

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Discipline Specific Elective (DSE) Courses

Business Management - Marketing Management

S.Y.B.Com. : Semester - IV

Michael Vaz

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*Mithibai College of Arts, Science & Commerce
Vile-Parle (W), Mumbai - 400 056.*

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I



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MARKETING MANAGEMENT

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Navi Mumbai - 400 705.

We express our sincere thanks to all our readers, authors and business associates for helping us in our mission of producing quality books for quality education. We wish all our young readers a brilliant success in various examinations and a bright future.

- Publisher

II



Meeta
I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Preface

It is a matter of great pleasure to present the Revised Edition on "Business Management - Marketing Management" - to the students of S.Y.B.Com.: Semester-IV. The book has been written as per the Revised Syllabus w.e.f. June 2017.

Knowledge of Marketing Management is vital to any executive working in any organisation large or small. Managing people is vital for the success and survival of business firms in today's competitive business world. The objective of this subject is to enable the students to obtain the knowledge and skills required in the field of marketing.

We have tried our best to cover the topics as per the requirement of the syllabus. Valuable comments and suggestions from the students and the facilitators would be of great help to enhance the quality of future editions of this book.

January 1, 2021

- Authors



Meeta
I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Syllabus

Module - I : Distribution

- (a) Types of middlemen
- (b) Factors affecting channel decisions
- (c) Functions performed by middlemen
- (d) Logistics: Meaning and components
- (e) E-marketing : Meaning, Merits and demerits of e-marketing
- (f) Online Retailing – Successful online retailers in India and abroad

Module - II : Promotion

- (a) Elements of promotion mix
- (b) Objectives of promotion and marketing communication
- (c) Factors affecting promotion mix decisions
- (d) Steps in designing a marketing communication program
- (e) Role of Social Media in marketing communication

Module - III : Understanding Buyer Behaviour

- (a) Comparing consumer markets (individuals and households) with organizational buyers (Industrial/Business houses)
- (b) Factors affecting consumer behaviour
- (c) Steps in consumer purchase decision process (with respect to high involvement and low involvement products)
- (d) Factors affecting organisational buyer behaviour
- (e) Steps in organisational purchase decision process (with respect to different buying situations)

Module - IV : Marketing of Services and Rural Marketing

- (a) Services: Definition and features
- (b) Marketing mix for services marketing
- (c) Managing service quality and productivity
- (d) Rural market scenario in India
- (e) Factors contributing to the growth of rural markets in India
- (f) Challenges of rural marketing
- (g) Strategies to cope with the challenges of rural marketing

IV



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Question Paper Pattern

Maximum Marks : 100

Duration: 3 Hrs.

Questions to be Set : 06

All Questions are Compulsory Carrying 15 Marks each.

Q.No.	Particulars	Marks
Q.1	Objective Questions* (A) Sub questions to be asked 12 and to be answered any 10 (B) Sub questions to be asked 12 and to be answered any 10 (* Multiple Choice / True or False / Match the Columns / Fill in the Blanks)	20
Q.2	Full Length Question OR	15
Q.2	Full Length Question	15
Q.3	Full Length Question OR	15
Q.3	Full Length Question	15
Q.4	Full Length Question OR	15
Q.4	Full Length Question	15
Q.5	Full Length Question OR	15
Q.5	Full Length Question	15
Q.6	(A) Theory Questions (B) Theory Questions OR	10 10
Q.6	Short Notes To be asked 06, to be answered 04	20

Note : Full length question of 15 marks may be divided into two sub questions of 7/8 and 10/5 marks.



V

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Santacruz (E), Mumbai-400 055

Discipline Specific Elective (DSE) Courses

Business Management - Paper IV

Management & Organisation Development

T.Y.B.Com. : Semester - VI

Michael Vaz

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I



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MANAGEMENT & ORGANISATION DEVELOPMENT

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We express our sincere thanks to all our readers, authors and business associates for helping us in our mission of producing quality books for quality education. We wish all our young readers a brilliant success in various examinations and a bright future.

- Publisher

II



Meeta
I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Preface

It is a matter of great pleasure to present the Revised Edition of "Management and Organisation Development" - Business Management Paper - IV to the students of T.Y.B.Com.: SEM-VI. The book has been written as per the Revised Syllabus w.e.f. June 2018.

