



**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR
UNIVERSITY, SOLAPUR**
PROGRAMME: B.COM. (BUSINESS MANAGEMENT)
B.COM. - II SEMESTER – III (NEP 2020) w.e.f. 2025-26



VERTICAL: MAJOR MANDATORY PAPER III

COURSE CODE:

COURSE NAME: BUSINESS ORGANISATION AND MANAGEMENT-I

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: The learning significance of topics like Business Organization, Organizational Structure, Management by Objectives (MBO), Industrial Productivity, and Efficiency lies in their ability to develop a comprehensive understanding of business operations and management. The importance of business organizational structure lies in its role as the backbone of any organization. It determines how tasks, responsibilities, and authority are distributed, coordinated, and controlled within the organization. MBO is a powerful tool for improving organizational performance, fostering collaboration, and motivating employees. Its emphasis on clear goals, measurable outcomes, and participatory management makes it a vital strategy for modern businesses aiming for growth, efficiency, and productivity.

Course Objectives:

1. To Understand the purpose, types, and functioning of business organizations helps grasp the basics of how businesses operate.
2. To help students to clarify roles, responsibilities, and interrelations within an organization.
3. To understand organizational structure helps optimize workflows and ensure clear communication paths.
4. To provide insights into improving competitiveness through efficiency and productivity techniques.

Unit	Contents	Lectures
Unit I- Introduction to Business Organization	<ul style="list-style-type: none"> • Business Organization: Meaning and Definition • Nature of Business Organisation • Functions of Business Organisation • Principles of Business Organisation • Importance of Business Organisation • Classification of Business Organisation: Formal and Informal Organisation 	15

	<ul style="list-style-type: none"> • Formal Organisation: Features, Merits & Demerits • Informal Organisation: Features, Merits & Demerits 	
Unit II- Business Organisation Structure	<ul style="list-style-type: none"> • Organisation Structure: Meaning and Definition • Types of Organisation Structure: • Line Organisation Structure: Features, Merits & Demerits • Functional Organisation Structure: Features, Merits & Demerits • Line & Staff Organisation Structure: Features, Merits & Demerits • Product Organisation Structure: Merits & Demerits • Project Organisation Structure: Merits & Demerits • Matrix Organisation Structure: Merits & Demerits • Virtual Organisation Structure: Merits & Demerits 	15
Unit -III- MBO & Span of Management	<ul style="list-style-type: none"> • Management by Objectives: Meaning & Definition • Characteristics of MBO • Process of MBO • Benefits of MBO • Problems of MBO • Span of Management: Meaning & Definition • Factors Affecting Span of Management • Graicuna's Theory of Span of Management 	15
Unit-IV- Organisation Efficiency & Productivity	<ul style="list-style-type: none"> • Efficiency: Meaning and Definition • Factor Influencing/Affecting Industrial Efficiency • Measures to Raise/Improve Industrial Efficiency • Productivity: Meaning and Definition • Factor Affecting Industrial Productivity • Benefits of High Productivity • Measurement of Productivity • How to Improve Productivity • Problems/Difficulties in Productivity Improvement in India 	15

Course Outcome

On successful completion of the course, the students will be able to...

1. Understand how organizations operate and how to manage them for sustainable growth.
2. Learn to make informed decisions about resource allocation, goal-setting, and structural design.

3. Build competencies to address industrial and managerial challenges effectively.
4. Foster a culture of innovation while maximizing productivity and efficiency.

Suggested Reading Books:

1. Principles of Management – T Ramasamy, Himalaya Publication House
2. Industrial Organisation and Management- N.G. Kale, Vipul Prakashan Mumbai
3. Business Organisation and Management - C.B. Gupta
4. Authority and Accountability in Management - Robert J. Mockler
5. Business Organization and Management - Tulsian P.C. and Vishal Pandey
6. Business Organization and Management - M.C. Shukla
7. Essentials of Management - Harold Koontz and Heinz Weihrich.
8. Principles of Management - Stephen P. Robbins and Mary Coulter
9. Management and Organization: A Critical Text - Stephen Linstead, Liz Fulop, and Simon Lilley
10. Industrial Engineering and Management - O.P. Khanna
11. Industrial Management -Bhattacharyya D.K.
12. Essentials of Industrial Management - T.R. Banga and S.C. Sharma



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VERTICAL: MAJOR MANDATORY PAPER IV

COURSE CODE:

COURSE NAME: FUNDAMENTALS OF MARKETING MANAGEMENT-I

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: According to Marketing Guru Peter Drucker “Business has only two functions that are Marketing and Innovation. Marketing concern themselves with acquiring and retaining customers, who are lifeblood of an organization. They attract customers by learning about potential needs, helping to develop products that customers want, creating awareness and communicating benefits. They retain customers by ensuring that they get good value, appropriate service and a stream of future products. The marketing function not only communicates to the customer, but also communicates the needs of the customer to the company. The aim of the marketing is to understand the customer so well that the product or service fits him and sell itself. So there is need to understand the fundamentals of marketing management.

Course Objectives:

1. To Define and understand the key concepts and basics in marketing management.
2. To help students recognize the core concepts, importance, scope and functions of marketing management
3. To indoctrinate students with the company marketing environment and consumer behaviour.
4. To develop a foundational understanding of marketing management to perform market segmentation activities.

Unit	Contents	Lectures
Unit I- Introduction to Marketing Concepts	<ul style="list-style-type: none"> • Core concepts of marketing • Need, Want, Desire, Benefits, Demand, Value, Exchange, Goods, Services Continuum, Product, Market • Customer Satisfaction, Customer Delight. • Approaches to Marketing – Product – Production-Sales – Marketing – Societal – 	15

	Relational. <ul style="list-style-type: none"> • Concept of Marketing Myopia. • Selling v/s Marketing • Holistic Marketing Orientation & Customer Value 	
Unit II- Introduction to Marketing Management	<ul style="list-style-type: none"> • Marketing Management: Meaning and Definition • Nature and Scope of Marketing Management • Functions of Marketing Management • Need and Importance of Marketing Management • Traditional and Modern Marketing • Micro and Macro Marketing Environment 	15
Unit -III- Consumer Behaviour	<ul style="list-style-type: none"> • Consumer Behaviour: Meaning and Definition • Characteristics of Consumer • Importance of Consumer Behaviour • Factors Affecting Consumer Behaviour • The Buying Decision Process 	15
Unit-IV- Market Segmentation	<ul style="list-style-type: none"> • Market segmentation: Meaning and Definition • Need & Importance of Market Segmentation • Bases for Market Segmentation • Concept of Niche & Local Marketing • Effective Segmentation Criteria • Concept of Target Market • Concept of positioning 	15

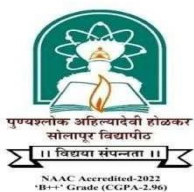
Course Outcome

On successful completion of the course, the students will be able to...

1. Gain a clear understanding of concepts and basics in marketing management
2. Recognize the need, important of marketing management for companies.
3. Understand the significance of consumer and factors affecting buying decisions.
4. Understand the various market segmentations concepts.

Suggested Reading Books:

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Fundamentals of Marketing - Stanton
3. Marketing Management – Rajan Saxena
4. Marketing Management - V.S.Ramaswamy and S.Namakumari
5. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6th ed.
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Marketing Management- S. A. Sherlekar
8. Principles of Marketing- Dr. A. K. Gavai



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VERTICAL: MINOR

COURSE CODE:

COURSE NAME: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT -I

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: Learning Human Resource Management (HRM) is vital for students and organizations due to its significant impact on business success, employee well-being, and organizational efficiency. Knowledge of Human Resource Management is not only essential for HR professionals but also for student's managers, entrepreneurs, and employees who aim to contribute effectively to their organizations. It equips students with the tools and knowledge needed to manage people, which is often the most valuable resource in any organization.

Course Objectives:

1. To understand HRM fundamentals and introduce the basic concepts, principles, and practices of HRM.
2. To explore the roles and responsibilities of HR professionals within an organization.
3. To Learn recruitment, selection, and on boarding strategies to attract and retain the right talent.
4. To understand the role of HRM in achieving organizational goals and objectives.

