Revised Syllabus as per NEP 2020 with effect from the Academic Year 2026-2027

Bachelor of Commerce (BCOM)

Semester – I

Course Code	UB1MDCOM04	Title of the Course	BUSINESS ORGANIZATION & MANAGEMENT
Total Credits	04 Credits	Hours per Week	04 Hours / Week

Course Learning Outcomes (CLOs)	
CLO 1	Define the concepts and importance of management, explain managerial functions and principles, apply managerial skills in business situations, and distinguish managerial challenges and ethical issues in organizations.
CLO 2	Outline the concepts of planning and decision making, interpret the importance and process of planning, utilize decision-making techniques in business situations, and examine planning failures and strategic decisions through case studies.
CLO 3	Define the concepts of planning, decision making, organizing and staffing, interpret organizational processes and authority relationships, utilize managerial techniques in business situations, and distinguish organizational and decision-making challenges through case studies.
CLO 4	Describe the concepts of directing and controlling, interpret leadership styles and control techniques, use managerial practices in organizational situations, and classify leadership and control challenges through case studies and role plays.

Course Content		
Unit No.	Description	Weightage (%)
1.	**Introduction to Management:** • Management Concept: Meaning, Definition and Importance • Managerial Functions and Levels of Management • Principles of Management and Modern Management Techniques • Managerial Roles & Skills and Challenges faced by today's Manager • Case Studies on Failure of Management Functions, Ethical Dilemma and Startup Growth Challenge	25%
2.	**Planning & Decision Making:** • **Planning:** Meaning and Definitions, Importance of Planning, Types of Plans, Process of Planning. • **Decision Making:** Meaning, Types, Factors affecting Decision Making, Modern Techniques of Decision Making, Steps in Decision Making Process • Case Studies on Poor Planning Failure, Strategic Planning Success, and Decision-Making Under Pressure	25%
3.	**Organizing & Staffing**	25%

	Organizing: • Meaning and Importance • Steps for Organizing Process • Types of Organization: Linear, Functional, Linear and Staff • Delegation of Authorities: Meaning, Importance & Process • Difference between Centralization & Decentralization • Case Studies on Delegation Failure, Centralization & Decentralization and Organizational Structure Change **Staffing:** Meaning, Purpose of staffing, Overview of Recruitment & Selection process	
4.	**Directing & Controlling:** **Directing:** • Meaning, Qualities of a good leader, Leadership styles (Autocratic, Democratic and Free Rein) **Controlling:** • Concept of Controlling • Importance of Controlling • Controlling Process and Modern Techniques of Controlling • Case Studies on Successful Control System and Production Control Failure • Role Play on Manager vs Employee (Control Conflict)	**25%**

Teaching – Learning Methodology
The course will be taught / learnt through ICT – enabled teaching methods such as Audio-Visual Presentations, E-Resources. The teaching methodology will also include Lectures, Interactive Classroom Discussions, Group Activities, Role Plays, Case Studies, Assignments.

Examination Evaluation Pattern		
Sr. No.	**Particulars**	**Weightage (%)**
01	Continuous and Comprehensive Evaluation (CCE) (Formative Assessment)	50%
02	Semester End Evaluation (SEE) (Summative Assessment)	50%
	TOTAL	**100%**

Specifications for CCE and SEE			
Sr. No.	**Details of the Evaluation Pattern**		**Marks**
01	Continuous and Comprehensive Evaluation (CCE) (Formative Assessment)		
	A	Assignments	10
	B	Active Learning Activities	05
	C	Attendance	05
	D	Written Examination (01 Hour)	30
		(A + B + C + D)	50 Marks
02	Semester End Evaluation (SEE) (Summative Assessment)		
	E	Written Examination (02 Hour)	**50 Marks**

	TOTAL (For 04 Credit Courses)	**100 Marks**

Rubrics – Based Assessment for Assignments (10 Marks)		
Excellent	09 – 10 Marks	Accurate, error-free, logically presented, timely submission
Good	07 – 08 Marks	minor errors and good conceptual clarity
Average	05 – 06 Marks	basic understanding or partially correct
Basic	03 – 04 Marks	limited clarity, noticeable mistakes, incomplete content
Poor	01 – 02 Marks	Inadequate conceptual clarity, incorrect content
Below Poor	Zero Marks / NA	content is irrelevant / Not Attempted / Not Submitted
Note: • Assignments may be taken in forms of written project, computerized and online suggested courses / certificates as per the decision made by the respective faculties of the courses.		

