

University of Mumbai



**Revised Syllabus and Question Paper
Pattern of Courses
of
T.Y.B.A. (Commerce) Programme
at
Third Year Semester
V and VI**

Under Credit, Grading and Semester System

With Effect from Academic Year 2016-2017

Board of Studies-in-Commerce, University of Mumbai

**Revised Syllabus and Question Paper Pattern
of Courses of T.Y.B.A. (Commerce)
Programme at
Semester V**

Course No.	Title of the Course
3.5.1	Introduction to Management - Paper - VII
3.5.2	Human Resource Management - Paper - VIII
3.5.3	Export Management - Paper - IX

With effect from Academic Year 2016-2017

***Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester V
with effect from the Academic Year 2016-2017***

3.5.1 Introduction to Management - Paper - VII

Modules at a Glance

SN	Modules	No. of Lectures
1		15
2		15
3		15
4		15
	Total	60

SN	Modules/ Units
1	
	<ul style="list-style-type: none"> • Definition of management – features - need and importance - Henri Fayol's principles • Management functions - managerial skills - management levels • Management as an art - management as science - management as a profession.
2	
	<ul style="list-style-type: none"> • Planning – features – need and importance - Types /components of planning – • Planning process –limitations – essentials of good plan – SWOT - objectives (basic /organic, economic, social, human ,national) – • Decision making process – importance – techniques – procedure and limitations.
3	
	<ul style="list-style-type: none"> • Organising – principles • line – functional – line and staff organisation • Committee– matrix –organisational charts
4	
	<ul style="list-style-type: none"> • Delegation – decentralisation – formal and informal organisation • Departmentation – span of control – Gricuna's theory – Tall span and wide span.

***Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester V
with effect from the Academic Year 2016-2017***

3.5.2 Human Resource Management - Paper - VIII

Modules at a Glance

SN	Modules	No. of Lectures
1	Human Resource Management - I	15
2	Human Resource Management - II	15
3	Human Resource Development - I	15
4	Human Resource Development - II	15
Total		60

SN	Modules/ Units
1	Human Resource Management - I
	<ul style="list-style-type: none"> • Human Resource Management- Meaning, Features, Significance, Scope, Functions, Challenges • Human Resource Planning- Meaning, Need, Process, Factors, Benefits • Job Analysis- Meaning, Contents, Uses, Process, Techniques
2	Human Resource Management - II
	<ul style="list-style-type: none"> • Recruitment- Meaning, Sources, Factors, Policy • Selection- Meaning, Process, Selection Tests, Induction • Interview- Meaning, Types, Limitations, Effective Interview
3	Human Resource Development - I
	<ul style="list-style-type: none"> • Training- Meaning, Importance, Methods, Effective Training • Performance Appraisal- Meaning, Uses, Methods, Limitations, Process • Management Development- Meaning, Objectives, Concepts, Importance, Components, Techniques • Organisational Development- Meaning, Characteristics, Objectives, Process
4	Human Resource Development - II
	<ul style="list-style-type: none"> • Promotion- Meaning, Objectives, Policy • Transfer- Meaning, Purpose, Policy • Separation- Meaning, Causes • Absenteeism- Meaning, Causes, Effect, Remedial Measures • Turnover- Meaning, Causes, Effect, Remedial Measures

***Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester V
with effect from the Academic Year 2016-2017***

3.5.3 Export Management - Paper - IX

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Export Management	12
2	International Trade	12
3	Export Marketing and Promotional Organizations in India	11
4	Foreign Trade Policy and Export incentives	10
	Total	55

