

Minor in Management

R 23

Principles of Management Semester I

Course Code: MI BT011	Course Name
Credit: 02	Principles of Management
Course pre-requisites	Semester IV (Completed in Civil, Mechanical, Electrical)

Course Objectives

The objectives of this course are

- To outline the fundamental activities of managers
- To explain the basic concepts, principles and theories of management
- To examine the broad functions of management
- To identify the contemporary issues and challenges in the field of management
- To identify ethical workplace practices

Course Outcomes

On having completed this course student should be able to:

- 1 Demonstrate understanding of the role of managers in an organization
- 2 Summarize the elementary concepts, principles and theories of management
- 3 Examine the managerial functions having an impact on the organizational effectiveness
- 4 Identify the contemporary issues and challenges in management
5. Develop ethical workplace practices

Course Content

<i>Module No.</i>	<i>Details</i>	<i>Hrs.</i>
1	INTRODUCTION TO MANAGEMENT: Nature and Scope of Management, Meaning and definition of Management- Five M's of Management- Difference between manager and Entrepreneur, Process and significance of management, Characteristics of Management-Relationship between Management and administration – Management as an Art, Science and Profession Role of managers – Managerial Skills and Roles,- Functions of Management – Functional Areas of Management, Essence of Managerial Job- Need and significance of Management. Process and functions of Management-features, Elements of management Process- Functions and responsibilities- Management theory and its practice- Merits and Limitations of Management Principles. Historical and Theoretical perspectives of Management: Introduction-Pre-scientific management Era (prior to 1880) Classical approach (1880-1930), Human relations approach, Behavioural science approach, Quantitative approach, systems approach, Contingency Approach.	06
2	PLANNING AND DECISION MAKING Planning – Nature concept and Importance of Planning- Types of Plans – Purposes of planning- Pervasiveness of planning-Philosophies of planning- approaches to planning-	05

	Levels of Planning - Steps in planning - Making Effective Plans- Planning and environmental uncertainty-Flexibility of plans- Techniques of planning, Advantages and limitations of planning- Obstacles to effective planning-Principles of planning- Objectives and Management By Objective (MBO) –Management By Exception (MBE) Policy and Strategy- Forecasting and Decision Making - Nature of decision making - Types of decisions – Decision Making Process –Models of decision making behaviour- role of creativity in decision making- Techniques of Decision making- Rational Perspectives and Behavioural Aspects of decision making- Principles of Effective Decision-making	
3	ORGANIZING: Concept and Process of organising- Nature and purpose – Importance of organising- Span of Management- Principles of Organization - Types of Organization - Organisational Structure and Design – Line, Staff and functional authority – Conflict between Line and Staff – Overcoming the Line-Staff Conflict. Departmentation - Span of control – Delegation of authority - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of authority- Organisational charts- Principles of Organising	05
4	ORGANISATIONAL STRUCTURE Introduction- Concept of organisational Structure-Factors determining organisational Structure-Functional areas of Business Organisations-The Horizontal Dimensions_ Departmentalisation- The Vertical Dimension- Management Hierarchy- The Concepts of Authority, Responsibility and Accountability- Traditional Organisation Structures- Modern Organisational Structures- Commercial and Non-commercial Organisations.	06
5	ORGANISATIONAL BEHAVIOUR: Introduction-Concept of organizational behaviour-Organisation as a Socio-technical system- Informal organisation- Reasons for emerging Informal Organisation- Organisational culture and climate- Status patterns in Organisations- Organisational Conflicts- Power and influence in Organisations- Concept and Bases of Power, Distinction: Power and Authority, Power Equalisation, Influence.- Organizational Development- Techniques	06
6.	LEADERSHIP& DIRECTION Introduction: Meaning and nature of leadership-Distinction between Leadership and Management-Functions of Leadership Leadership types and styles- Theories of Leadership- Leadership Effectiveness- Developing Leadership ability of managers. Nature of Directing function - Principles – Importance of Effective Direction – Motivating people at work – Early motivational theories,	02
7.	CONTROLLING AND SUPERVISION: Controlling - Concept, Nature and Importance - Essentials of Control - Requirements of an Effective Control System –Role of Communication in control- Behavioural Implications of Control – Techniques of Managerial control - Co-ordination – Need for co-ordination – Types of Co-ordination - Techniques of Coordination - Cooperation. Supervision – Position of a supervisor – Qualities of good– Essential requirements of effective supervision.	02
Text Books		
1. 1. Stoner, Freeman, Gilbert Jr. (2014). Management (6th edition), New Delhi: Prentice Hall India.		
Reference Books		

Reference Books:

1. Daft, R. L. (2009). Principles of Management (1st edition), Cengage Learning.
2. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). Principles & Practices of Management (11th edition). New Delhi: Kalyani Publishers.
3. Williams. Management, (International edition) South-western Cengage Learning.
4. John R. Schermerhorn. Management, Wiley-India 5. Koontz, H., &Wehrich, H. Essentials of Management, McGraw Hill Publishers.
6. L M Prasad, (2007). Principles and Practices of Management, Himalaya Publishing House 7. Rao, P.S. (2009). Principles of Management, Himalaya Publishing House.
8. Moshal, B.S. Principles of Management, Ane Books.