Unit	Contents	Lectures
Unit I- Introduction to Human Resource Management	<ul style="list-style-type: none"> • Human Resource: Meaning and Definition • Nature of Human Resource • HRM: Meaning and Definition • Objectives & Functions of HRM • Importance of Human Resource Management • HRM and Personnel Management: Difference • Qualities of Human Resource Manager • Role of Human Resource Manager 	15
Unit II- Human Resource Planning	<ul style="list-style-type: none"> • Human Resource Planning (HRP) Meaning and Definition • Nature of Human Resource Planning • Objectives of Human Resource Planning 	15

	<ul style="list-style-type: none"> • Importance of Human Resource Planning • Factors Affecting Human Resource Planning • Human Resource Planning Process • Requisites for Successful HRP • Barriers to Human Resource Planning 	
Unit III- Job Analysis and Job Design	<ul style="list-style-type: none"> • Job Analysis: Meaning and Definition and Steps • Methods for Collecting Job Analysis Data • Job Description: Meaning and Definition • Writing Job Description • Job Specification: Meaning and Definition • Job Description and Job Specification: Difference • Job Design: Meaning and Definition & Methods 	15
Unit IV- Employee Recruitment	<ul style="list-style-type: none"> • Recruitment: Meaning and Definition • Process of Recruitment • Recruitment Policy • Factor Affecting Recruitment • Sources of Recruitment • Methods of Recruitment • Philosophies of Recruitment 	15

Course Outcome

On successful completion of the course, the students will be able to.

1. Apply HRM principles to solve workplace challenges.
2. Design and evaluate HR systems, policies, and practices.
3. Communicate effectively with employees and management.
4. Contribute to organizational success by enhancing employee performance and satisfaction.

Suggested Readings Books:

1. Aswathappa. K. (2008), Human Resource and Personnel Management (5th edition), Tata McGraw-Hill Publishing Company Ltd., New Delhi.
2. Biswajeet Pattanayak (2001), Human Resource Management, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Prasad L.M., (2005), Human Resource Management,” Sultan Chand & Sons, New Delhi.
4. Mamoria C.B., Gankar S.V., (2006), “A Textbook of Human Resource Management”, Himalaya Publishing House, New Delhi.
5. P. Subba Rao (2004), Management and Organisational Behaviour (First edition), Himalaya Publishing House.
6. N.G. Kale, Industrial Organisation & Management- Vipul Prakashan Mumbai
7. T. Ramasamy, Principles of Management- Himalaya Publication



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VERTICAL: VOCATIONAL SKILL COURSE

COURSE CODE:

COURSE NAME: RETAIL MANAGEMENT SKILLS

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
2 Credits	2 Hours	30 Hours	50(30 UA+ 20 CA)

Preamble: The goal of this course is to provide students the fundamental entrepreneurial abilities they need to launch, run, and maintain a new Retail Business. Students will acquire the abilities and attitude necessary for Retail Business, such as opportunity identification, Business planning, and efficient resource management, through a combination of lectures, case studies, interactive sessions, and hands-on tasks.

Course Objectives:

1. To Define and understand the key concepts and importance of Retail Management skills.
2. To Identify and develop the key Retail Management skills and other retail aspects among students.

Unit	Contents	Lectures
Unit I- Introduction to Retail Management Skills	<ul style="list-style-type: none"> • Retail Management skills: Meaning and Definition • Need and importance of Retail Management skill, • Key Retail Management skills • Functions of retailing • Retail types/Retailing Channels • Changing trends in retailing 	15
Unit II- Operations Pricing and Space Management Skills	<ul style="list-style-type: none"> • Store Administration • Premises and Inventory Management • Store Management • Receipt Management • Customer Service • Retail Pricing • Factors influencing retail prices • Retail Information System • Operations Management in Retail. • Definition of Space Management • Store layout and Design, • Visual Merchandising, • Retail Communication Mix 	15

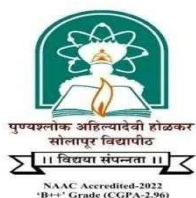
Course Outcome

On successful completion of the course, the students will be able to.

1. Students are equipped with a basic knowledge of the retail industry and its services.
2. The student will be enabled to understand dynamics of retail business environment for effective strategy decision making.

Suggested Readings Books:

1. Retailing Management by Levy M., Weitz B. A. & Ajay P., (2009), Tata McGraw Hill.
2. Managing Retailing by Kumar S.P. and Prasad U.D. (2007), Oxford University Press.
3. Retailing Management: Text and Cases by Swapna Pradhan, Tata McGraw hill Education
4. Retailing Management; Michael. L, Barton. W & Watson. D. (2014), Tata McGraw Hill
5. Retail Management: A strategic Approach ; Berman, B, Joel R. Evans & Chatterjee, P (2017) Pearson Education Asia, ISBN-0133796841
6. Modern Retail Management: Practical Retail Fundamentals in the Connected Age, Hammond, R (2013) Kogan Page, ISBN-0749465867



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VERTICAL: MAJOR MANDATORY PAPER V

COURSE CODE:

COURSE NAME: BUSINESS ORGANISATION AND MANAGEMENT-II

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: In essence, studying business organization and management is invaluable for anyone looking to understand, contribute to, or lead within the business world, making it a foundation for success in both personal and professional spheres. Business Organisation and Management is crucial for several reasons, as it equips individuals with the knowledge, skills, and mindset to thrive in the business world. This helps in designing efficient organizational systems that align with business goals and insights into resource management, including human, financial, and material resources. This prepares individuals to handle managerial responsibilities like planning, organizing, leading, and controlling. Teaches how to foster a productive work culture, resolve conflicts, and motivate employees.

Course Objectives:

1. To Define and understand the key concepts and basics in business organization and management.
2. To help students recognize the core concepts, human factor such as delegation of Authority, Departmentation and MIS.
3. To indoctrinate students with the company management information system with rationalizations and innovation.
4. To develop a foundational understanding of business organization and management in the competitive environment.

Unit	Contents	Lectures
Unit I- Delegation of Authority & Decentralisation	<ul style="list-style-type: none">• Authority: Meaning and Definition• Features of Authority• Theories of Authority: Formal Authority Theory & The Acceptance of Authority Theory• Delegation: Meaning and Definition• Principles of Delegation• Types of Delegation	15

	<ul style="list-style-type: none"> • Advantages of Delegation • Disadvantages of Delegation • Decentralisation: Meaning & Definition • Advantages of Decentralisation • Disadvantages of Decentralisation 	
Unit II- Departmentation and Supervision	<ul style="list-style-type: none"> • Departmentation: Meaning and Definition • Process of Departmentation • Need and Importance of Departmentation • Factors of Departmentation • Basis of Grouping Diverse Activities • Basis/Pattern of Departmentation • Supervision: Meaning and Definition • Functions of Supervisor • Responsibilities of Supervisor • Qualities of Supervisor • Supervisor Classification by Prof. R. K. Burns 	15
Unit -III- Rationalisation	<ul style="list-style-type: none"> • Rationalisation: Meaning and Definition • Features of Rationalisation • Different Aspects of Rationalisation: Technological Aspect, Organizational Aspect, Financial Aspect, Social/Human Aspect • Benefits of Rationalisation • Dangers/Limitations of Rationalisation • The Need for Rationalisation in Indian Industries • Measures Initiated by the Government to Facilitates Rationalisation 	15
Unit-IV- Management Information System (MIS)	<ul style="list-style-type: none"> • MIS: Meaning and Definition • Objectives of Management Information System • Elements of Management Information System • Areas of Management Information System • Process of Management Information System • Advantages of Management Information System • Causes for Poor Management Information System 	15

Course Outcome

On successful completion of the course, the students will be able to...

1. Evaluate the balance between authority and accountability in various organizational roles.
2. Design appropriate decentralization frameworks for organizations based on size, scope, and objectives.
3. Explore various types of departmentation (functional, product-based, geographical, customer-based, etc.) and their applications.

