

**MBA- Part-I Sem-I**  
**101–Principles of Management /MBAM1101T**

**Course Overview**

The overall objective of this course is to familiarize the students with management concepts in the organization.

<b>Program Name:</b> M.B.A.(Regular) Part-I (Semester-I)	<b>Program Code:</b> MBAM2PUP
<b>Course Name:</b> Principles of Management	<b>Course Code:</b> MBAM1101T
<b>Course Outcomes:</b> The course is designed to provide students with overviews of basics of business management concepts. The main aim of this is to provide the basic understanding of management functions to the future managers. After completing this course, the students' would be able to:	
CO1	Understand the concepts related to business management.
CO2	Demonstrate the roles skills and functions of management.
CO3	Analyse the affective application of managerial concepts to solve organizational problems and develop managerial decisions.
CO4	Outline the historical evaluation of management theories and models.
CO5	Implementation knowledge of tools and techniques of management applications.

**Course Syllabus**

**Group-I:**

**Introduction Concept of Management, Management:** Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

Planning and Organizing Concept of planning, Significance of planning, Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. MBO, Management by Exception.

**Group-II:**

**Decision Making:** Strategies of decision making, Steps in rational decision making process, Factors influencing decision making process, Psychological bias and decision support system. Organizing: Defining organising, Principles of organising, Process of organising, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. Informal organization.

**Staffing, Directing and Motivation Staffing:** Concept, Objective of staffing, System approach to staffing, Manpower planning. Directing: Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor.

**Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned article from journals and magazines.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up, due before the start of class, covering the Case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts:**

- Harold Koontz, Heinz Weihrich, Mark V. Cannice (2020), Essentials of Management - An International, Innovation and Leadership Perspective, 11th Edition McGraw Hill Education
- Callie Daum (2020), Principles of Management Essentials You Always Wanted To Know, Second Edition, Vibrant Publishers.
- Koontz H. and Weihrich H., *Essentials of Management*, McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The III<sup>rd</sup> group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-I Sem-I**  
**102- Accounting for Management/MBAM1102T**

<b>Program Name:</b> M.B.A. (Regular) Part-I (Semester-I)	<b>Program Code:</b> MBAM2PUP
<b>Course Name:</b> Accounting for Management	<b>Course Code:</b> MBAM1102T

**Course Outcomes:**

The objective of the course is to familiarize the students with the theories, rationale, and principles of Accounting. The course is designed to provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance, Managers virtually need to acquire such knowledge for application in their day-to-day managerial decision making. Upon successful completion of course, the student will be able to:

<b>CO1</b>	Understand the basic concepts of Accounting in detail.
<b>CO2</b>	Understand most relevant methods and branches of Accounting.
<b>CO3</b>	Understand the tools of financial analysis.
<b>CO4</b>	Prepare various accounting statements useful in financial decision making.

**Course Overview**

The objective of this course is to acquaint the students of basic tools and techniques of accounting. The course will help students to develop basic understanding which would help them to understand various finance related concepts and will also help them in allied papers in subsequent semesters. This course also covers all major branches of accounting. The course is designed to provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance, Managers practically need to acquire such knowledge for application in their day-to-day managerial decision making.

**Course Contents**

**Group-I:**

**Foundations of Financial Accounting:** Introduction to Financial Accounting. Accounting Mechanics, Process and System. Nature of Accounting Information, Users of Accounting Information, Scope of Accounting, Accounting Concepts and Principles.

Introduction to Book Keeping and Record Maintenance. The Concept of Double Entry and Fundamental Principles, Journal Entries, Ledger, Trial Balance, Purpose, Structure and Limitations.

**Financial Statements:** Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (Simple Problems).

**Group-II:**

**Introduction to Management Accounting:** Management Accounting and its Interrelationship with Financial Accounting, Ratio Analysis, Its meaning and Types of Ratios, Solvency Ratios, Liquidity Ratios, Leverage Ratios & Profitability Ratios (Simple Problems).

**Cost Concepts:** Introduction to Basic Cost Concepts, Cost Volume Relationships, Marginal Costing, Break-Even Analysis.

