

# 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 2018-2019**

*Board of Studies-in-Commerce, University of Mumbai*

## **THIRD SEMESTER**

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

| <b>Course No.</b> | <b>Title of the Course</b>               |
|-------------------|--|
| 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**

**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            | INTRODUCTION TO MANAGEMENT     | 15              |
| 2            | PLANNING AND DECISION MAKING   | 15              |
| 3            | ORGANISING                     | 15              |
| 4            | DELEGATION AND DEPARTMENTATION | 15              |
| <b>Total</b> |                                | <b>60</b>       |

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

***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***

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

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

***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***

| <b>SN</b> | <b>Modules</b>  | <b>No. of Lectures</b> |
|-----------|---|------------------------|
| 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                     |
|           | <b>Total</b>  | <b>55</b>              |

| SN | Modules/ Units  |
|----|---|
| 1  | <b>Introduction to Export Management</b>  |
|    | <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul>  |
| 2  | <b>International Trade</b>  |
|    | <ul style="list-style-type: none"> <li>• Definition of International Trade-Problems in International Trade-Trade Barriers-Tariff and Non –tariff barriers-Distinction between Tariff and Non-tariff barriers.</li> <li>• 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.</li> <li>• WTO –World Trade Organisation-Objectives –Agreements-Role of WTO in International trade.</li> </ul>   |
| 3  | <b>Export Marketing and Promotional Organizations in India</b>  |
|    | <ul style="list-style-type: none"> <li>• Export Marketing Organisations in India-Manufacturer Exporter-Merchant Exporter-Export houses-Canalising agencies-Export Consortia.</li> <li>• 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)</li> <li>• Special Economic Zones(SEZ),100 % Export Oriented units(EOU),Software Technology Parks( STP),Electronic Hardware Technology Parks(EHTP)</li> </ul> |
| 4  | <b>Foreign Trade Policy and Export incentives</b>   |
|    | <ul style="list-style-type: none"> <li>• Objectives and main highlights of FTP-2015-2020.-Implications of FTP on India’s export trade.</li> <li>• 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</li> </ul>  |



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

| <b>Course No.</b> | <b>Title of the Course</b>             |
|-------------------|--|
| 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***

| <b>SN</b> | <b>Modules</b> | <b>No. of Lectures</b> |
|-----------|----------------|------------------------|
| 1         |                | 15                     |
| 2         |                | 15                     |
| 3         |                | 15                     |
| 4         |                | 15                     |
|           | <b>Total</b>   | <b>60</b>              |

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

***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***

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

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

***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***

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

| SN | Modules/ Units  |
|----|---|
| 1  | <b>Preliminaries for starting export business</b>   |
|    | <ul style="list-style-type: none"> <li>• Overseas Marketing Research-Identifying foreign markets-Factors affecting selection of product in foreign market-</li> <li>• Product Planning-International Product Life cycle-New product development process-Product branding, labelling and packaging.</li> <li>• Methods of entry in foreign market-Channels of distribution in export market-Export marketing plan</li> </ul>                     |
| 2  | <b>Export Pricing</b>   |
|    | <ul style="list-style-type: none"> <li>• Factors affecting export price-Pricing methods-Marginal costing and Breakeven pricing-Export pricing strategies</li> <li>• Export pricing quotations-INCO terms-Major export price quotations-FOB price-CIF price- C&amp; F price-Distinction between FOB price and CIF price</li> <li>• Methods of payment in export marketing-Letter of credit-types-process of opening letter of credit.</li> </ul> |
| 3  | <b>Export Finance</b>   |
|    | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Role of EXIM bank, Commercial bank, SIDBI in export finance-Role of ECGC in export finance.</li> </ul>   |
| 4  | <b>Export Documentation and Procedure</b>   |
|    | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Stages in export procedure-Registration stage-Pre-shipment stage-Shipment stage-Post-shipment stage-Role of CHA in export procedure.</li> </ul>                              |

## Question Paper Pattern for INTRODUCTION TO MANAGEMENT AND HUMAN RESOURCE MANAGEMENT

Maximum Marks: 100

Questions to be Set: 05

Duration: 3 hours

All Questions are Compulsory Carrying 20 Marks each.