4. Understand propose of rationalization strategies for enhancing productivity and competitiveness.

Suggested Reading Books:

1. Principles of Management – T Ramasamy, Himalaya Publication House
2. Industrial Organisation and Management- N.G. Kale, Vipul Prakashan Mumbai
3. Business Organisation and Management - C.B. Gupta
4. Authority and Accountability in Management - Robert J. Mockler
5. Business Organization and Management-Tulsian P.C. and Vishal Pandey
6. Business Organization and Management - M.C. Shukla
7. Essentials of Management - Harold Koontz and Heinz Weihrich.
8. Principles of Management - Stephen P. Robbins and Mary Coulter
9. Management and Organization: A Critical Text - Stephen Linstead, Liz Fulop, and Simon Lilley
10. Industrial Engineering and Management - O.P. Khanna
11. Industrial Management -Bhattacharyya D.K.
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VERTICAL: MAJOR MANDATORY PAPER VI

COURSE CODE:

COURSE NAME: FUNDAMENTALS OF MARKETING MANAGEMENT-II

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: Learning about the marketing mix is essential for anyone involved in business, marketing, or related fields, as it provides a foundation for developing effective strategies to meet consumer needs and achieve organizational goals. The marketing mix in the 21st century is more dynamic and complex than ever. It serves as a flexible framework that helps businesses innovate, adapt, and thrive in a fast-changing world. Its strategic application ensures alignment with technological advancements, evolving consumer expectations, and global market trends.

Course Objectives:

1. To Define and understand the key concepts and basics in marketing mix.
2. To help students to recognize the importance of product mix and types in marketing system.
3. To create the awareness about price and factors influencing in pricing decisions of product.
4. To develop a foundational understanding of marketing channels and physical distribution of product.

Unit	Contents	Lectures
Unit I- Product Decision	<ul style="list-style-type: none"> • Product: Meaning and Definition • Features of Product • Types of Good (Consumer Good & Industrial Goods. • New Product Planning & Development: Meaning • New Product Development Process • Packaging: Meaning, Role and Function • Brand Name and Trade Mark Concepts • Product Life Cycle: Meaning and Stages 	15
Unit II- Price Decision	<ul style="list-style-type: none"> • Price: Meaning and Definition • Objectives of pricing • Methods of pricing 	15

	<ul style="list-style-type: none"> • Factors influencing pricing decisions • Pricing process 	
Unit -III- Distribution Channel Decision	<ul style="list-style-type: none"> • Distribution Channel: Meaning and Definition • Role and Importance of distribution channel • Types of distribution channels • Factors Affecting choice of distribution channel • Distribution channel strategy 	15
Unit-IV- Promotion Decision	<ul style="list-style-type: none"> • Sales promotion: Meaning and Definition • Objectives and importance of sales promotion • Techniques/Methods of sales promotion • Promotion mix strategies • Network Marketing Meaning and Definition • Importance Network marketing 	15

Course Outcome

On successful completion of the course, the students will be able to...

1. Gain a clear understanding of marketing mix components.
2. Recognize the need, important of product and pricing for companies.
3. Understand the significance of distribution channel to reach product to the customer.
4. Understand the various sales promotion techniques to attract the customers.

Suggested Reading Books:

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Fundamentals of Marketing - Stanton
3. Marketing Management – Rajan Saxena
4. Marketing Management - V.S.Ramaswamy and S.Namakumari
5. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6th ed.
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Marketing Management- S. A. Sherlekar
8. Principles of Marketing- Dr. A. K. Gavai
9. Marketing an Integrated Approach- Thomas E. Barry
10. Marketing for Managers – F. F. Webster



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VERTICAL: MINOR

COURSE CODE:

COURSE NAME: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT -II

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: Human resource selection and development are fundamental processes in an organization that significantly impact its success and growth. This involves identifying, evaluating, and choosing the most suitable candidates for specific roles. Proper selection ensures that individuals with the right skills, knowledge, and attitude are hired, directly influencing productivity and efficiency. Company focuses on training, mentoring, and continuous learning to enhance employees' skills and knowledge. Knowledge of Human Resource selection and development is not only essential for HR professionals but also for student's managers, entrepreneurs, and employees who aim to contribute effectively to their organizations. It equips students with the tools and knowledge needed to manage people, which is often the most valuable resource in any organization.

Course Objectives:

1. To Gain insights into the principles and best practices for identifying and attracting qualified candidates.
2. Learn to analyze data and make evidence-based hiring decisions that align with organizational goals.
3. To Understand the Role of Employee Development in Organizational Growth and recognize the strategic importance of training and continuous learning for employees.
4. To Develop Skills in Setting Performance Standards and Learn to establish clear, measurable, and achievable performance criteria.

Unit	Contents	Lectures
Unit I- Employee Selection	<ul style="list-style-type: none"> • Selection: Meaning and Definition • Importance of Employee Selection • Stages in the Employee Selection Procedure • Pre-requisites of Effective Test • Kinds/Types of Selection Test • Types of Interviews 	15

	<ul style="list-style-type: none"> • Process of Interview • Placement: Meaning and Definition • Importance of placement 	
Unit II- Employee Training and Development	<ul style="list-style-type: none"> • Training: Meaning and Definition • Need and Objectives of Training • Benefit of Employee Training • Principles/Characteristics of Good Training • Types of Training • Methods of Training: On the Job & Off the Job • Training Effectiveness 	15
Unit III- Job Evaluation and Employee Performance Appraisal	<ul style="list-style-type: none"> • Job Evaluation: Meaning and Definition • Principles of Job Evaluation: • Objective and Purpose of Job Evaluation • Importance of Job Evaluation • Methods of Job Evaluation • Employee Performance Appraisal: Meaning • Purpose and Objectives of Performance Appraisal • Methods/Techniques of Performance Appraisal • Difference: Job Evaluation and Performance Appraisal 	15
Unit IV- Promotion, Transfer and Employee Morale	<ul style="list-style-type: none"> • Promotion: Meaning and Definition • Benefits/Importance of Promotion • Methods of Promotion • Promotion by Merits Vs Promotion by Seniority • Demotion: Meaning and Causes • Transfer: Meaning and Need of Transfer • Employee Morale: Meaning and Definition • Importance of High Morale • How to raise Employee Morale 	15

Course Outcome

On successful completion of the course, the students will be able to.

1. Design and implement effective recruitment, selection, and on boarding processes.
2. Develop and execute impactful employee training and development programs.
3. Establish and maintain a fair, transparent, and productive performance appraisal system.
4. Align selection, development, and performance management strategies with organizational objectives.

Suggested Readings Books:

1. Aswathappa. K. (2008), Human Resource and Personnel Management (5th edition), Tata McGraw-Hill Publishing Company Ltd., New Delhi.

2. Biswajeet Pattanayak (2001), Human Resource Management, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Prasad L.M., (2005), Human Resource Management,” Sultan Chand & Sons, New Delhi.
4. Mamoria C.B., Gankar S.V., (2006), “A Textbook of Human Resource Management”, Himalaya Publishing House, New Delhi.
5. P. Subba Rao (2004), Management and Organisational Behaviour (First edition), Himalaya Publishing House.
6. N.G. Kale, Industrial Organisation & Management- Vipul Prakashan Mumbai
7. T. Ramasamy, Principles of Management- Himalaya Publication



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VERTICAL: SKILL ENHANCEMENT COURSE

COURSE CODE:

COURSE NAME : EVENT MANAGEMENT SKILLS

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
2 Credits	2 Hours	30 Hours	50(30 UA+ 20 CA)

Preamble: Event management is all about planning, organizing, and running events smoothly and successfully. It requires creativity to come up with ideas, good organization to handle details, and strong communication to work with people. A good event manager should be able to solve problems, adapt to changes, and manage time well. The goal is to create memorable experiences while making sure everything runs on time, within budget, and meets the expectations of everyone involved.

In today's fast-paced and experience-driven world, events are often central to communication, marketing, and brand building. They offer organizations, businesses, and individuals the chance to connect with audiences, showcase products or services, and create lasting impressions. Having strong event management skills ensures that these goals are achieved effectively, creating events that are not only well-organized but also memorable.

Course Objectives:

1. To equip students with the fundamental skills and knowledge required for successful event planning and execution.
2. To foster creativity and leadership qualities for innovative and effective event management.