**Cost Controlling Techniques:** Budgetary Control System, Production budget, Flexible budget, Cash budget, Sales budget, Zero base budgeting, Behavioural Aspects of Budgeting.

**Pedagogy:**

A variety of teaching and learning techniques can be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments can be used to develop conceptual and analytical skills and to prepare the students to face the challenges of the complex business environment. There will be assignment based on practical analysis of financial statements of different companies. Field assignments to accounting departments of companies and guest lecturers of accounting professionals can be arranged. The teacher should assess the students' performance through a continuous system of tests and quiz tests to ensure highest academic standards as well as practical orientation.

**Case/Class Assignment:**

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

**Class Participation:**

Attendance will be taken in each class. Class participation is scored for each student for each class as per university norms.

**Text and Readings:** Students should focus on material presented in lectures. The mandatory text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Charles T. Horngren, and Srikant M. Datra (2012). *Cost Accounting: A Managerial Emphasis*, Pearson, Chennai, 14th Edition.
- Charles T. Horngren et al. (2014). *Introduction to Management Accounting*, Pearson India, Chennai, 16th Edition.
- M.Y. Khan & P.K. Jain (2017). *Management Accounting: Text, Problems and Cases*, McGraw Hill
- Robert Anthony, David F. Hawkins and Kenneth A. Merchant (2013). *Accounting-Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 13th Edition. Education, Seventh Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The III<sup>rd</sup> group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA- Part-I Sem-I**  
**103 - Business Environment/MBAM1103T**

<b>Program Name:</b> M.B.A. (Regular) Part-I (Semester-I)	<b>Program Code:</b> MBAM2PUP
<b>Course Name:</b> Business Environment	<b>Course Code:</b> MBAM1103T

**Course Outcomes:** The objective of this course, is to enable the students to analyse different types of legal, political, economic systems influencing business. The study of Business environment also covers an introductory knowledge of Indian legal concepts and its application in the Business.

**PSO 1:** To understand the nature and Scope of Business environment. Students should know the current business environment so that they can think the future of the business in such environment.

**PSO 2:** To provide the information that is required to take the business decisions based on that information regarding Sale, Purchase and Price keeping in mind competitor, suppliers and the customers.

**PSO 3:** For drafting new policies for the smooth functioning of business, scanning the business through business environment.

**PSO 4:** For making technological planning to meet the changing business requirements as technology driven businesses are more sustainable in these days.

**Course Syllabus**

**Group-I:**

**Concept of Business Environment:** Techniques for Environment Analysis, Elements of Environment: Internal and External, Societal Environment: Business and Society, Social Responsibility of Business, Political and Government Environment, Demographic Environment, Technological Environment, Economic Environment: Types of Economies, Economic Policies- Industrial policy, Fiscal Policy, Monetary Policy, Privatization and Disinvestment, Demonetization and GST, Its impact of on Economy, Liberalization and Globalization. WTO and Intellectual Property Rights, Competition Act-2002, Information Technology Act-2000, FEMA-2000, Money and Capital Markets, Introduction to Financial Institutions, Foreign Trade: EPZs, EOUs, TPs and SEZs.

**Group-II:**

**Security Exchange Board of India (SEBI):** Objectives, Powers and Functions, Consumer Protection Act, 1986-Rights and Remedies, NGOs: Types and Role In Promoting Consumer Awareness. Legal Environment: Nature of Company, Types of Companies, Formation of Company, Memorandum of Association, Article of Association, Doctrines of Ultra Vires, Meetings, Functioning of Board of Directors, Management Frauds, Winding up, Contract Act: Introduction, Types of Contracts, Essentials of a Valid Contract, Sale of Goods Act: Introduction, Essentials of a Contract of Sale, Principle of Caveat Emptor ISO 9000 and ISO 14000, Global Outsourcing, Public, Private and Co-Operative Sectors of Indian Economy.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

**Pedagogy:**

The instructor is expected to use leading pedagogical approaches in the class room situation. Research based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project-based learning.

**Case/Class Discussion Assignments:**

Students will work in groups of upto four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case.

**Class Participation:**

Attendance will be taken in each class. Class participation is scored for each student for each class.