Rubrics – Based Assessment for Active Learning Activities (05 Marks)		
Excellent	05 Marks	explanation is clear, detailed and covered all keys
Good	04 Marks	good conceptual clarity, minor details may be missing
Average	03 Marks	basic explanation or partially correct
Basic	02 Marks	limited clarity, noticeable mistakes, lacks depth
Poor	01 Mark	Poorly presented or not understandable
Below Poor	Zero / NA	content is irrelevant / Not Attempted / Not Submitted
Note: • Active Learning Activities may be taken in forms of classwork, viva, oral presentations, PowerPoint presentations, role play, collaborative problem solving, debates, group discussions, online tests, Q&A, case studies, etc. as per the decision made by the respective faculties of the courses.		

Rubrics – Based Assessment for Attendance (05 Marks)		
As per the Rules and Regulations provided by the Academic Section of Sardar Patel University, Vallabh Vidyanagar, for the students studying in all departments and colleges. Reference No.: E – 3 / 3127; dated: 07-03-2024. https://www.spuvvn.edu/orbit-cdn/uploads/circulars/Circular-NEP-InternalExamMarks-March-April24.pdf		
Excellent	05 Marks	more than 90% (Minimum 54 Hours for 04 Credits Courses)
Good	04 Marks	80% - 89% (48 to 52 Hours for 04 Credit Courses)
Average	03 Marks	70% - 79% (42 to 46 Hours for 04 Credit Courses)
Poor	Zero / NA	less than 70% (**NOT ELIGIBLE TO APPEAR FOR EXAM)**
Note: • Students with below 70% of attendance must submit their written application to their respective class coordinators with genuine reasons and evidence (in case of working or medical emergencies). Students must not pursue dual degree programmes that clash with the college's timings.		

Rubrics – Based Assessment for Mid-Semester Examination (30 Marks)		
ANY TWO UNIT OR 50% OF THE SYLLABUS - 15 Marks Each Question		
Excellent	13 – 15 Marks	Clear and deep explanation of management concepts with excellent understanding of planning, organizing, staffing,

		directing, and controlling; effective use of management terminology, logical presentation, analytical thinking, and negligible errors.
Good	10 – 12 Marks	Good understanding of management concepts with clear explanation of managerial functions and decision-making; organized presentation, logical flow of ideas, and few minor errors.
Average	07 – 09 Marks	Basic understanding of management concepts with satisfactory explanation of key topics; acceptable organization, moderate logical flow, and noticeable errors.
Basic	04 – 06 Marks	Limited understanding of management concepts and functions; weak explanation, poor organization, limited analysis, and several grammatical or conceptual errors.
Poor	01 – 03 Marks	Inadequate understanding of management concepts with unclear explanations, poor presentation, lack of coherence, and major conceptual errors.
Below Poor	Zero Marks / NA	completely irrelevant or Not Attempted
Note: • Written Examination questions will be based on various levels of Revised Bloom's Taxonomy.		

Rubrics – Based Evaluation Pattern for End-Semester Examination (50 Marks)		
Multiple Choice Questions (10 Marks) – 01 Mark Each from all Units		
Excellent	01 Mark	the chosen option is correct, no errors in response
Below Poor	Zero Marks / NA	chosen option is incorrect, completely irrelevant, multiple options chosen / Not Attempted
UNIT I - 10 Marks Each Question		
Excellent	09 – 10 Marks	Demonstrates thorough understanding of management concepts, managerial functions, levels of management, principles, managerial roles, skills, and contemporary management challenges. Effectively applies management terminology, analyzes case studies logically, and presents well-structured answers with negligible errors.
Good	07 – 08 Marks	Good understanding of management concepts, functions, and principles. Explains major topics clearly with logical organization and few minor conceptual or grammatical errors.
Average	05 – 06 Marks	Basic understanding of management concepts and managerial functions. Covers key points with limited analysis, organization, and application. Contains noticeable errors.
Basic	03 – 04 Marks	Very limited understanding of management concepts and principles. Explanations lack clarity, depth, and logical organization, with frequent conceptual errors.
Poor	01 – 02 Marks	Incorrect or unclear explanation of management concepts and functions. Fails to address important aspects and contains major conceptual errors.
Below Poor	Zero Marks / NA	Completely irrelevant or Not Attempted.