Unit	Contents	Lectures
Unit I- Introduction to Event Management	<ul style="list-style-type: none"> ● Event: Meaning and Definition ● Characteristics of Event ● Types of events ● Event Management – Meaning and Definition ● Scope of Event Management ● Importance of Event Management ● Component of event Management ● Role and Responsibilities of Event Manager 	15

<p style="text-align: center;">Unit II- Skills for Event Management</p>	<ul style="list-style-type: none"> • Skills: Meaning and Definition • Types of Skills • Skills required for event management: <ul style="list-style-type: none"> ➤ Organisational Skills ➤ Communication Skills ➤ Leadership and Team Management ➤ Budgeting and financial management ➤ Marketing and Promotion ➤ Technical Skills ➤ Creativity and innovation ➤ Risk Management ➤ Customer Service Skill • Ways to improve event management skills • Event Life cycle/Stages of Event Management: Pre-event, event execution and post event stages. • Problems of Event Management • Career Opportunities in Event Management 	<p style="text-align: center;">15</p>
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Course Outcome

On successful completion of the course, the students will be able to

1. Exhibit the capability to organize a formal event.
2. Demonstrate the ability to design, plan and organize events of varying scales and purposes.

Suggested Readings Books:

1. Event management - Annie Stephen and Hariharan, Himalaya Publishing House.
2. Event Marketing and Management - Sanjaya S Gaur and Sanjay V. Saggre of Vikas Publication.
3. Event Management : A Blooming industry and an eventful career, Har Anand Publication, Devesh Kishore and Ganga Sagar Singh
4. The Art of Successful event management, APH Publishing Corporation, Leelamma Devasia & V. V. Devasia
5. Event Management - Hoshi Bhiwandiwalla - Nirali Prakashan
6. Event Management: Emerging Techniques and Practices - Dr Priya Sachdeva and Archan Mitra - IIP Publications : ISBN 978-1-68576-490-6.



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VERTICAL: MANDATORY MAJOR-VII

COURSE CODE:

COURSE NAME: HUMAN RESOURCE DEVELOPMENT

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: Salary and wages administration and industrial relations are critical aspects of organizational management, and their significance can be understood through their impact on employee satisfaction, productivity, and overall organizational success. Salary and wages administration refers to the process of managing employee compensation, including setting pay structures, ensuring fairness, and complying with legal and organizational standards. Industrial relations focus on the relationship between employers, employees, and their representatives (e.g., trade unions) to ensure a harmonious working environment. Both salary and wages administration and industrial relations are interconnected. Fair compensation (a part of salary administration) is a key factor in maintaining good industrial relations. Conversely, strong industrial relations support effective salary management by fostering transparency and trust.

Course Objectives:

1. To provide students with a comprehensive understanding of the principles, policies, and practices involved in managing wages and salaries.
2. To enable students to design and implement effective compensation plans that attract, retain, and motivate employees.
3. To develop an understanding of the dynamics of employer-employee relationships and the role of industrial relations in workplace harmony.
4. To understand the role of trade union and collective bargaining in the industrial environment.

Unit	Contents	Lectures
Unit I- Wage and Salary Administration	<ul style="list-style-type: none"> • Wage and Salary Administration: Meaning and Definitions • Principles of Wage and Salary Administration • Essentials of Sound Wage and Salary Administration 	15

	<ul style="list-style-type: none"> • Factors Affecting Wage and Salary Administration • Methods of Wage Payments • Process of Wage Determination 	
Unit II- Compensation and Incentive Management	<ul style="list-style-type: none"> • Compensation: Meaning and Definition • Objectives of Compensation Planning • Factors Affecting Compensation Planning • Various Modes of Compensation • Incentives: Meaning and Definition • Kinds of Incentives • Fringe Benefits: Meaning and Definition • Kinds of Fringe Benefits 	15
Unit III- Industrial Relations and Disputes	<ul style="list-style-type: none"> • Industrial Relation: Meaning and Definition • Objective of Industrial Relation • Approaches to Industrial Relation • Suggestions and Measures to Improve IR • Significance of Good Relations • Industrial Disputes: Meaning and Definition • Causes of Disputes • Prevention of Industrial Disputes • Settlement of Industrial Disputes 	15
Unit IV- Trade Union	<ul style="list-style-type: none"> • Trade Union: Meaning and Definition • Objectives of Trade Union • Role of Trade Union • Functions of Trade Union • Types of Trade Union • Importance of Trade Union • Rights and Liabilities of Trade Union 	15

Course Outcome

On successful completion of the course, the students will be able to.

1. Develop and administer wage and salary structures that comply with legal standards and organizational goals.
2. Design comprehensive compensation packages that align with employee needs and organizational objectives.
3. Understand the key components of industrial relations and their impact on organizational productivity and culture.
4. Analyze the role of trade unions in shaping industrial relations and employee welfare.

Suggested Readings Books:

1. Personnel Management & Industrial Relations-Yoder (Prentice Hall of India Ltd. New Delhi).

- 2. Dynamic Personnel Administration-Management OF Human Resources- M.N.Rudrabasavaraj.**
- 3. K.Aswathappa; Human Resource and Personnel Management- Text and cases, Tata McGraw Hill Publishing company Ltd, New Delhi, 4th edition 2005.**
- 4. Edwin B. Flippo; Personnel management McGraw Hill Book Company, Singapore; International– edition 1984.**
- 5. Wayne F.Casico; Managing Human Resource- Productivity, Quality of Work Life, Profits,Tata– McGraw Hill Publishing Company Ltd, New Delhi 7th edition 2006.**
- 6. G.S. Sudha; Human Resource Management; Professional Publications, Jaipur’3rd revised edition– 2009**
- 7. Industrial Relation and Legislative – T.N.Chabbra and Suri**
- 8. Industrial Relation - Nolakha**
- 9. Dynamics of Industrial Relations in India- C.B. and S. Mamoria**
- 10. Management of Industrial Relations- Verma, Pramod**
- 11. Industrial Relations Machinery- C.S.Srivastava**



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VERTICAL: MAJOR MANDATORY PAPER-VIII

COURSE CODE:

COURSE NAME: HUMAN BEHAVIOUR IN ORGANISATION

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: As the world moves through the 21st Century, business is becoming more dependent upon professional managers, who can bring success to an organization. A 21st Century manager should possess three traits and utilize them to lead organizations: the ability to stimulate change, excellent planning capabilities and ethics. What a manager does and how it is done can be examined through different managements thoughts and theories contributed by management philosophers. Organizational Change occurs within and around organizations today at an unprecedented speed and complexity. Change poses threats and creates opportunities. The fact that change creates opportunities is reason why managers need to encourage change. The manager can make alterations in these areas in an attempt to adapt to or facilitate change.

Course Objectives:

1. To analyze how individual, group, and organizational dynamics influence behavior in the workplace.
2. To develop skills for effectively managing and leading teams within an organization.
3. To understand how organizational behavior concepts contribute to achieving strategic goals and overall performance.
4. To promote ethical leadership and decision-making practices in diverse organizational settings.

Unit	Contents	Lectures
Unit I- Introduction to Organisational Behaviour	<ul style="list-style-type: none"> • Organisational Behaviour: Meaning & Definition • Characteristics of Organisational Behaviour • Significance of Organisational Behaviour • Contributing Disciplines to OB • Individual Behaviour: Meaning & Definition • Fundamentals of Individual Behaviour: personal and environmental factors. 	15

Unit II- Foundation of Individual Behaviour	<ul style="list-style-type: none"> • Intelligence: Meaning and Definition • Gardner's Nine Intelligence • Signs of High Emotional Intelligence • Personality: Meaning and Definition • Determinants of Personality • Erikson's Development Model of Personality • Types of personality • Perception: Meaning and Definition • Sensation and perception • Process of perception • The Johari window 	15
Unit -III- Foundation of Individual Behaviour	<ul style="list-style-type: none"> • Attitudes: Meaning and Definition • Formation of Attitudes • Changing Attitudes. • Values: Meaning and Definition • Types of values-terminal and instrumental • Formation / sources of values • Learning: Meaning and Definition • Learning Styles 	15
Unit-IV- Foundation of Group Behaviour	<ul style="list-style-type: none"> • Group Behaviour: Meaning and Definition • Types of groups • Determinants of group behaviour • Stages of group development, • Factors affecting group cohesiveness • Group effectiveness 	15

Course Outcome

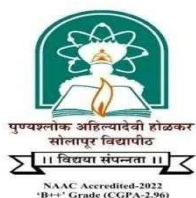
On successful completion of the course, the students will be able to...