**Recommended Texts and Readings:** Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Paul, J. (2018). *Business Environment*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 4<sup>th</sup> Edition.
- Cherunilam, F. (2019). *Business Environment*, Himalaya Publishing House, Mumbai.
- Aswathappa, k. (2021). *Essentials of Business Environment*, Himalaya Publishing House, Delhi, 15<sup>th</sup> Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The III<sup>rd</sup> group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”



**MBA- Part-I Sem-I**  
**104- Managerial Economics/MBAM1104T**

**Program Name:** M.B.A. (Regular) Part-I (Semester-I)

**Program Code:** MBAM2PUP

**Course Name:** Managerial Economics

**Course Code:** MBAM1104T

**Course Outcomes** This course will provide basic understanding of the micro and macro concepts and techniques, which are helpful in business decision making. This course will

- (1) Describe how changes in Demand and Supply effect markets.
- (2) Explain the relationship between production and costs.
- (3) Understand how different market structure works.
- (4) Explain how important macro aspects effect business decisions.

**Group-I:**

Managerial Economist's Role and Responsibilities. Demand Theory and Analysis including Determinants of Demand. Demand Elasticities - Price, Income, Cross and Advertising; Their use in Managerial Decision Making. Marginal Utility Analysis, Demand Forecasting: Methods and their Application. Market Mechanism: Interaction of Demand and Supply Forces. Production Analysis, Cost Analysis: Cost Concepts and Determinants of Cost, Revenue Concepts.

**Group-II:**

Pricing under different market structures: Perfect Competition, Monopoly, Oligopoly (Collusion and Cartels, Price leadership model, Kinky demand curve) and Monopolistic Market Structure. Role of Macro Economics for managerial Decision-making. Different Economic Systems, Concept of National Income: GDP, GNP, GDP (at Market price) Investment Multiplier, Concept of Inflation, Business cycles.

**Note:**

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of faculty in every paper.

**Pedagogy:**

The instructor is expected to use leading pedagogical approaches in the class room situation. Research-based methodology, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project based learning.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case

**Class Participation:**

Attendance will be taken in each class. Class participation is scored for each student for each class.

**Recommended Texts and Readings:**

Students should focus on material presented in lectures.

The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Dominick Salvatore adapted by Ravikesh Srivastava, Managerial Economics Principles and Worldwide Application Oxford Higher Education/Oxford University Press 2012. 7th edition.
- Edwin Mansfield, W. Bruce Allen, Neil A. Doherty, Keith Weigelt, Managerial Economics: Theory, Application and Cases, W. W. Norton & Co. Inc., 8th Edition
- David Begg, Stanley Fisher, Rudiger Dornbusch, Economics, McGraw-Hill Book Company Limited (U.K.).
- W.W. Haynes, V.L. Mote and S. Paul, Managerial Economics: Analysis and Cases, Feffer and Simons Pvt. Ltd., Bombay.
- Michael Bays; Mote, Paul and Gupta, Managerial Economics: Concepts and Cases, Tata McGraw-Hill Publishing Company Limited, New Delhi, 34th Edition.
- G Geetika, Piyali Ghosh and Purba Choudhury, Managerial Economics, Tata McGraw-Hill Publishing Company Limited, New Delhi, 3<sup>rd</sup> edition

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The III<sup>rd</sup> group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”



**MBA- Part-I Sem-I**  
**105-Management Science/MBAM1105T**

**Program Name:** M.B.A. (Regular) Part-I (Semester-I)

**Program Code:** MBAM2PUP

**Course Name:** Managerial Economics

**Course Code:** MBAM1105T

***Course Outcomes***

The Objective of the course is to acquaint the students with a general understanding of mathematical sciences.

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

1. learn how to apply this knowledge in areas relevant to business and finance,
2. learn to apply these compact, consistent and powerful tools in the fields of Economics, Commerce and Industry.

**Course Syllabus**

**Group-I:**

**Linear Programming:** Concepts, Formulation of LP Models, Solution of LP Models (Maximization and Minimization Problems) using Graphical Techniques and Simplex Method, Duality, Applications to Business Management.