UNIT II - 10 Marks Each Question		
Excellent	09 – 10 Marks	Demonstrates thorough understanding of planning and decision-making concepts, processes, techniques, and applications. Effectively analyzes planning and decision-making case studies, presents logical arguments, and uses appropriate managerial terminology with negligible errors.
Good	07 – 08 Marks	Good understanding of planning and decision-making concepts and processes. Explains key topics clearly with organized presentation and few minor errors.
Average	05 – 06 Marks	Basic understanding of planning and decision-making concepts. Covers major points but lacks depth, analysis, and practical application.
Basic	03 – 04 Marks	Very limited understanding of planning and decision-making processes. Explanations are incomplete and poorly organized with frequent errors.
Poor	01 – 02 Marks	Incorrect or unclear explanation of planning and decision-making concepts. Fails to address important aspects and contains major errors.
Below Poor	Zero Marks / NA	Completely irrelevant or Not Attempted.
UNIT III - 10 Marks Each Question		
Excellent	09 – 10 Marks	Demonstrates thorough understanding of organizing structures, delegation of authority, centralization, decentralization, staffing, recruitment, and selection processes. Effectively analyzes organizational case studies and presents logical, well-structured answers with negligible errors.
Good	07 – 08 Marks	Good understanding of organizing and staffing concepts with clear explanation of organizational structures and staffing functions. Contains few minor errors.
Average	05 – 06 Marks	Basic understanding of organizing and staffing concepts with limited analysis and application. Contains noticeable errors.
Basic	03 – 04 Marks	Very limited understanding of organizing and staffing processes. Explanations lack clarity, depth, and logical organization.
Poor	01 – 02 Marks	Incorrect or unclear explanation of organizing and staffing concepts with major conceptual errors.
Below Poor	Zero Marks / NA	Completely irrelevant or Not Attempted.
UNIT IV - 10 Marks Each Question		
Excellent	09 – 10 Marks	Demonstrates thorough understanding of directing concepts, leadership qualities, leadership styles, controlling processes, and modern control techniques. Effectively analyzes control-related case studies and role-play situations, presents logical and well-structured answers, and shows negligible errors.
Good	07 – 08 Marks	Good understanding of directing and controlling concepts with clear explanation of leadership styles, controlling

		processes, and control techniques. Maintains logical flow and organized presentation with few minor errors.
Average	05 – 06 Marks	Basic understanding of directing and controlling concepts with partially explained leadership and control functions. Shows limited analysis and application with noticeable errors.
Basic	03 – 04 Marks	Very limited understanding of directing and controlling concepts. Explanations lack clarity and depth, with weak organization and frequent conceptual or grammatical errors.
Poor	01 – 02 Marks	Incorrect or unclear explanation of directing and controlling concepts, leadership styles, and control processes. Fails to address important aspects and contains major conceptual errors.
Below Poor	Zero Marks / NA	Completely irrelevant or Not Attempted.

Note:
- Multiple Choice Questions of 10 Marks will be based on Bloom's Taxonomy Level 1 & 2.
- Written Examination questions will be based on various levels of Revised Bloom's Taxonomy.

PLO – CLO Mapping

	BUSINESS ORGANIZATION & MANAGEMENT									
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10
CLO 1	03	02	03	02	02	03	01	02	01	01
CLO 2	02	03	03	02	02	02	01	02	01	02
CLO 3	03	03	03	02	02	02	02	02	01	02
CLO 4	02	03	02	03	03	02	02	02	01	03

Note:
- High: **03**; Moderate: **02**; Low: **01**; No Mapping: **00**

Suggested References and E-Resources for Further Reading

- Aswathappa, K. (2017). Human resource and personnel management (8th ed.). McGraw Hill Education.
- Basu, C. R. (2012). Business organization and management. McGraw Hill Education.
- Burtongene, & Thakur, M. (2013). Management today: Principles and practice. Tata McGraw Hill.
- Chhabra, T. N. (2014). Business organization and management. Sun India Publications.
- Gupta, C. B. (2014). Human resource management. Mayur Paperbacks.
- Kaul, V. K. (2016). Business organization and management. Pearson Education.
- Khanka, S. S. (2015). Human resource management. S. Chand & Company.
- Rao, P. S. (2018). Text and cases of human resource management. Global Media.
- E-Resources for Self-Learning:

https://saylordotorg.github.io/text_principles-of-management-v1.1/
https://openstax.org/details/books/principles-management
https://arts.brainkart.com/subject/management-concepts---organisational-behaviour-3/

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