1. Adapt organizational behavior principles to diverse and global business environments effectively.
2. Demonstrate knowledge of key organizational behavior theories and concepts related to individual, group, and organizational levels.
3. Recognize and address ethical dilemmas and cultural differences in organizational settings, promoting inclusivity and fairness.
4. Understand how effective organizational behavior contributes to achieving strategic business objectives and enhancing performance.

Suggested Reading Books:

1. Organisational Behaviour-L.M. Prasad, Sultan Chand & Sons.
2. Organisational Behaviour- John W. Newstrom & Keith Davis, McGraw Hill Education; 12 editions.

3. Organisational Behaviour- Stephon Robbins, Pearson Education; Eighteenth edition.
4. Management- John Schermerhorn, John Wiley & Sons
5. Organisation Behaviour-Ashwathappa, Himalaya Publication House Mumbai.
6. Essentials of Organisational Development-Dr. Anjali Ghanekar Everest Publication House, Pune.
7. Organisational Behaviour-Dr. S S Khanka, S. Chand Publishers
8. Management and Behavioural Processes-K Shridhar Bhatt, Himalaya Publication House Mumbai.
9. Organisational Behaviour- Fred Luthans, McGraw-Hill Education / Asia; 12 editions.
10. Organisational Behaviour Concepts & Theories-Nirmal Singh, Deep & Deep Publications, New Delhi



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VERTICAL: MAJOR MANDATORY PAPER IX

COURSE CODE:

COURSE NAME: GLOBAL MANAGEMENT APPROACHES

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
2 Credits	2 Hours	30 Hours	50 (30 UA+ 20 CA)

Preamble: As the world moves through the 21st Century, business is becoming more dependent upon professional managers, who can bring success to an organization. A 21st Century manager should possess three traits and utilize them to lead organizations. the ability to stimulate change, excellent planning capabilities and ethics. What a manager does and how it is done can be examined through different managements approaches, theories and approaches contributed by management philosophers.

Course Objectives:

1. To analyze the impact of globalization on management practices and approaches.
2. To understand leadership styles and their effectiveness in different cultural settings and management practices.

Unit	Contents	Lectures
Unit I- Global Management Practices	<ul style="list-style-type: none"> • Global Management Practices(Only Concepts and Features) • Japanese Management Practices • American Management Practices • European Management Practices • Indian Management Practices • Management of 21st Century Organisation • Code of Conduct for Manager • Mintzberg's Role of a Manager 	15
Unit II- Approaches to Management	<ul style="list-style-type: none"> • Approaches to Management (Only Concepts and Features) • Scientific Approach • Bureaucratic Approach • Human Behavioural Approach • System Approach • Social System Approach • Contingency/Situational Approach 	15

	<ul style="list-style-type: none"> • Mathematical/Quantitative Approach • Empirical Approach 	
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Course Outcome

On successful completion of the course, the students will be able to...

1. Identify and assess the dynamics of global markets and their influence on management decisions.
2. Formulate and evaluate international business strategies that align with organizational goals and global trends.

Suggested Reading Books:

1. Management and Behavioural Processes- K Shridhar Bhatt, Himalaya Publication House Mumbai.
2. Organisational Behaviour-Fred Luthans, McGraw-Hill Education / Asia; 12 editions.
3. Organisational Behaviour Concepts & Theories – Nirmal Singh, Deep & Deep Publications, New Delhi
4. Principles of Business Management – T. Ramasamy, Himalaya Publication House Mumbai,
5. Management: Challenges in 21st Century – S.H. Goodman & P.M. Fandt, Vintage Publishing House.
6. Development of Management Thoughts – Pollard, Think Inc (28 June 2019), Amazon Asia-Pacific Holdings Private Limited.
7. Organisation and Management – Dr. C.B. Gupta, Shatya Bhavan Publication Agra.
8. Principles and Practices of Management- L. M. Prasad, Sultan Chand & Sons-New Delhi (2019).



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VERTICAL: MINOR

COURSE CODE:

COURSE NAME: MODERN MANAGEMENT TECHNIQUES -I

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: In the era of globalization, changing business environment, it is a need to obtain different modern techniques to compete with global business environment. To reach business at global level, different countries are adopting modern and innovative management practices. Such modern management techniques are required to be adopted by today's youth. This will support the students to create employability at national and international level and to get aware about different management techniques. The main objective of this paper is to make the students understand the modern management techniques adopted by the business houses to withstand the global competition.

Course Objectives:

1. To acquaint the students with the concept of strategic management, its process and types.
2. To instill the knowledge about new and recent trends for HR development.
3. To Learn the total quality management components and importance in service sector
4. To understand the role of learning organisation to achieving organizational goals and objectives.

Unit	Contents	Lectures
Unit I- Strategic Management	<ul style="list-style-type: none"> • Strategy: Meaning and Definitions • Strategic Management : Meaning and Definition • Strategic Management process • Types of Strategies : a) Corporate level strategies i) Vertical Integration ii) Diversification iii) Status-quo Strategy b) Competitive Strategies i) Cost Leadership ii) Differentiation iii) Focus Strategy • SWOT Analysis and PESTEL Analysis • Benchmarking : Concept, Meaning and Definitions • Process and Types of Benchmarking • Advantages and Limitations of Benchmarking 	15

<p align="center">Unit II- Recent Trends in Human Resource Management</p>	<ul style="list-style-type: none"> • Human Resource Accounting: Meaning, Definition and Need of HRA and Methods of HRA • Human Resource Development Audit: Meaning, Definition and Objectives of HRD Audit, Methods of HRD audit • Quality of Work Life: Meaning, Definition, Features of QWL, Methods of measuring QWL • Developing Quality Consciousness: Meaning, Definition, Features of QC and Components of QC and Strategies for QC • Human Capital: Meaning and Definition, Elements of Human Capital 	<p align="center">15</p>
<p align="center">Unit III- Total Quality Management</p>	<ul style="list-style-type: none"> • TQM: Meaning And Definition • Core Concept of TQM • Phases in the Development Of TQM • Organizational Changes for Adopting TQM • Dewing's Fourteen Points of Quality Management • Ten Steps of Quality Improvement of Juran • Crosby's Absolutes Of Quality • Importance Of TQM In Service 	<p align="center">15</p>
<p align="center">Unit IV- Learning Organisation</p>	<ul style="list-style-type: none"> • Learning Organisation: Meaning and Definition • Need of Learning Organisation • Creating a Learning Organisation • Benefits of Learning Organisation • Kolb Experiential Learning Circle • Peter Senge's Five Discipline Model 	<p align="center">15</p>

Course Outcome

On successful completion of the course, the students will be able to.

1. Apply Recent HRM practices to solve workplace challenges.
2. Design and evaluate strategic management systems, policies, and practices.
3. Communicate effectively with employees and management about total quality in whole process.
4. Contribute to organizational success by developing learning organisation to enhancing employee performance and satisfaction.

Suggested Readings Books:

1. Management – Gary & Dessler, Printice Hall Publications , 1997
2. Managing Twenty First Century Organisation – S.G. Bhanushali Himalaya Publication, Mumbai , Delhi – 2006
3. Management – John R. Schermerhorn WILEY – INDIA , 2010 reprint

4. Management – Griffin , AITBS Publishers , New Delhi – 2005
5. Modern Management Practices – Dr. Gavai A.K. ,PhadkePrakashan , Kolhapur
6. Strategic Management – Francis Cherunillam
7. Principles of Management – L.M. Prasad, Sultan Chand & Sons. New Delhi
8. Human Resource Management - Dr. C.B.Gupta , , Sultan Chand & Sons. New Delhi , 2006
9. Human Resource Management – Biswajeet Pattanayak , PHI , Learning Pvt. Ltd. 2009
10. N.G. Kale, Industrial Organisation & Management- Vipul Prakashan Mumbai
11. T. Ramasamy, Principles of Management- Himalaya Publication
12. Total Quality Management by Poornima M. Charantimath
13. Total Quality Management by S. K. Mandal Vikas Publishing House
14. Strategic Management in Organisational Behaviour and Development: Sanjay Bhattacharya Himalaya Publishing House 2013.