SN	Modules/ Units
1	Introduction to Export Management
	<ul style="list-style-type: none"> • Definition of Export Management-Need for Export for country and the firm-Features –Functions of Export manager-Distinction between domestic marketing and export marketing-Challenges in Export Marketing • India’s Export Trade-Composition and Direction of India’s export trade-Export of services from India-Reasons of India’s poor share in the world trade
2	International Trade
	<ul style="list-style-type: none"> • Definition of International Trade-Problems in International Trade-Trade Barriers-Tariff and Non –tariff barriers-Distinction between Tariff and Non-tariff barriers. • Regional Trading blocs-Working of EU(European Union), ASEAN(Association of South East Asian Nations),NAFTA(North American Free Trade Association) and SAARC(South Asian Association For Regional Co-operation)-Effects of Trade blocs on International Trade. • WTO –World Trade Organisation-Objectives –Agreements-Role of WTO in International trade.
3	Export Marketing and Promotional Organizations in India
	<ul style="list-style-type: none"> • Export Marketing Organisations in India-Manufacturer Exporter-Merchant Exporter-Export houses-Canalising agencies-Export Consortia. • Export Promotion Organisations in India-Features-Export Promotion Council-Commodity Boards-Federation of Indian Exporters’ Organisation(FIEO),Indian Institute of Foreign Trade(IIFT),Indian Institute of Packaging(IIP),Export Inspection Council(EIC),Director General of Foreign Trade (DGFT) • Special Economic Zones(SEZ),100 % Export Oriented units(EOU),Software Technology Parks(STP),Electronic Hardware Technology Parks(EHTP)
4	Foreign Trade Policy and Export incentives
	<ul style="list-style-type: none"> • Objectives and main highlights of FTP-2015-2020.-Implications of FTP on India’s export trade. • Export Assistance and Incentives-Main export incentives extended to Indian exporters by Government of India—Duty Drawback, EPCG (Export Promotion Capital Goods Scheme),MDA (Marketing Development Assistance),MAI(Market Access Initiative)Deemed export, ASIDE(Assistance to States for Infrastructure Development of Exports),Tax holidays

**Revised Syllabus and Question Paper Pattern
of Courses of T.Y.B.A. (Commerce) Programme
at Semester VI**

Course No.	Title of the Course
3.6.1	Introduction to Management - Paper - X
3.6.2	Human Resource Management - Paper - XI
3.6.3	Export Management - Paper - XII

With effect from Academic Year 2016-2017

***Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester VI
with effect from the Academic Year 2016-2017***

3.6.1 Introduction to Management - Paper - X

Modules at a Glance

SN	Modules	No. of Lectures
1		15
2		15
3		15
4		15
	Total	60

SN	Modules/ Units
1	
	<ul style="list-style-type: none"> • Communication-Types of communication, Techniques of communication, Importance of communication • Controlling-Process of controlling, Techniques of controlling, budgeting, budgeting process , Sale,-Production and finance budget • Co-ordination-Importance in Management
2	
	<ul style="list-style-type: none"> • Production management –objectives, functions, importance and scope • Production planning and control – objectives and steps, • New product designing – factors, essentials of good product design, stages
3	
	<ul style="list-style-type: none"> • Types of production process technologies, Productivity – need, • Factors affecting productivity, measuring and improving, difficulties in measuring, • Plant location
4	
	<ul style="list-style-type: none"> • Materials management - scientific purchasing, purchase procedures, Inventory control, centralised and decentralise purchasing, Store -keeping. • Quality control and quality circles - objectives, functions, Steps in quality control, Inspection, Statistical quality control, Quality circles. • Automation and Modernisation -Definition, elements, forms, effects, impact, problems. Modernisation -features, measures, benefits. Criticism of automation and modernisation.

***Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester VI
with effect from the Academic Year 2016-2017***

3.6.2 Human Resource Management - Paper - XI

Modules at a Glance

SN	Modules	No. of Lectures
1	Human Relations - I	15
2	Human Relations - II	15
3	Industrial Relations	15
4	Current Issues	15
Total		60