Knowledge of Management and Organisation Development is vital to any executive working in any organisation large or small. Managing people is vital for the success and survival of business firms in today's competitive business world. The objective of this subject is to enable the students to obtain the knowledge and skills required in the field of organisation and management.

We have tried our best to cover the topics as per the requirement of the syllabus. Valuable comments and suggestions from the students and the facilitators would be of great help to enhance the quality of future editions of this book.

January 1, 2021

- Authors



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Patuck - Gala College of
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Santacruz (E), Mumbai-400 055

Syllabus

Module - I : Directing and Leading

- (a) Communication as an important tool for effective direction and leadership
- (b) Barriers to Communication
- (c) Ethical issues in using social media for communication
- (d) Role of a leader in business organisations – qualities of a good leader
- (e) Styles of Leadership
- (f) Leadership continuum – developing an effective leader - path goal theory
- (g) Transactional and transformational leaders

Module - II : Co-ordination and Motivation

- (a) Co-ordination as 'essence of management'
- (b) Co-ordination vs co-operation vs conciliation
- (c) Motivation - meaning and importance of motivation
- (d) Financial and non-financial motivators
- (e) Theories of Motivation - Maslow's theory - Herzberg's theory - McGregor's theory

Module - III : Controlling and Information Management

- (a) Definition and steps in controlling
- (b) Strategic and operational controlling techniques
- (c) Requirements of an effective control system
- (d) Flow of information in a typical organisation - Need for managing information
- (e) Designing and developing modern MIS – Introduction to ERP

Module - IV : Contemporary Issues in Management

- (a) Challenges in organizational growth and development - management perspective
- (b) Change Management
- (c) Importance of time management and tools for effective time management
- (d) Addressing diversity due to human resource mobility
- (e) Conflict Management

IV



Meeta
I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Question Paper Pattern

Maximum Marks : 100

Duration: 3 Hrs.

Questions to be Set : 06

All Questions are Compulsory Carrying 15 Marks each.

Q.No.	Particulars	Marks
Q.1	(A) Multiple Choice Questions Select the most appropriate answer from the option given below (Any Ten out of Twelve)	10
	(B) State whether the following statements are True or False (Any Ten out of Twelve)	10
Q.2	Answer any Two of the following out of Three Questions : Module - I (a), (b), (c)	15
Q.3	Answer any Two of the following out of Three Questions : Module - II (a), (b), (c)	15
Q.4	Answer any Two of the following out of Three Questions : Module - III (a), (b), (c)	15
Q.5	Answer any Two of the following out of Three Questions : Module - IV (a), (b), (c)	15
Q.6	Write Notes on any Four out of Six : On all Modules Module - I, II, III, IV	20




Meeta
I/c Principal
Patuck - Gala College of
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I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Core Courses (CC)

Business Research Methods

S.Y.B.M.S. : Semester - IV

Michael Vaz

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Meeta Seta

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BUSINESS RESEARCH METHODS

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Navi Mumbai - 400 705.

We express our sincere thanks to all our readers, authors and business associates for helping us in our mission of producing quality books for quality education. We wish all our young readers a brilliant success in various examinations and a bright future.



Manan
I/c Principal - Publisher
Patuck-Gale College of
Commerce & Management
Santacruz (E), Mumbai-400 055

Preface

We are happy to present the Revised Edition of “Business Research Methods” to the students of S.Y.B.M.S - Semester IV. The book is written as per the revised syllabus prescribed by the University of Mumbai w.e.f. June 2017.

The objective of this subject is to enable the students to obtain the basic knowledge and skills required in the field of Business Research.

Comments and suggestions from students and from teaching community regarding the contents would be of great help to enhance the quality of future editions of this book.

Special thanks are for Shri Nitin A. Shah and his staff at Manan Prakashan for their sincere efforts in bringing out this edition.

January 1, 2021

- Authors


I/c Principal
Patuck - Gala College of
Commerce & Management
Santacruz (E), Mumbai-400 055



Syllabus

Unit - 1 : Introduction to Business Research Methods (18 Lec.)