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VERTICAL: VOCATIONAL SKILL COURSE

COURSE CODE:

COURSE NAME: OFFICE MANAGEMENT SKILLS

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
2 Credits	2 Hours	30 Hours	50(30 UA+ 20 CA)

Preamble: The goal of this course is to provide students the fundamental of office abilities they need to launch, run, and maintain a new modern office management. Students will acquire the abilities and attitude necessary for modern office, such as opportunity identification, Business planning, and efficient resource management, through a combination of lectures, case studies, interactive sessions, and hands-on tasks.

Course Objectives:

1. Acquaint themselves with functioning of modern office
2. To understand various office system and procedures

Unit	Contents	Lectures
Unit I- Concept of Office and Office Management	<ul style="list-style-type: none"> • Office: Meaning and Definitions • Office Management: Meaning and Definition • Traditional and Modern Concept of Office: Back Office & Front Office • Characteristics of Modern Office • Functions of Modern Office • Elements of Office Management • Importance of Office Environment • Location, Layout and Furniture: Principles & factors for selection 	15
Unit II- Office Systems and Procedure	<ul style="list-style-type: none"> • Office System and Procedure: Meaning and Definition • Object of flow of office work. • Difficulties in ideal work flow. • Measures to improve the flow of work. • Analysis and study of jobs, Measurement, Setting Standards. • Planning and scheduling of office work. 	15

Course Outcome

On successful completion of the course, the students will be able to.

1. Students are equipped with a basic knowledge of the office organisation and management.
2. The student will be enabled to understand dynamics of office system and procedure for effective strategy planning and decision making.

Suggested Readings Books:

1. B.N.Tandon: Manual of office Management and correspondence S:chand&co.
2. R.K.Chopra: Office Management, Himalaya Publishing House.
3. Richard H.Hall: Organizations –Strucutures, Process and out comes, person Education.
4. Ramachandra.A and Ramana Murthy.V.V: Industrial Organization management, Tata McGraw Hill.



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VERTICAL: ELECTIVE

COURSE CODE:

COURSE NAME: INDUSTRIAL ORGANISATION AND MANAGEMENT-I

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: Industrial organization and management are critical for the success and sustainability of industries. They play a vital role in ensuring efficient production processes, effective resource utilization, and the achievement of organizational goals. Industrial management ensures optimal use of materials, labor, and capital, reducing waste and maximizing productivity. Industrial organization helps businesses understand market dynamics and adapt to changing consumer demands. Industrial management implements systems like Total Quality Management (TQM) to maintain high product standards. Efficient industries create more employment opportunities, directly contributing to economic development. Industrial organization and management are foundational to the smooth functioning and progress of industries. By combining strategic planning, innovation, and efficient practices, they contribute to the overall development of businesses, economies, and societies.

Course Objectives:

1. To make students familiar with the subject industrial Organisation and management.
2. To create the awareness of industrial, factory and plant environment and management.
3. To expose the students the importance and applicability of industry organisation and management.
4. To create the employability for students in industrial and manufacturing sector.

Unit	Contents	Lectures
Unit I- Introduction to Industrial Management	<ul style="list-style-type: none"> • Industrial Management: Meaning and Definition • Scope Industrial Management • Significance of Industrial Management • Problems in Industrial Management • Scientific Management by F. W. Taylor • Recent trends in Industrial Management 	15
Unit II-	<ul style="list-style-type: none"> • Factory Location: Meaning and Definition 	15

Factory Location and Plant Layout	<ul style="list-style-type: none"> • Importance of Factory Location • Factors determining the location of the factory • Plant Layout: Meaning and Definition • Importance of plant layout • Factors affecting the plant layout • Types of plant layout 	
Unit -III- Work Environment and Factory Prevention	<ul style="list-style-type: none"> • Work Environment: Meaning and Definition • Significance of work environment • Factors affecting the work environment • Factory Prevention-Industrial Pollution: (Air, Water and Noise pollution) Meaning, causes and effects of Industrial pollution. • Preventive measure by Law and other effective measure to control industrial pollution 	15
Unit-IV- Plant Maintenance	<ul style="list-style-type: none"> • Plant Maintenance: Meaning and Definition • Features of Plant Maintenance • Importance of Plant Maintenance • Problems in Plant Maintenance • Types of Plant Maintenance • Modern trends in Plant Maintenance. 	15

Course Outcome

On successful completion of the course, the students will be able to...

1. Understand the principles and functions of industrial management and their application in achieving organizational goals.
2. Design effective plant layouts to maximize workflow, reduce material handling costs, and optimize space utilization.
3. Assess the impact of workplace conditions on employee productivity, safety, and well-being.
4. Create a safe and healthy work environment that enhances plant maintenance employee satisfaction and organizational performance.

Suggested Reading Books:

1. Punekar S. D. - "Labour Welfare", Trade 'Unionism and Industrial Relations' - Himalaya Publication House-2003.
2. M. E. Tukaram Rao – Industrial Management.
3. Singh, Chhabra, Taneja – Personnel Management & Industrial Relations.
4. Memoria C.B. – Personnel Management.
5. Dipak Bhattacharya – Human Resource Management, Excel Books New Delhi.

6. Jain J. – Industrial Management – Kitab Mahal, Allahabad.
7. Khanna O.P. – Industrial Engineering and Management.
8. Ahuja K.K. – Industrial Management – Khanna Publishers, Delhi.
9. Lundy J.L. – Effective Industrial Management – Eurasia Publications
10. Shrivastava R. M. - Management Policy & Strategic Management – Himalaya Publication House -1999
11. S. N. Chary - Production and Operation Management 3rd Edition
12. K. Aswathappa, K. Shidhara Bhat – Production and Operation Management Himalaya Publication House.
13. B.S. Goel- Production and Operation Management
14. Kumar and Mittal- Production and Operation Management
15. Sharadchandra Gokhale – Kamgar Kalyan (Marathi)



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VERTICAL: MANDATORY MAJOR-X

COURSE CODE:

COURSE NAME: INTERNATIONAL BUSINESS MANAGEMENT

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: International Business Management (IBM) is vital in today's interconnected world, as it equips organizations and individuals to operate, compete, and thrive in a global marketplace. International Business Management is pivotal for organizations aiming to succeed in the global arena. It not only drives business success but also contributes to societal progress by bridging cultural, economic, and technological divides. IBM helps businesses expand beyond national borders to access new markets, tap into larger customer bases, and increase revenues. IBM emphasizes the importance of understanding cultural differences, which is crucial for effective communication, marketing, and management in diverse environments. Businesses that engage in international management gain access to a broader range of resources, such as raw materials, talent, and technology, providing a competitive edge. Through international business, countries become interdependent, fostering peaceful relations and mutual cooperation.

Course Objectives:

1. To equip students with a comprehensive understanding of the dynamics of international business, including trade, investment, and economic interdependence.
2. To introduce key theories explaining international trade, investment, and competitive advantage.
3. To examine the structure, functions, and impact of international institutions such as the WTO, IMF, World Bank, and regional trade agreements.
4. To understand the role of global regulatory frameworks and trade policies in shaping international business operations.

Unit	Contents	Lectures
Unit I- Introduction to International	<ul style="list-style-type: none">• International Business: Meaning and Definition• Difference between international and domestic business	15

Business	<ul style="list-style-type: none"> • Forms of International Business • Advantages of International Business • Disadvantages Of International Business • Role of International Business for Developing Countries 	
Unit II- Approaches to International Business	<ul style="list-style-type: none"> • Approaches to International Business • Changing Environment of International Business • Globalization of Markets • Trends in Globalization • Effects of Globalization • Benefits of Globalization • Balance of payment and foreign exchange: Concepts • De-globalisation: Concepts 	15
Unit III- International Trade and Theories	<ul style="list-style-type: none"> • International Trade and Investment Theories: • Mercantilism • Absolute Cost theory • Comparative Cost theory • Opportunity Cost theory • factor endowment theory • International Product life Cycles • International Business Strategies 	15
Unit IV- International Institutions	<ul style="list-style-type: none"> • International Institution: UNCTAD, Its Basic Principles and Major Achievements • Role of IMF • Role of IBRD • Role of WTO • Regional Economic Integration: EU, NAFTA, ASEAN SAARC (Brief Note) • Foreign Exchange Determination Systems: Factors Affecting Exchange Rates 	15

Course Outcome

On successful completion of the course, the students will be able to.