**Transportation Problems:** Concepts, Methods of Finding Feasible Solutions (N-W Corner Rule, Least Cost Cell, Vogel's Approximation Method), Optimality Tests–Stepping Stone Method and Modified Distribution Method, Degeneracy, Unbalanced Problems, Maximization Problems.

**Assignment Problems:** Concepts, Hungarian Technique, Unbalanced Problems, Maximization Problems, Crew Assignment Problems.

**Group-II:**

**Game Theory:** Concepts, Solutions of 2-person Games, Pure & Mixed strategy games, Odds Method, Dominance Method, Sub Games Method, Equal Gains Method, Graphical Technique.

**Determinants & Matrices:** Introduction to Matrices, Types, Adjoint and Inverse of a Matrix, Solving Simultaneous Linear Equations up to 3 Variables using Matrices (Matrix Inverse Technique). Introduction to Determinants, Solution of Determinants, Solving Simultaneous Linear Equations up to 3 variables using Determinants (Cramer's Rule), Managerial Applications.

**Replacement Theory:** Introductory Concepts, Individual Replacement: Replacement of Items that Deteriorate with time (With & Without change in Money Value), Group Replacement: Replacement of Items that break down suddenly.

***Pedagogy:***

Extensive use of technology in the classrooms, Online modules of MOOCs, Research Based teaching, use of concerned Article from journals and magazines.

***Case/Class Discussions:***

Students will work in a group to prepare a brief write-up, due before the start of class covering the case study. Question in the case study would include the quantitative analysis of the problem solving and decision-making.

***Class Participation:***

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts:**

- Baruah, Srinath, *Basic Mathematics and its Application in Economics*, Macmillan India Ltd, 2<sup>nd</sup> Ed.
- Hillier, Fredrick S. and Lieberman, Gerald J., *Operations Research*, Tata McGraw Hill, 2006, 8th Ed
- Anderson, Sweeney, Williams, *An Introduction to Management Science: Quantitative Approach to Decision Making*, South Western Cengage Learning, 11<sup>th</sup> Edition.
- Swarup, K., Gupta, P.K. and Mohan, M., *Operations Research*, Sultan Chand & Sons, 2006.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The III<sup>rd</sup> group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

## **MBA- Part-I Sem-I**

### **106- Organizational Behavior/MBAM1106T**

#### **Course Overview**

The objective of this course is to help students understand the conceptual framework of organizational behaviour and correlate them to manage 21st century organizations.

<b>Program Name:</b> M.B.A. (Regular) Part-I (Semester-I)		<b>Program Code:</b> MBAM2PUP
<b>Course Name: - Organizational Behavior</b>		<b>Course Code:</b> MBAM1106T
<b>Course Outcomes:</b> The course is developed keeping in mind the conceptual framework of the discipline of organizational behaviour and its practical applications in the organizational set up. By studying this course, the students would be able to:		
<b>CO1</b>	Understand the basic concepts of organizational behaviour and its applications in contemporary organizations.	
<b>CO2</b>	Understand the role of individuals, groups and structure in achieving organizational goals effectively and efficiently.	
<b>CO3</b>	Develop creative and innovative ideas that could positively shape the organizations.	
<b>CO4</b>	Accept and embrace working with different people from different cultural and diverse backgrounds in the workplace.	
<b>CO5</b>	Evaluate, analyse and implement theories and models of organizational behaviour at the workplace.	

#### **Course Syllabus**

##### **Group-I:**

**Organizational Behaviour:** Organisational behaviour -concept and significance; Relationship between management and organizational behaviour; organizational culture, Attitudes; Perception; Learning; Personality and values; emotions and moods. Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory. Leadership: Concept; Leadership styles; Theories -trait theory, behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership.

##### **Group-II:**

**Group Dynamics and Team Development:** Group dynamics -definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

**Organizational Conflict and Negotiations:** Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict. Organizational Development: Concept; Need for change, resistance to change; Theories of planned change; organization change and stress management, Organizational diagnosis.

