

Sardar Patel College of Engineering,
Andheri (West), Mumbai 400058



Bharatiya Vidya Bhavan's
SARDAR PATEL COLLEGE OF ENGINEERING
Government Aided Autonomous Institute under Mumbai University
Andheri (W), Mumbai - 400058



COURSE CONTENTS

Minor in Management

Regulation 23

Principles of Management

Course Code: MI-BT011	Course Name
Credit: 02	Principles of Management
Course pre-requisites	Semester IV (pursuing 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>Mod ule 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- Levels of Planning - Steps in planning - Making Effective Plans- Planning and environmental uncertainty-Flexibility of plans- Techniques of planning, Advantages and	05

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	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., & Weihrich, 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.

Human Resource Management

Course Code: MI-BT012	Course Name
Credit: 04	Human Resource Management
Course pre-requisites	Semester Principles of Management

Course Objectives		
i. To explain the significance of HRM and changing role of HRM ii. To explain the process of HRP, Recruitment and Selection, training and development iii. To illustrate the job evaluation and wage determination concepts. iv. To bring out the role of HR in organization's effectiveness and employee performance		
Course Outcomes		
1. To apply Human resource Management functions for effective management of organization and design job analysis and manpower forecasting techniques 2. Implement the techniques of recruitment, selection and interview and ability to conduct the recruitment process 3. Evaluate the training needs in the organization to design suitable training plan 4. Analyse HR rules for performance appraisal, career planning and rewards management.		
Course Content		
Module No.	Details	Hrs.
1	Introduction and Meaning - Introduction to HRM : Definition, Nature and Scope of HRM, Evolution of HRM, Objectives of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM Definition of Human Resource Management - Features of HRM, Importance of HRM - Need for HRM Approach- HRM and Personnel Management, Role of HR Managers - Human Resource Management Practices in India.	08
2	Human Resource Planning: HRP, Features of Human Resource Planning, Need for Human Resource Planning, Objectives HRP, Importance HRP, The Methods of Human Resource Planning, Factors Affecting Human Resource Planning, Types of Human Resource Planning, Short Term Human Resource Planning, Long Term Human Resource Planning, Demand and Supply forecasting, Factors Affecting HRP, Job analysis and Job Design • RECRUITMENT: Introduction, Meaning and Definitions, Recruitment Policy, Situational Factors Affecting Recruitment, Recruitment Organisation, Sources of Recruitment: Internal Sources, External Sources, Methods of Recruitment, Recruitment Practices in India, Recent Trends in Recruitment PART I • SELECTION: Introduction, Meaning and Definition, Selection, Selection Process, Induction/Orientation.	10
3.	Training and Development: Need for and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training	06

	evaluation, Executive Development, Concept of Career Development	
4.	Wages and salary Management: Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation.	06
5.	Promotion, Transfer and Separation: 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: Need for and Importance of Performance Appraisal, Performance Appraisal Process, Methods of Performance Appraisal • POTENTIAL APPRAISAL: Meaning of Potential Appraisal, Objectives of potential Appraisal.	10
6.	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.	10
7.	Overview of Employee Relations Management- Meaning and importance of Employee Relations Management, Employee Relation Management Tools, Issues in Employee Relation Management	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)

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Seema Sanghi	Human Resource Management	2011	Macmilan Publication,

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2 – National	V.S.P. Rao	Human Resource Management	2006	Excel Books
3 – National	. K. Ashwathappa	Human Resource Management	2007	Tata McGraw--Hill
4 – International	Gary Dessler, Biju Varkey	Human Resource Management	2016	Pearson Publication, 12 th Edition
5 – International	Ronald J. Burke Cary L Cooper	Reinventing Human resources Management: Challenges and new Directions	2005	Routledge Place of Publishing London

Online Resources:

Online Resources No	Web site address
1	https://hbsp.harvard.edu/cases/
2	https://open.umn.edu/opentextbooks/textbooks/human-resource-management
3	https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm
4	https://www.citehr.com/
5	https://www.hr-guide.com/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/specializations/human-resource-management
2	https://swayam.gov.in/nd1_noc20_mg15/preview
3	https://alison.com/course/introduction-to-modern-human-resource-management
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Financial Management

Course Code: MI-BT013	Course Name	
Credit: 04	Financial Management	
Course pre-requisites	Semester II Minor in management	
Course Objectives		
The objectives of this course are		
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		
On having completed this course student should be able to:		
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
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	08

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	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.	
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	
○	Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi , 2005. Chandra, Prasanna,.
Reference Books	
○	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.

Marketing Management

Course Code: MI-BT014	Course Name
Credit: 04	Marketing Management
Course pre-requisites	Semester III Minor in management

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
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

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

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