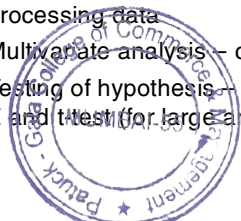
1. Meaning and Objectives of Research
2. Types of Research – (a) Pure, Basic and Fundamental (b) Applied (c) Empirical (d) Scientific & Social (e) Historical (f) Exploratory (g) Descriptive (h) Causal
3. Concepts in Research: Variables, Qualitative and Quantitative Research
4. Stages in Research Process
5. Characteristics of Good Research
6. Hypothesis - Meaning, Nature, Significance, Types of Hypothesis, Sources
7. Research Design – Meaning, Definition, Need and Importance, Steps in Research Design, Essentials of a Good Research Design, Areas/Scope of Research Design and Types - Descriptive, Exploratory and Causal
8. Sampling – (a) Meaning of Sample and Sampling, (b) Methods of Sampling - (i) Non Probability Sampling – Convenient, Judgement, Quota, Snow ball (ii) Probability – Simple Random, Stratified, Cluster, Multi Stage.

Unit - 2 : Data Collection and Processing (14 Lec.)

1. Types of Data and Sources - Primary and Secondary Data Sources
2. Methods of collection of primary data
 - (a) Observation - (i) structured and unstructured, (ii) disguised and undisguised, (iii) mechanical observations (use of gadgets)
 - (b) Experimental - (i) Field, (ii) Laboratory
 - (c) Interview – (i) Personal Interview, (ii) focused group, (iii) indepth interviews - Method
 - (d) Survey – Telephonic survey, Mail, E-mail, Internet survey, Social Media, and Media Listening
 - (e) Survey Instrument – (i) Questionnaire designing, (ii) Types of questions – (a) structured/ close ended and (b) unstructured/ open ended, (c) Dicotomous, (d) Multiple Choice Questions
 - (f) Scaling techniques - (i) Likert scale, (ii) Semantic Differential scale

Unit - 3 : Data Analysis and Interpretation (16 Lec.)

- (a) Processing of data – i) Editing - field and office editing, ii) coding – meaning and essentials, iii) tabulation – note
- (b) Analysis of data- Meaning, Purpose, types.
- (c) Interpretation of data- Essentials, importance and Significance of processing data
- (d) Multivariate analysis – concept only
- (e) Testing of hypothesis – concept and problems – (i) chi square test, (ii) Z and t test (for large and small sample)



Unit - 4 : Advanced Techniques in Report Writing (12 Lec.)

1. Report Writing – (i) Meaning, Importance, Functions of Reports, Essential of a Good Report, Content of Report, Steps in writing a Report, Types of Reports, Footnotes and Bibliography
2. Ethics and Research
3. Objectivity, Confidentiality and Anonymity in Research
4. Plagiarism

Question Paper Pattern

Semester End Examination :

Maximum Marks : 75

Duration: 2½ Hrs.

Questions to be Set : 05

All Questions are Compulsory Carrying 15 Marks each.

Q.No.	Particulars	Marks
Q.1	Objective Questions* (A) Sub questions to be asked 10 and to be answered any 8 (B) Sub questions to be asked 10 and to be answered any 7 (* Multiple Choice / True or False / Match the Columns / Fill in the Blanks)	15
Q.2	Full Length Question OR	15
Q.2	Full Length Question	15
Q.3	Full Length Question OR	15
Q.3	Full Length Question	15
Q.4	Full Length Question OR	15
Q.4	Full Length Question	15
Q.5	(A) Theory Questions (B) Theory Questions OR	8 7
Q.5	Short Notes To be asked 05, to be answered 03	15

Note: Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

Commerce & Management
Santacruz (E), Mumbai-400 055

Internal Assessment :

1. One Class Test (20 Marks)

Match the Column/ Fill in the Blanks/

Multiple Choice Questions (*½ Mark each*) **05 Marks**

Answer in One or Two Lines

(Concept based Questions) (*01 Mark each*) **05 Marks**

Answer in Brief (Attempt Any Two of the Three)

(*05 Marks each*) **10 Marks**

2. Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities **05 Marks**

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