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Human Resource Management
Semester II

Course Code: MI BT012	Course Name
Credit: 04	Human Resource Management
Course pre-requisites	Semester I Minor in management

Course Objectives		
<p>The objectives of this course are</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM 2. Demonstrate competence in development and problem-solving in the area of Management 3. Provide innovative solutions to problems in the field of HRM 4. Be able to identify and appreciate the ethical issues in HR 5. Able to develop Human Values through value based education 		
Course Outcomes		
<p>On having completed this course student should be able to:</p> <ol style="list-style-type: none"> 1. Critically assess existing theory and practice in the field of HRM 2. Be able to evaluate HRM related issues in a global context 3. Apply the HRM tools in the modern day context 4. Work effectively with colleagues with diverse skills, experience levels and way of thinking 5. Demonstrate competence in communicating and exchanging ideas in a group context. 		
Course Content		
<i>Mod ule No.</i>	<i>Details</i>	<i>Hrs.</i>
1	<p>Introduction and Meaning - Definition of Human Resource Management - Features of HRM - Scope of HRM - Objectives of HRM - Importance of HRM - Need for HRM Approach- HRM and Personnel Management - Limitations of Human Resource Management - System Approach to HRM - Description of Line and Staff Functions - Functions of Human Resource Management - Role of HR Managers - Human Resource Management Practices in India.</p>	06
2	<p>Human Resource Planning : Introduction and Meaning - Definitions HRP - Features of Human Resource Planning - Need for Human Resource Planning - Objectives HRP - Importance HRP - The Methods of Human Resource Planning, Forecasting the Demand for Human Resources Preparing Manpower Inventory (Supply Forecasting) , Determining Manpower Gaps , Formulating HR Plans ,Responsibility for HRP, Factors Affecting Human Resource Planning , Types of Human Resource Planning , Short Term Human Resource Planning , Long Term Human Resource Planning</p> <ul style="list-style-type: none"> • RECRUITMENT : Introduction, Meaning and Definitions, Recruitment Policy , Situational Factors Affecting Recruitment, Recruitment 	05

	<p>Organisation, Sources of Recruitment: Internal Sources, External Sources, Methods of Recruitment, Recruitment Practices in India, Recent Trends in Recruitment PART I</p> <ul style="list-style-type: none"> ● SELECTION: Introduction, Meaning and Definition, Selection, Selection Process, Induction/Orientation 	
3	<p>Promotion, Transfer and Separation:</p> <ul style="list-style-type: none"> ● PROMOTION: Introduction, Meaning and Definition Of Promotion, Purposes of Promotion, Principles of Promotion, Types of Promotion: Seniority as a Basis of Promotion, Merit as a Basis of Promotion, Seniority-Cum-Merit Basis, Demotion: Causes of Demotion, Demotion Policy ● TRANSFER: Meaning and Definition of Transfer, Purposes of Transfer, Types of Transfer, Transfer Policy ● SEPARATIONS: Meaning of Separation, Types of Separation, ● PERFORMANCE APPRAISAL: Introduction, Meaning & Definition, Features of Performance, Objectives of Performance Appraisal, The Benefits of Performance Appraisal, The Performance Appraisal Process, Methods of Performance Appraisal, Problems with Performance Appraisal, Essential Characteristics of an Effective Appraisal System, Performance Appraisal Practices in India ● POTENTIAL APPRAISAL: Meaning of Potential Appraisal, Objectives of potential Appraisal. 	05
4	<p>Compensation Management: Concept of Compensation- Compensation Management- Objectives of Compensation Management Compensation Management Process- Essential Features of a Good Wage System- Systems of Wage Payment- Premium and Bonus Plan- Group Bonus Schemes- Co-partnership and Profit Sharing Schemes Job Evaluation, Objectives of Job Evaluation- Features of Job Evaluation- Process of Job Evaluation, Essentials for the Success of a Job Evaluation Programme- Benefits of Job Evaluation- Job Evaluation Methods- Training - Training vs. Development- Training Vs Education- Objectives of Training- Need for Training- Importance of Training- Method of Training.</p>	06
5	<p>International Human Resource Management: Objectives, Concept of International Human Resource Management (IHRM), Need for International Human Resource Management, Cultural Diversity, Workforce Diversity, Language Diversity, Economic Diversity Comparison of Domestic and International HRM, International Manager & International HR Activities, International Recruitment, International Selection, International Training and Development, International Performance Management, International Compensation Management, International Industrial Relations Globalisation and its Impact on Human Resource Management, Global Business Strategy-International HR Strategy Linkage, Types of Global Business Strategy, International HR Strategy,</p>	06
Text Books		