SN	Modules/ Units
1	Human Relations - I
	<ul style="list-style-type: none"> • Human Relations – Meaning, Features, Importance, Fundamental Concepts, Measures for Improvement. • Human Needs – Meaning, Concept of Needs, Changing Nature of Needs, Need Satisfaction Process, Behavioral Effect of Unsatisfied Needs, manager’s Role in need Fulfilment. • Employee Morale – Meaning, Characteristics, Factors, Effect of High Morale, Measures for Improvement.
2	Human Relations - II
	<ul style="list-style-type: none"> • Motivation – Meaning, Features, Factors, Importance, Theories (Maslow, Herzberg, McGregor). • Leadership – Meaning, Styles, Theories (Trait, Transactional, Transformational), Selection of Leadership Style. • Group Dynamics – Meaning, Characteristics, Types of Group, Objectives of Group Formation, Process of Group Formation, Conflict (Causes, Stages, Resolution).
3	Industrial Relations
	<ul style="list-style-type: none"> • Industrial Relations – Meaning, Importance, Disputes Causes, Effects, Settlement Procedure). • Grievance – Meaning, Features, Causes, Redressal Procedure. • Employee Safety – Meaning, Importance, Accidents Causes, Effects, Safety Measures).
4	Current Issues
	<ul style="list-style-type: none"> • Human Resource Research-Meaning, Objectives. • Human Resource Audit-Meaning, Scope • Human Resource Accounting-Meaning, Objectives, Limitations. • Employee Participation-Meaning, Modes of participation- • Exit Policy.-Retrenchment, Voluntary Retirement Scheme. • Women at Workplace-Coping with Gender Bias and Sexual Harassment.

***Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester VI
with effect from the Academic Year 2016-2017***

3.6.3 Export Management - Paper - XII

Modules at a Glance

SN	Modules	No. of Lectures
1	Preliminaries for starting export business	12
2	Export Pricing	12
3	Export Finance	10
4	Export Documentation and Procedure	10
	Total	60

SN	Modules/ Units
1	Preliminaries for starting export business
	<ul style="list-style-type: none"> • Overseas Marketing Research-Identifying foreign markets-Factors affecting selection of product in foreign market- • Product Planning-International Product Life cycle-New product development process-Product branding, labelling and packaging. • Methods of entry in foreign market-Channels of distribution in export market-Export marketing plan
2	Export Pricing
	<ul style="list-style-type: none"> • Factors affecting export price-Pricing methods-Marginal costing and Breakeven pricing-Export pricing strategies • Export pricing quotations-INCO terms-Major export price quotations-FOB price-CIF price- C& F price-Distinction between FOB price and CIF price • Methods of payment in export marketing-Letter of credit-types-process of opening letter of credit.
3	Export Finance
	<ul style="list-style-type: none"> • Types of Export Finance-Pre-shipment (Packing) credit-Post- shipment credit-Features, process of obtaining credit-Distinction between pre-shipment and Post-shipment finance-Deferred payment. • Role of EXIM bank, Commercial bank, SIDBI in export finance-Role of ECGC in export finance.
4	Export Documentation and Procedure
	<ul style="list-style-type: none"> • Main documents used in export and their importance-Commercial Invoice , Consular Invoice, Shipping bill, Certificate of Origin ,Consular Invoice, Shipping bill, Mate's receipt, Bill of Lading and G.R. form. • Stages in export procedure-Registration stage-Pre-shipment stage-shipment stage-Post-shipment stage-Role of CHA in export procedure.

Question Paper Pattern

Maximum Marks: 75

Questions to be Set: 05

Duration: 2 ½.

All Questions are Compulsory Carrying 15 Marks each.

Q-1	Answer any two questions from the following (Module 1) a) b) c)	15 Marks
Q-2	Answer any two questions from the following (Module 2) a) b) c)	15 Marks
Q-3	Answer any two questions from the following (Module 3) a) b) c)	15 Marks
Q-4	Answer any two questions from the following (Module 4) a) b) c)	15 Marks
Q-5	a) Fill in the blanks with appropriate word b) State whether following statements are True or False c) Match the following	05 Marks 05 Marks 05 Marks

**Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester V and IV
with effect from the Academic Year 2016-2017**

Reference Books

Reference Books
Introduction to Management
<ol style="list-style-type: none"> 1. H.R. Bower- <i>Social Responsibility of Businessman</i> 2. Fancis Charunilam - <i>Business Environment - Himalaya Publishing House</i> 3. Davis Keith - <i>The Challenge of Business</i> 4. Peter Drucker - <i>The Practice of Management</i> 5. K.M. Mittal - <i>Social Responsibility of Business - Area and Progress</i> 6. Pigore and Myres - <i>Readings in Personnel Administration - McGraw Hill</i> 7. R. S. Dwivedi - <i>Management & Human Resources - Oxford and IBM, Publishing Co. Bombay.</i> 8. S.K. Warriar - <i>Manual of General and Personal Management - Asian Publication Services.</i> 9. Vozder - Pitman - <i>Personnel Management and Industrial Relations.</i> 10. Koontz and O'Donneill - <i>Management.</i> 11. EFL Breach - <i>Principles and Practice of Management.</i> 12. Donald J. Clough - <i>Concepts in Management Science- Prentice Hall.</i> 13. Herbert G. Hicks - <i>The Management and Organization</i> 14. Science and Hague – <i>Management</i> 15. Kaste & Rosan Zviag- <i>Organization and Management</i>
Human Resource Management
<ol style="list-style-type: none"> 1. Jagaiah - <i>Training and Development Executives</i> 2. M.N. Rubra Basavraj - <i>Human Factor in Management</i> 3. V.P. Michael - <i>Management for Managers.</i> 4. Keith Davis - <i>Human Behavior at work</i> 5. Chris Libert - <i>The Hum in Organisation</i> 6. Koontz & O'Doneill - <i>Management</i> 7. Richards / Nilondar - <i>Reading in Management</i> 8. Donald J. Clough - <i>Concepts in Management Science, Prentice Hall</i> 9. Herbert G. Hicks - <i>The Management & Organisation</i> 10. Hersey Paul - <i>Utilizing Human Resource</i> 11. Parek Udai - <i>Motivating Oraganisational Roles</i> 12. Parek Udai - <i>Organisational Behaviour Process, Rawat Publication</i> 13. M. Gangadhar Rao - <i>Organisation Behaviour Text, Konark Publication</i> 14. Mheta, KIK - <i>Organisatioanl Behaviour, PrenUvell Publication</i> 15. Altman, Steven - <i>Reading in Organisational Behaviour</i> 16. Greenberg & Boron - <i>Behaviour in Organisation, Prentice Hall</i> 17. Mogab J.W. / Cole - <i>Improving Organisation</i> 18. Mathur, B.L. - <i>Human Resource Development, Arihant Publication</i> 19. Rao T.V. & Verma K.K. - <i>Alternative Approaches & Strategies of Human Resource</i> 20. V.S.P. Rao - <i>Human Resource Management in Small Industry, Discovery Publication</i> 21. Verma- <i>Human Resource Development, Geetanjali Publication</i> 22. Bhatia, S.K. - <i>Strategic Human Resource Management Winning through people, Deep & Deep</i> 23. Prakash Ved - <i>Human Resource Management, Anmol Publication</i>

**Revised Syllabus and Question Paper Pattern of courses of
T.Y.B.A. (Commerce) Programme at Semester V
with effect from the Academic Year 2016-2017**

Reference Books

Reference Books
Export Management
<ol style="list-style-type: none">1. <i>Export Management-P.K. Khurana, Galigotb Publishing Co, New Delhi</i>2. <i>Export Management-T.A.S.Balagopal-Himalaya Publishing House, Mumbai.</i>3. <i>Export Manageinent-D.C.Kapoor-Vikas Publishing, New Delhi.</i>4. <i>Export Management-Francis Cherunilam, Himalaya Publishing House, Mumbai.</i>5. <i>International Marketing and Export Management-Pearson Publications, New Delhi.</i>6. <i>International Marketing- P.K.Vasudeva, Excel Books, New Delhi</i>7. <i>International Marketing Management, An Indian Perspective, R.L.Varshney and B. Bhattacharya, Sultan Chand & Sons</i>8. <i>Pepsi handbook of India exports, Global Business Press, New Delhi</i>