



**Indraprastha College for Women
University of Delhi**

Work Plan for ODD SEMESTER – 2026

Course Name:	B.Com (Hons.)
Paper Title:	Management Principles and Applications
Unique Paper Code:	2412081101
Semester:	I
Faculty:	Ms. Divya Kalra
Year:	2026

Work Plan			
Unit No.	Learning Objective	Lecture No.	Topics to be Covered
I	To understand the various levels of management and applicability of management principles.	1	Meaning and importance of management
		2	Coordination mechanisms in organisations
		3	Management theories- classical, neo-classical
		4	modern constructions of management
		5	Managerial functions
		6	Mintzberg Managerial roles
		7	Managerial competencies
		8	Indian Ethos for Management: Value-Oriented Holistic Management; Learning Lessons from Bhagavat Gita and Ramayana.
II	To understand the management function “Planning”	9	Organisational objective setting
		10	Decision-making environment (certainty, risk)
		11	Decision-making environment (uncertainty)
		12	Techniques for individual decision-making
		13	Techniques for individual decision-making
		14	Techniques for individual decision-making

		15	Techniques for group decision-making
		16	Techniques for group decision-making
		17	Meaning of strategy formulation
		18	Planning vis-à-vis Strategy-meaning
		19	elements of the business firm environment- micro & meso & macro
		20	Industry structure
	How to evaluate a company's competitive landscape as per Porter's Five-force model.	21	Business-level strategic planning
III	To understand various types of authority, delegation and decentralisation in authority	22	Decentralisation and Delegation
	To understand the management function "Organising"	23	Factors affecting organisational design
		24	Departmentalisation
		25	Organisational structures and Organograms
		26	Traditional and modern Organisational structures
		27	comparative suitability and changes over time
		28	formal- informal organisations' interface
IV	To understand the concept of motivation	29	Motivation- meaning, importance
		30	factors affecting motivation
	To understand the concept of leadership	31	Leadership- meaning, importance
		32	factors affecting leadership
		33	leadership styles
		34	followership
	To understand the concept of controlling	35	Controlling- Principles of controlling
		36	Techniques of controlling
		37	accountability for performance
V	To understand the impact of emerging issues in management	38	Management challenges of the 21st Century- Introduction
		39	Factors reshaping and redesigning management purpose
		40	performance and reward perceptions
		41	Internationalisation, Digitalisation, -

		42	Entrepreneurship & Innovation, Values & Ethics
		43	Case studies on Indian corporates like Tata, Bhilwara Group, IOC and Godrej
		44	Workplace diversity, Democracy and Sociocracy,
		45	Subaltern management ideas from India

Unit	Contents/Syllabus
I	Meaning and importance of management; Coordination mechanisms in organisations; Management theories- classical, neo-classical and modern constructions of management; Managerial functions; Managerial roles (Mintzberg); Managerial competencies. Indian Ethos for Management: Value-Oriented Holistic Management; Learning Lessons from Bhagavat Gita and Ramayana.
II	Organisational objective setting; Decision-making environment (certainty, risk, uncertainty); Techniques for individual and group decision-making; Planning vis-à-vis Strategy- meaning and elements of the business firm environment- micro, meso, and macro; Industry structure, Business-level strategic planning.
III	Decentralisation and Delegation; Factors affecting organisational design; Departmentalisation; Organisational structures and Organograms; traditional and modern, comparative suitability and changes over time; formal- informal organisations' interface.
IV	Directing & Controlling: Motivation- meaning, importance and factors affecting motivation; Leadership- meaning, importance and factors affecting leadership, leadership styles, and followership. Controlling- Principles of controlling; Measures of controlling and accountability for performance.
V	Salient Developments and Contemporary Issues in Management: Management challenges of the 21st Century; Factors reshaping and redesigning management purpose, performance and reward perceptions- Internationalisation, Digitalisation, Entrepreneurship & Innovation, Values & Ethics - Case studies on Indian corporates like Tata, Bhilwara Group, IOC and Godrej, Workplace diversity, Democracy and Sociocracy, Subaltern management ideas from India.
S. No.	Name of Authors/Books/Publishers
1.	Gupta, C. B., & Mathur, S. (2020). Management Principles and Applications. Scholar Tech Press, Delhi.
2.	Chhabra, T. N. (2021). Business Organisation and Management. Sun India Publications. New Delhi.
3.	Kumar, P. (2019). Management: Principles and Applications. JSR Publication House LP, Delhi.

4.	Griffin. (2013). Management Principles and Application. Cengage.
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	Paper Components		
Credits	Lecture (L)	Tutorial (T)	Practical (P)
4	3	1	0
Assessment Scheme			
S.No.	Component	Marking Scheme	Total Marks
1	Internal Assessment		30
	• Assignment	12	
	• Class Test	12	
	• Attendance	6	
2.	Continuous Assessment (Tutorial)		40
	• Activity 1	20	
	• Activity 2	15	
	• Attendance	5	
3.	Practical		NA
	• Continuous Assessment		
	• End Term Written/Practical Exam		
	• Viva		
4.	End Semester Examination		90