- **Human Resource Management: Text and Cases | 10th Edition Paperback – by [K Aswathappa](#) (Author), [Sadhna Dash](#) (Author) Pearson**
- **Human Resource Management, 16e Paperback – 15 November 2020 by [Gary Dessler & Biju Varrkey](#) (Author) Pearson**
- T.N.Chhabra- Human Resource Management (Dhanpat Rai & Co.)
- Recommended Reference Books:
- Lowin B. Flippo - Principles of personnel Management (Mc Graw-Hill)
- R.C. Saxena - Labour Problems and social welfare (K.Math & Co.)
- A Minappa and M. S. Saiyada - Personnel Management (Tata Mc. Graw-Hill)
- C.B. Mamoria - Personnel Management (Himalaya Publishing House, Bombay)
- T.N. Bhagotiwai - Economics of Labour and Industrial Relations (Sahitya Bhawan Agra)

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Reference Books

Reference Books:

- Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill, New Delhi,, Aswathappa,
 - HUMAN RESOURCE MANGEMENT, Tata McGraw Hill, New Delhi, 2010 Garry Dessler & Varkkey,
 - HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2009 Alan Price, HUMAN RESOURCE MANAGEMENT, Cengage Learning, New Delhi, 2007 Pravin Durai,
- HUMAN RESOURCE MANGEMENT, Pearson, New Delhi, 2010 Snell, Bohlander & Vohra,

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Financial Management Semester III

Course Code: MI BT013	Course Name	
Credit: 04	Financial Management	
Course pre-requisites	Semester II Minor in management	
Course Objectives		
<p>The objectives of this course are</p> <ol style="list-style-type: none"> 1. To know the various sources of finance 2. To understand the various uses for finance and Paper code: 3. To familiarize oneself with the techniques used in financial management. 		
Course Outcomes		
<p>On having completed this course student should be able to:</p> <ol style="list-style-type: none"> 1. Understand basic concepts of financial management and their application in investment, financing and dividend decisions. 2. Understand concepts of cost of capital, leverage analysis, capital structure and dividend theories and identify courses of action in financial environment that would result in maximization of wealth of an organization. 3. Understand management of working capital and estimate the same for an organization. 		
Course Content		
Module No.	Details	Hrs.
1	Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon’s Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).	08
2	Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.	08
3	Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.	08

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4	Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.	08
5	Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.	08
Term Work		

A total of 10 tutorials to be taken batch wise covering the entire syllabus.

Pedagogy: This course will apply multiple pedagogies like interactive lecture, students' discussions and PPTs, case studies, quizzes, role plays, Projects and other forms of experiential learning. One major project presentation will be part of evaluation.

Text Books	
<ul style="list-style-type: none"> ○ Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi , 2005. Chandra, Prasanna,. 	
Reference Books	
<ul style="list-style-type: none"> ○ FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. Bhabatosh Banerjee, ○ FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010 Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010 ○ Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, Ane, 2011. 	

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Marketing Management Semester IV

Course Code: MI BT014	Course Name
Credit: 04	Marketing Management

Course pre-requisites	Semester III Minor in management
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Course Objectives

The objectives of this course are

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyze and solve marketing problems in the complex and fast changing business environment.

Course Outcomes

On having completed this course student should be able to:

- 1 Demonstrate strong conceptual knowledge in the functional area of marketing management.
2. Demonstrate effective understanding of relevant functional areas of marketing management and its application.
3. Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.
4. Demonstrate understanding of various marketing strategies, pricing and channel decisions.
5. Demonstrate understanding of integrated marketing communication and evaluation of market performance and recent trends in marketing.

Course Content

Module No.	Details	Hrs.
1	Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.	08
2	Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,	08

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3	Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy	08
4	Channel Decision - Nature of Marketing Channels -. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.	08
5	Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.	08
Term Work		

Text Books	
K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, Tata McGraw-Hill Publication, New Delhi.2010	
Reference Books	
<p>Reference Books:</p> <p>K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, Tata McGraw-Hill Publication, New Delhi.2010</p> <p>Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, Prentice Hall of India, New Delhi. 2009</p> <p>Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, Prentice Hall of India, New Delhi,</p> <p>Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, Macmillan Business Books, New Delhi, 2002,</p>	

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