|     |   |                                  |
|-----|---|----------------------------------|
| Q-1 | Answer any two questions from the following (Module 1)<br>a)<br>b)<br>c)                                      | 20 Marks                         |
| Q-2 | Answer any two questions from the following (Module 2)<br>a)<br>b)<br>c)                                      | 20 Marks                         |
| Q-3 | Answer any two questions from the following (Module 3)<br>a)<br>b)<br>c)                                      | 20 Marks                         |
| Q-4 | Answer any two questions from the following (Module 4)<br>a)<br>b)<br>c)                                      | 20 Marks                         |
| Q-5 | a) Define the terms.(5x2)<br>b) State whether following statements are True or False<br>c) Fill in the blanks | 10 Marks<br>05 Marks<br>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 2018-2019**

**Reference Books**

**Reference Books**

**Introduction to Management**

1. H.R. Bower- *Social Responsibility of Businessman*
2. Fancis Charunilam - *Business Environment - Himalaya Publishing House*
3. Davis Keith - *The Challenge of Business*
4. Peter Drucker - *The Practice of Management*
5. K.M. Mittal - *Social Responsibility of Business - Area and Progress*
6. Pigore and Myres - *Readings in Personnel Administration - McGraw Hill*
7. R. S. Dwivedi - *Management & Human Resources - Oxford and IBM, Publishing Co. Bombay.*
8. S.K. Warriar - *Mannual of General and Personal Management - Asian Publication Services.*
9. Vozder - Pitman - *Personnel Management and Industrial Relations.*
10. Koontz and O'Donneill - *Management.*
11. EFL Breach - *Principles and Practice of Management.*
12. Donald J. Clough - *Concepts in Management Science- Prentice Hall.*
13. Herbert G. Hicks - *The Management and Organization*
14. Science and Hague – *Management*
15. Kaste & Rosan Zviag- *Organization and Management*

**Human Resource Management**

1. Jagaiah - *Training and Development Executives*
2. M.N. Rubra Basavraj - *Human Factor in Management*
3. V.P. Michael - *Management for Managers.*
4. Keith Davis - *Human Behavior at work*
5. Chris Libert - *The Hum in Organisation*
6. Koontz & O'Doneill - *Management*
7. Richards / Nilondar - *Reading in Management*
8. Donald J. Clough - *Concepts in Management Science, Prentice Hall*
9. Herbert G. Hicks - *The Management & Organisation*
10. Hersey Paul - *Utilizing Human Resource*
11. Parek Udai - *Motivating Oraganisational Roles*
12. Parek Udai - *Organisational Behaviour Process, Rawat Publication*
13. M. Gangadhar Rao - *Organisation Behaviour Text, Konark Publication*
14. Mheta, KIK - *Organisatioanl Behaviour, PrenUvell Publication*
15. Altman, Steven - *Reading in Organisational Behaviour*
16. Greenberg & Boron - *Behaviour in Organisation, Prentice Hall*
17. Mogab J.W. / Cole - *Improving Organisation*
18. Mathur, B.L. - *Human Resource Development, Arihant Publication*
19. Rao T.V. & Verma K.K. - *Alternative Approaches & Strategies of Human Resource*
20. V.S.P. Rao - *Human Resource Management in Small Industry, Discovery Publication*
21. Verma- *Human Resource Development, Geetanjali Publication*
22. Bhatia, S.K. - *Strategic Human Resource Management Winning through people, Deep & Deep*
23. Prakash Ved - *Human Resource Management, Anmol Publication*

**Revised Syllabus and Question Paper Pattern of courses of  
T.Y.B.A. (Commerce) Programme at Semester V  
with effect from the Academic Year 2018-2019**

**Reference Books**

| Reference Books   |   |
|-------------------|---|
| Export Management |   |
| 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 &amp; Sons</i> |
| 8.                | <i>Pepsi handbook of India exports, Global Business Press, New Delhi</i>  |

**Question Paper Pattern for  
EXPORT MANAGEMENT**

Maximum Marks: 80

Questions to be Set: 05

Duration: 2 and half hours

All Questions are Compulsory Carrying 16 Marks each.

|     |  |          |
|-----|--|----------|
| Q-1 | Answer any two questions from the following (Module 1)<br>a)<br>b)<br>c) | 16 Marks |
| Q-2 | Answer any two questions from the following (Module 2)<br>a)<br>b)<br>c) | 16 Marks |

|     |   |                                  |
|-----|---|----------------------------------|
| Q-3 | Answer any two questions from the following (Module 3)<br>a)<br>b)<br>c)                                      | 16 Marks                         |
| Q-4 | Answer any two questions from the following (Module 4)<br>a)<br>b)<br>c)                                      | 16 Marks                         |
| Q-5 | a) Define the terms.(3x2)<br>b) State whether following statements are True or False<br>c) Fill in the blanks | 06 Marks<br>05 Marks<br>05 Marks |