1. Understand the fundamentals of global trade, foreign direct investment, and international market entry strategies.
2. Use theories and Product Life Cycle theory, and New Trade Theory to analyze international trade and investment patterns.
3. Critically assess the contributions of organizations like the WTO, IMF, and regional blocs in fostering global economic stability and cooperation.
4. Formulate business strategies that leverage global opportunities while mitigating risks from international environments.

Suggested Readings Books:

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Hill C.W. - International Business (TMH, 5th Ed.)
- 3) Kumar R and Goel, International Business, (UDH Publications, edition 2013)
- 4) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 5) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)



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VERTICAL: MAJOR MANDATORY PAPER XI

COURSE CODE:

COURSE NAME: ORGANISATIONAL MANAGEMENT AND DEVELOPMENT

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: Organizational Management and Development is the structured approach to improving an organization's operations, culture, and systems through effective management practices and developmental interventions. It focuses on aligning individual, team, and organizational goals to achieve sustainable growth and success. The change of people involves changing attitudes, expectations, perceptions and behavior. These changes are used to help people within organizations to work together more effectively. Changing structure relates to job design, job specialization, hierarchy, formalization and all other organizational structural variables. An organization's environment has both specific and general components, and micro and macro environments. The organization also has its own personality or culture. The intension of these course is commerce masters should know how application of management theories and Organisational behaviour for the long-term success of the Organisation.

Course Objectives:

- 1.To explore tools and techniques for diagnosing organizational challenges and implementing effective interventions.
- 2.To examine the elements and dynamics of organizational culture and their impact on performance and employee satisfaction.
- 3.To identify sources of conflict in the workplace and their effects on individuals, teams, and organizations.
- 4.To analyze factors contributing to organizational effectiveness and sustainability.

Unit	Contents	Lectures
Unit I- Organisational Culture	<ul style="list-style-type: none"> • Organisational Culture: Meaning & Definition • Characteristics of Organisational Culture • Importance of Organisational Culture • Levels of Culture • Creation of Organisational Culture 	15

	<ul style="list-style-type: none"> • Culture variables 	
Unit II- Organisational Conflict	<ul style="list-style-type: none"> • Conflict: Meaning and Definitions of Conflict • Sources of Conflict: functional and dysfunctional Organisational conflicts • Stages of Conflict • Types/Levels of Conflicts • Life Positions • Resolution of Conflicts 	15
Unit -III- Organisational Change	<ul style="list-style-type: none"> • Organisational Change: Meaning & Definition • Nature of Organisational Change • Need for change • Types of Change • Kurt Lewin's Change Model • Resistance to Change 	15
Unit-IV- Organisational Development	<ul style="list-style-type: none"> • Organisational Development: Meaning • Characteristics of Organisational Development • Techniques of Organisational Development • Core Values of Organisational Development • Models of Organisational Development • Weisbord Six-box Model • McKinsey 7'S' Model 	15

Course Outcome

On successful completion of the course, the students will be able to...

1. Demonstrate a thorough understanding of organizational development, culture, conflict resolution, and effectiveness theories and concepts.
2. Design and implement organizational development initiatives to address change, improve systems, and enhance employee engagement.
3. Apply effective techniques for managing and resolving conflicts to promote a harmonious work environment.
4. Measure and improve organizational effectiveness through data-driven approaches and performance of employees.

Suggested Reading Books:

1. Organisational Behaviour -L.M. Prasad, Sultan Chand & Sons.
2. Organisational Behaviour-John W. Newstrom & Keith Davis, McGraw Hill Education; 12 editions.
3. Organisational Behaviour-Stephon Robbins, Pearson Education; Eighteenth edition.
4. Management-John Schermerhorn, John Wiley & Sons
5. Organisation Behaviour - Ashwathappa, Himalaya Publication House Mumbai.
6. Essentials of Organisational Development- Dr. Anjali Ghanekar Everest Publication House, Pune.

7. Essentials of Organizational Development and Change- By S. Ramnarayan and T. V. Rao
8. Management and Behavioural Processes-K Shridhar Bhatt, Himalaya Publication House Mumbai.
9. Building a Learning Organisation - By Rishiksha T. Krishnan and T. V. Rao
10. Organisational Behaviour Concepts & Theories – Nirmal Singh, Deep & Deep Publications, New Delhi
11. Conflict Management and Organizational Behavior- K. Aswathappa
12. Organizational Behaviour-Neeru Vasisht and Namita Rajput



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VERTICAL: MAJOR MANDATORY PAPER XII

COURSE CODE:

COURSE NAME: APPLICATION OF MOTIVATION & LEADERSHIP THEORIES

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
2 Credits	2 Hours	30 Hours	50 (30 UA+ 20 CA)

Preamble: Motivation and leadership theories play a critical role in understanding and enhancing workplace dynamics. Motivation theories, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, help managers understand what drives employee behavior and performance. By identifying the factors that motivate employees (intrinsic or extrinsic), organizations can implement strategies to boost productivity. For example, using Vroom's Expectancy Theory, leaders can align rewards with employees' efforts and expectations. Leadership theories like Transformational, Transactional, and Situational Leadership provide frameworks for leaders to adapt their styles based on organizational needs and employee dynamics.

Course Objectives:

1. To provide students with a comprehensive understanding of key motivation and leadership theories and their evolution.
2. To explore the psychological and behavioral factors that influence employee motivation and leadership effectiveness.

Unit	Contents	Lectures
Unit I- Application of Motivation Theories	<ul style="list-style-type: none"> • Maslow Need Hierarchy Theory • Douglas Mc Gregor Theory 'X' and 'Y' • William Ouchi Theory 'Z' • Herzberg's Two factor Theory • Victor Vrooms Expectancy Theory • Alderfer's, ERG Theory • David McClelland Need Theory 	15
Unit II- Application of Leadership Theories	<ul style="list-style-type: none"> • Approaches to leadership: Trait approach • Behavioural Approach, Situational approach. • Charismatic Leadership Theory • Likert's four system leadership • Blake and Moutons, Managerial grid Theory • Fiedler's contingency leadership Theory 	15

	<ul style="list-style-type: none"> • Tennenbaum and Schmidt's leadership continuum. • Harsey and Blancharda's Situational leadership Theory. 	
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Course Outcome

On successful completion of the course, the students will be able to...

1. Assess their own leadership and motivational styles, identifying areas for improvement and professional development.
2. Develop solutions to common leadership and motivational challenges through case studies and role-playing exercises.

Suggested Reading Books:

1. Management and Behavioural Processes- K Shridhar Bhatt, Himalaya Publication House Mumbai.
2. Organisational Behaviour-Fred Luthans, McGraw-Hill Education / Asia; 12 editions.
3. Organisational Behaviour Concepts & Theories – Nirmal Singh, Deep & Deep Publications, New Delhi
4. Principles of Business Management – T. Ramasamy, Himalaya Publication House Mumbai,
5. Management: Challenges in 21st Century – S.H. Goodman & P.M. Fandt, Vintage Publishing House.
6. Development of Management Thoughts – Pollard, Think Inc (28 June 2019), Amazon Asia-Pacific Holdings Private Limited.
7. Organisation and Management – Dr. C.B. Gupta, Shatya Bhavan Publication Agra.
8. Principles and Practices of Management- L. M. Prasad, Sultan Chand & Sons-New Delhi (2019).