#### **Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned article from journals and magazines.

#### **Case/Class Discussions:**

Students will work in a group to prepare a brief write-up, due before the start of class, covering the Case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts:**

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra (2018), Organizational Behaviour, 18th Edition, Pearson Education.
- P. G. Aquinas (2019), Essentials of Organisation Behaviour, Excel Books
- Koontz H. and Weihrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

“As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows: -

- “The external paper will carry 50 marks and would be of three hours’ duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”



## **MBA- Part-I Sem-I**

### **108 - Seminar on Environment & Business/MBAM1108P**

**Course Outcome:** The objective of this course is to promote the thinking level and creativity among the students which can't be developed during ordinary classes. To boost the confidence among students keeping in mind their spoken, writing and listening skills, the key traits demanded by the industry. It enables the students to collect, organize and present the information in a systemic way. Seminars helps to infuse confidence among the students in such a way that they keep their ideas/ suggestions before the Authority/Management in a logical manner without hesitation.

**PSO 1:** To enable the students to work on sustainable development keeping in mind the various aspects of the society.

**PSO 2:** To strive to work on the optimum utilization of scarce natural resources while promoting the idea of recycle and reuse of available resources, keeping in mind the safety and security of the ecology and environment.

**PSO 3:** To give an idea of the various changes and strategies such as Merger, Acquisition along with Government policies that are being adopted by the companies and its impact on the business.

**PSO 4:** To make the students aware about the various certificates, documentation and clearance required to commence the business or a company.

#### **Course Syllabus**

##### **Group-I:**

**Environmental Management:** Fundamentals-Sustainable Development, Implications of Human Population Growth, Limits to Growth; Environment and Business Schools.

**Energy Management:** Fundamentals-Fossil Fuels Use, Energy Production and Trade, Energy Balance.

**Ecosystem Concepts:** Basic Concepts and their Application in Business, Industrial Ecology and Recycling Industry.

**Environmental Management System:** EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for Establishing Industry.

##### **Group-II:**

**Environmental Management and valuation:** Environmental Accounting, Economics-Environmental Taxes Shifts, GST and Demonetization, Green Funding, Corporate Mergers.

**Environmental Ethics;** Environmental Management Trade & Environmental Management, Debt and Environment, GATT/WTO Provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGOs, PIL .

**Pollution & Waste Management** - Air, Water, Land Pollution, Trade in Wastes.

**Water, Forest & Biodiversity Management:** Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

#### **Pedagogy:**

The instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar report has to be submitted in the form of hard copy by each student and they are supposed to present it individually in the class. Students are supposed



to make effective presentations by using multimedia (power point presentations, audio and visuals).

**Class Participation:**

Class participation includes asking questions to the presenter after presentation is over and also adding your views to the topic (By the class as well as by the Teacher) . Class participation is scored for each student for each class.

**Recommended Texts and Readings:** Students should go through various research papers, articles and newspapers to make their seminar report. Following text books can be used for their reference:

- Pailwar V.K (2014), Business Environment, Prentice Hall India Learning Private Limited
- Francis Cherunilam (2018), Business Environment Text and Cases 27th Revised Edition, Himalaya Publishing House.
- Paul (2017), Business Environment, Fourth edition ,McGraw Hill Education;

**Recommended Texts and Readings:** Students should go through various research papers, articles and newspapers to make their seminar report. Following text books can be used for their reference:

- Pailwar V.K (2014), Business Environment, Prentice Hall India Learning Private Limited
- Francis Cherunilam (2018), Business Environment Text and Cases 27th Revised Edition, Himalaya Publishing House.
- Paul (2017), Business Environment, Fourth edition, McGraw Hill Education;

**Scheme of Examination:**

- English shall be the medium for report writing and presentation.
- Seminar subject carries 100 marks of internal assessment and there will be no external examination for subject. The break up of 100 marks is as follows:
  - a. Report Writing -25 marks
  - b. Presentation -25 marks
  - c. Question Handling-15 marks
  - d. Class Participation / Attendance- 25 marks
  - e. Chairperson- 5 marks
  - f. Reporting- 5 marks
- The minimum marks for passing the examination for each semester shall be 40% in aggregate.  
A minimum of 75% of classroom attendance is required.