**Programme Structure & Detailed Course Syllabi**

**Bachelor of Commerce (B.Com-Hons.)**

**Common for the Batch 2021-2024**

**School of Management & Commerce**



(Established under Sanskriti University Uttar Pradesh Act No. of 2016)

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| **BCH104** | **MANAGEMENT PRINCIPLES AND APPLICATIONS** | **L** | **T** | **P** | **C** |
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**COURSE LEARNING OBJECTIVES:**

1. To provide the student with an understanding of basic management concepts, principles and practices
2. To setup and how business run with effective leadership and motivation

**COURSE CONTENT**

**UNIT 1: INTRODUCTION [12 Sessions]**

Concept: Need for study; Managerial functions – An overview; Coordination – Essence of management, Evolution of Management Thought: Classical approach – Taylor, Fayol, Neo classical and Human relations approach – Hawthorne experiments, Behavioral approach, Systems approach, Contingency approach, MBO, Re-engineering, Five-force analysis, Learning Organization, Fortune at the Bottom of Pyramid.

Trends and Challenges of Management in Global Scenario, Emerging issues in management.

**UNIT II: PLANNING [12 Sessions]** Types of Plan – An overview, Strategic planning – Concept, process, Importance and limitations; Growth strategies – internal and external, Environmental analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP, BCG Matrix, Competitor Analysis), Business environment - Concept and components

Decision-making – Concept, importance, group decision making, Individual versus group decision making, Decision making process, perfect rationality and bounded rationality, techniques (qualitative and quantitative, MIS, DSS)

**UNIT III: ORGANIZING** **[12 Sessions]**

Concept, Process of organizing – An overview, span of management, different types of authority (line, staff and functional), decentralization, delegation**,** Formal and informal organization, Principles of organizing,Types of organization structure

**UNIT IV: STAFFING AND DIRECTING [12 Sessions]**

Concept of staffing - Recruitment and Selection; Orientation; Training and Development; Career Development; Performance Appraisal

Motivation – Concept, importance, intrinsic and extrinsic motivation; Major motivation theories - Maslow’s need hierarchy theory, Hertzberg’s two factor theory, McGregor’s Theory X and Theory Y, Ouchi’s Theory Z

Leadership – Concept, importance; Major theories of leadership (Likert’s scale theory, Blake and Mouton’s Grid theory, House’s path goal theory, Fred Fielder’s situational leadership), Transactional leadership, Transformational leadership, transforming leadership

Communication – Concept, purpose, process; Oral and written communication; Formal and informal communication networks; Barriers to communication, overcoming barriers to communication

**UNIT V: CONTROLLING [12 Sessions]**Concept, process, limitation, principles of effective control, Major techniques of control - Ratio analysis (ROI), budgetary control, EVA, MVA, PERT and CPM

**COURSE LEARNING OUTCOMES:**

On completion of this course, the students will be able to:

1. Understand the concept of management and its managerial perspective
2. Analyze complex managerial aspects arising due to ground realities of an organization.
3. Gain knowledge of contemporary issues in management principles and various approaches to resolve those issues

**TEXT BOOKS:**

1. Koontz, H. and Weihrich, H.Essentials of Management, Pearson Education

2. Robbins, S. and Coulter, M.Management, Pearson Education

3. Robbins, S. P.Decenzo, D.A., Bhattacharya, S. and Agrawal, M.M., Fundamentals of Management: Essentials, Concepts and Applications, Pearson Education

4. Drucker P. F., Practice of Management, Mercury Books, London

**REFERENCE BOOKS:**

1. Singh, B.P. and Singh, A.K., Essentials of Management, Excel Books

2. Chhabra, T.N., Essentials of Management, Sun India

3. Griffin, R.W., Management Principles and Application, Cengage Learning

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| **BCH211** | **TRAINING AND DEVELOPMENT** | **L** | **T** | **P** | **C** |
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**COURSE LEARNING OBJECTIVES:**

1. To influence employee attitudes and perceptions toward learning or organizational change
2. To learn physical skills, like using physical machinery quickly and efficiently

**COURSE CONTENT**

**UNIT I**: **TRAINING AND LEARNING [15Sessions]**

Concept of training and learning, the learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

**UNIT II:TRAINING NEEDS ASSESSMENT AND CURRICULUM DEVELOPMEN [15Sessions]**

Identification of Training and Development needs, training needs assessment-various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques, Assessing curriculum needs, curriculum standards, matching organizational training needs, Developing training materials.

**UNIT III:TRAINING METHODS [15Sessions]**

Three Stages of training (Preparatory, implementation and follow up stage), on the job and off-the job methods, experiential versus non-experiential methods

**UNIT IV: EVALUATION OF TRAINING AND DEVELOPMENT, AND EMERGING PATTERN [15Sessions]**

Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training, Emerging Pattern of Training and development in India, Two Indian case studies to be discussed in the class

**COURSE LEARNING OUTCOMES:**

On completion of this course, the students will be able to:

* 1. Develop critical and reflective thinking abilities.
  2. Understand decision-making and personal accountability.
  3. Demonstrate a commitment to social justice.
  4. Understand group dynamics and effective teamwork.

**TEXT BOOKS:**

1. Prior John, Handbook of Training and Development Jaico, Publishing House,Bombay.
2. Donald F. Michalak and Edwin G. Yager, Making the Training Process Work, Harper and Row, New York.

**REFERENCE BOOKS:**

1. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods, Houston, Gulf Publishing Co.
2. Lynton R, Pareek, U, Training for Development, New Delhi, Vistaar