**PUNYASHLOK AHILYADEVI HOLKAR SOLAPUR
UNIVERSITY, SOLAPUR**
PROGRAMME: B.COM. (BUSINESS MANAGEMENT)
B.COM. - III SEMESTER – VI (NEP 2020)w.e.f. 2025-26



VERTICAL: MINOR

COURSE CODE:

COURSE NAME: MODERN MANAGEMENT TECHNIQUES -II

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: In the era of globalization, changing business environment, it is a need to obtain different modern techniques to compete with global business environment. To reach business at global level, different techniques like BPO, Japanese management quality standards team building are need to adopt in modern and innovative organisation. Such modern management techniques are required to be adopted by today's youth to sustain in employment market. This will support the students to create employability at national and international level and to get aware about different management practices. The main objective of this paper is to make the students understand the modern management practices adopted by the business houses to withstand the global competition.

Course Objectives:

1. To develop the awareness among the students regarding different BPO practices adopted by the MNC's and team building in Organization
2. To enable the students to gain insight into different measures to cope with stress.
3. To acquaint the students with Japanese Management Practices to receive Competitive Advantages.
4. To acquaint the students with different ISO Standards to sustain business in Global Competitive Environment.

Unit	Contents	Lectures
Unit I- BPO & Stress Management	<ul style="list-style-type: none"> • BPO: Meaning and Definition • Types of BPO • Benefits of BPO • Stress Management: Meaning and Definition • Causes/ Sources of Stress • Consequences/ Effects of Stress • Remedial Measures to control/ to cope with Stress 	15
Unit II-	<ul style="list-style-type: none"> • 5-S System: Meaning and Definition and Micro 	15

Japanese Management	<ul style="list-style-type: none"> level techniques • KaiZen: Meaning and Definition and Micro level techniques • Poka-Yoke: Meaning and Definition and Micro level techniques • Zero Defect Programme: Meaning and Definition and Micro level techniques • Waste Reduction: Meaning and Definition and Micro level techniques 	
Unit III- Quality Standards	<ul style="list-style-type: none"> • ISO Quality Standards: Meaning & Definition • Importance of ISO • Elements of Quality Standards • Six Sigma: Meaning and Definitions • levels of Six Sigma • Steps in Implementing Six Sigma- Define, Measure, Analysis, Improve and Control (DMAIC) 	15
Unit IV- Team Building	<ul style="list-style-type: none"> • Team Building: Meaning and Definition • Need of Team Building • Essential Qualities of Successful Team • Benefits of Team Building • Stages of Team Development • Belbin Team Roles 	15

Course Outcome

On successful completion of the course, the students will be able to.

1. Apply Japanese management practices to solve workplace and production challenges.
2. Design and evaluate quality standards and accordingly policies will be formed in business.
3. Communicate effectively with employees and management about team building and qualities for success.
4. Contribute to organizational success by developing healthy atmosphere and reducing work stress.

Suggested Readings Books:

1. Management – Gary & Dessler, Printice Hall Publications , 1997
2. Managing Twenty First Century Organisation – S.G. Bhanushali Himalaya Publication, Mumbai , Delhi – 2006
3. Management – John R. Schermerhorn WILEY – INDIA , 2010 reprint
4. Management – Griffin , AITBS Publishers , New Delhi – 2005
5. Modern Management Practices – Dr. Gavai A.K. , PhadkePrakashan , Kolhapur
6. Strategic Management – Francis Cherunillam
7. Business Process Outsourcing Publisher – S. Nakkiran & Jhon Franklin Deep & Deep

Publishers, New Delhi

8. Business Process & Knowledge Process Outsourcing by Deolankar V – Delhi Commerce & Law Publishing

9. Human Resource Management – Biswajeet Pattanayak , PHI , Learning Pvt. Ltd. 2009

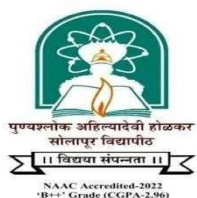
10. N.G. Kale, Industrial Organisation & Management- Vipul Prakashan Mumbai

11. T. Ramasamy, Principles of Management- Himalaya Publication

12. Total Quality Management by Poornima M. Charantimath

13. Total Quality Management by S. K. Mandal Vikas Publishing House

14. Strategic Management in Organisational Behaviour and Development: Sanjay Bhattacharya Himalaya Publishing House 2013



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VERTICAL: ELECTIVE

COURSE CODE:

COURSE NAME: INDUSTRIAL ORGANISATION AND MANAGEMENT-II

Course Credits	No. of Hrs. per Week	Total No. of Teaching Hrs.	Total marks
4 Credits	4 Hours	60 Hours	100 (60 UA+ 40 CA)

Preamble: Production, Planning and Control involve planning, scheduling, and controlling production processes to ensure optimal resource utilization and timely delivery of products. They play a vital role in ensuring efficient production processes, effective resource utilization, and the achievement of organizational goals. Quality control is the process of ensuring that products meet specified standards of quality and consistency. Industrial organization helps businesses understand market dynamics and adapt to changing consumer demands. Industrial management implements systems like Total Quality Management (TQM) to maintain high product standards. Financial management involves planning, organizing, controlling, and monitoring financial resources to achieve organizational objectives. Industrial organization and management are foundational to the smooth functioning and progress of industries. By combining strategic planning, innovation, and efficient practices, they contribute to the overall development of businesses, economies, and societies.

Course Objectives:

1. To understand the students about principles and techniques of production planning and scheduling.
2. To explore different inventory management techniques and their applications.
3. To understand quality control methods and their role in maintaining product standards.
4. To develop a strong foundation in financial principles, including sources of finance and investment analysis.

Unit	Contents	Lectures
Unit I- Production, Planning and Control	<ul style="list-style-type: none"> • Production, Planning and Control (PPC): Meaning & Definition • Nature/Features of PPC • Scope of PPC • Objectives of PPC • Importance of PPC 	15

	<ul style="list-style-type: none"> • Techniques of PPC 	
Unit II- Inventory Management	<ul style="list-style-type: none"> • Inventory Management: Meaning and Definition • Objectives inventory management • Importance of inventory management • Methods of pricing the issues of materials (FIFO, LIFO and Simple Average.) Illustrations/Problems • Inventory control techniques – Stock Levels, EOQ and ABC Analysis only concepts 	15
Unit -III- Quality Control Management	<ul style="list-style-type: none"> • Quality: Meaning and Definition • Quality Control: Meaning and Definition • Significance of Quality Control • Quality Principles • Dimensions of Quality • Quality Assurance • Quality Circle • Problems in Quality Control 	15
Unit-IV- Financial Management	<ul style="list-style-type: none"> • Financial Management: Meaning and Definition • Importance of Financial management • Sources of Finance • Fixed and Working Capital • Concept of Seed Finance • Importance of Seed Finance 	15

Course Outcome

On successful completion of the course, the students will be able to...

1. Develop and implement effective production schedules to meet organizational objectives.
2. Select and apply appropriate inventory management techniques to reduce costs.
3. Gain knowledge of industry standards and ability to ensure compliance with quality regulations.
4. Manage financial resources effectively, ensuring stability and supporting organizational growth.

Suggested Reading Books:

1. Punekar S. D. - "Labour Welfare", Trade 'Unionism and Industrial Relations' - Himalaya Publication House-2003.
2. M. E. Tukaram Rao – Industrial Management.
3. Singh, Chhabra, Taneja – Personnel Management & Industrial Relations.
4. Financial Management Practices in India by Sandeep Goel
5. Dipak Bhattacharya – Human Resource Management, Excel Books New Delhi.
6. Jain J. – Industrial Management – Kitab Mahal, Allahabad.

7. Khanna O.P. – Industrial Engineering and Management.
8. Ahuja K.K. – Industrial Management – Khanna Publishers, Delhi.
9. Lundy J.L. – Effective Industrial Management – Eurasia Publications
10. Shrivastava R. M. - Management Policy & Strategic Management – Himalaya Publication House -1999
11. S. N. Chary - Production and Operation Management 3rd Edition
12. K. Aswathappa, K. Shidhara Bhat – Production and Operation Management Himalaya Publication House.
13. Financial Management: A Step-by-Step Approach by N. R. Parasuraman
14. Financial Management: Theory and Practice by Prasanna Chandra
15. Sharadchandra Gokhale – Kamgar Kalyan (Marathi)

