



SYMBIOSIS COLLEGE OF ARTS & COMMERCE

An Autonomous College | Under Savitribai Phule Pune University

Reaccredited 'A+' with 3.51 CGPA For Third Cycle By NAAC | College with Potential for Excellence

Bachelor's Degree		First Year		Second Year		Third Year		Master's Degree		First Year		Second Year	
Semester (Tick the relevant semester) ✓		I	II	III	IV	V	VI	Semester (Tick the relevant semester) ✓		I	II	III	IV
Programme	Programme Code							Programme	Programme Code				
BCOM (Management Accounting)					✓			MCOM					
BA								MA Economics					
BCOM Honours								MA English					
BA Honours								MA Psychology					
Name of the Department		Accountancy and Costing											
Name of the faculty/s preparing syllabus		CMA Monica Parikh											
Name of the faculty/s reviewing syllabus		Dr. Tessy Thadathil											
Title of the Subject		Managing Performance (E2)											
Paper Number (In case of Specialization)		4											
Subject Code:		40704C19											
Number of Credits:		4											

Date of BOS when subject was approved				
% of Syllabus Revision <i>(Tick the relevant %)</i> ✓		100 %	50 % to 99 %	Less than 50 %
		✓		
Date of Implementation of Revised/Changed Syllabus		August 2021		
Objectives of the Course:		<div>1. To explain the ecosystems of organisations and elements of business models, and analyse new business models in digital ecosystem.</div> <div>2. To compare and contrast different types of leadership and management styles, analyse individual and team performance</div> <div>3. To describe the concepts and phases of projects and apply tools and techniques to manage projects.</div>		
Gist of this course in maximum 3 to 4 lines		This course will focus on how to use data and relevant technology to: manage organisational and individual performance; translate long-term into medium-term plans; allocate resources to implement decisions; monitor and report implementation of decisions; provide feedback up and down the organisation; and prepare and interpret financial statements to show the performance, position and prospects of their organisations		
Detailed syllabus				
Unit	Contents of the syllabus			Number of Lectures
1.	Business Models and Value Creation <div>1.1 The ecosystems of organisations.</div> <div>1.2 The elements of business models</div> <div>1.3 Analyse new business models in digital ecosystems</div>			14
2.	Managing people performance -1 <div>2.1 Leadership and management styles.</div> <div>2.2 Analyse individual and team performance</div> <div>2.3 Manage relationships</div>			12
3.	Managing people performance -2			12

	3.1 Characteristics of high performing teams 3.2 Negotiation process 3.3 Leadership and ethics	
4.	Managing Projects 4.1 Concept of Projects 4.2 Phases of project 4.3 Tools and techniques of project management 4.4 Concept of project leadership	16
	Total Number of Lectures	54
<p>Relevance to the local/ national /regional/global developmental needs with learning objectives including program outcomes, program specific outcomes and course outcomes of all programs offered by the Institution: (Mention relevant topics below and highlight it in syllabus above in maroon color)</p> <p>Program Specific outcomes,</p> <p>PSO : Apply conceptual knowledge in business analysis and project appraisal and management</p> <p>PSO : Demonstrate critical thinking and problem-solving skills within the prevalent corporate governance framework</p> <p>PSO : Identify and consider various ethical and social concerns arising out of commercial operations.</p> <p>Learning Outcomes:</p> <ul style="list-style-type: none"> ● Compare and contrast different types of leadership and management styles and analyse individual and team performance. ● Describe the concepts and phases of projects, and apply tools and techniques to manage projects. <p>Topics that focuses on Employability, Entrepreneurship and Skill Development. (Mention relevant topics below and highlight it in syllabus above in blue color)</p> <ul style="list-style-type: none"> ● Employability unit 1,2,3,4 		

Topics that integrates Cross cutting issues relevant to Gender, Environment and Sustainability, Human Values and Professional Ethics into the Curriculum: (Mention relevant topics below and highlight it in syllabus above in green color)

Human Values and Professional Ethics – unit 2,3

Course Learning Outcomes:

On successful completion of the module students will be able to:

CO1: Examine the fundamentals of business models and how new business and operating models can be developed to improve the performance management.

CO2: Create and preserve value using Human capital as an intangible asset of the organisation

CO3: Choose different styles of leadership to improve the performance of individuals so they can achieve organizational goals.

CO4: Apply project management concepts and techniques to implement strategies effectively and efficiently.

CO5: Develop employability, technical and professional skills.

Projects as part of continuous assessment:

Topic: case-based assessment

Objectives: Apply the knowledge in real life scenarios

Learning Outcomes:

- Explain the ecosystems of organisations, the elements of business model and analyse new business models in the digital ecosystems
- Understand the importance of motivation and leadership and explain how to manage relationships.
- Explain the concepts of project structure, project leadership, roles of key project personnel, and managing project stakeholders.

Internship for Students if any: NA

Suggested Reference Books: <ol style="list-style-type: none"> 1. Managing Performance (Study Text) Published by Kaplan 2. Measuring and managing performance in organizations - Robert D. Austin 3. Performance Benchmarking: Measuring and Managing Performance - Peter Bogetoft 		
Signatures of Board of Studies Members:		
Designations	Names of BOS members	Signatures
Chairman	Dr. Tessy Thadathil Head Dept. Costing	
University Nominee	CA Shilpa Bhide	
Member, Academic Council	Dr V K Sawant	
Member, Academic Council	Dr Prasanna Kulkarni	
Industry Expert	Mr. Puratan Bharati	
Alumni Representative	Mr. Shreyas Bagmar	
Department Head	CA Umesh Kulkarni Head Dept Accountancy	
Department Teacher	Dr Yogini Chiplunkar	
Department Teacher	Dr Santosh Marwadikumbhar	
Department Teacher	Dr Nilesh Waghmare	
Department Teacher	Dr. Sharayu Bhakare	
Department Teacher	Ms. Sarika Wagh	
Department Teacher	CMA Monica Parikh	

Department Teacher	Mr. Shekhar Paranjape	
Department Teacher	Ms. Aishwarya Kalyanshetti	
Department Teacher	Ms. Poorti Gangal	