

## REGULATIONS FOR 2 YEAR FULL TIME MBA (DAY) PROGRAM

### 1. TITLE

These regulations shall be called as Academic Regulations of the MBA Degree course (Day & Evening) of Bengaluru Central University, from academic year 2019- 20 onwards, under Choice Based Credit System (BCU-PG-CBCS, 2018) of Faculty of Commerce and Management under Bengaluru Central University, Bengaluru and the Degree called as Master of Business Administration.

### 2. EXTENT OF APPLICATION

These regulations will apply to Post Graduate Program in Management called MBA ( Master Of Business Administration) being offered by the PG Department of Management Studies, Bengaluru Central University and all the colleges affiliated to the Bengaluru Central University having obtained the approval of this university and AICTE subject to complying with all the requirements and conditions laid down by these regulatory bodies.

### MASTER OF BUSINESS ADMINISTRATION (CHOICE BASED CREDIT SYSTEM) (MBA-CBCS FROM ACADEMIC YEAR - 2019 - 20 ONWARDS)

### 3. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE FOR MBA (DAY & EVENING)

#### MBA DAY

- A graduate degree under 10+2+3, 10+2+4 or 10+2+5 pattern under any discipline securing at least 50% marks in the aggregate including languages from a recognized University of UGC in India or abroad.
- Degrees from abroad should be accepted as equivalent to the Degree offered by any University in India by the UGC and as approved by AIU and Bengaluru Central University.
- In case of SC/ST/Cat-I candidates, there will be a relaxation of 5% in the aggregate marks obtained in the under graduate Degree set as minimum eligible marks (50%) for admission into MBA Course.
- All admissions to Post Graduate Department of Management and its affiliated colleges will be made through an entrance test conducted by appropriate body duly constituted and duly approved by Government of Karnataka and State Level

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Counselling board on the basis of Rank /Merit and the reservation rules based on seat matrix as announced by the Government of Karnataka shall be strictly adhered to.

### **MBA EVENING**

- A graduate degree under 10+2+3, 10+2+4 or 10+2+5 pattern under any discipline securing at least 50% marks in the aggregate including languages from a recognized University of UGC in India or abroad.
- Degrees from abroad should be accepted as equivalent to the Degree offered by any University in India by the UGC and as approved by AIU and Bengaluru Central University.
- Candidates who pass bachelor/master degree in any university system in single sitting pattern are not eligible.
- In case of SC/ST/Cat-I candidates, there will be a relaxation of 5% in the aggregate marks obtained in the under graduate Degree set as minimum eligible marks (50%) for admission into MBA Course.
- A minimum of two years of full-time work experience after graduation in any public/private sector organization is essential
- In case of teaching/non-teaching staff working in the university or affiliated colleges, a two/five years of full-time teaching/administrative experience is essential
- All admissions to Post Graduate Department of Management and its affiliated colleges will be made through an entrance test conducted by appropriate body duly constituted and duly approved by Government of Karnataka and State Level Counselling board on the basis of Rank /Merit and the reservation rules based on seat matrix as announced by the Government of Karnataka shall be strictly adhered to
- In case of unfilled seats from KEA, the admission to the program will be effected through admission test conducted by Bengaluru Central University

#### **4. DURATION OF THE COURSE**

The duration of the MBA Day & Evening program shall extend to over 4 semesters spanning over a period of 2 years. Each year shall have two semesters of 16 weeks duration and shall have not less than 90 working days of classroom teaching, internship and master thesis. At the end of each semester there will be end semester university examination conducted by the university.

## 5. MEDIUM OF INSTRUCTION

The course being a professional course and having Global connotation the medium of instruction for MBA Course Day and Evening examination shall be in English medium only.

## 6. MINIMUM CREDITS AND MAXIMUM CREDITS

- 6.1 There shall be four categories of papers viz., Core and Compulsory paper, Soft Core paper, Specialization paper and Open Elective paper. The Open Electives are the University approved papers offered by other Departments of Bengaluru Central University and the student is required to undergo one course from other Department.
- 6.2 The credits for each of Compulsory paper and specialization paper may vary from 2 to 4 credits. In case of open electives and Soft Core, each paper shall be of 2 credits. A student is required to opt for one open elective paper in 3<sup>rd</sup> Semester. The list of papers available will be intimated from time to time.

One credit is equivalent to 15 contact hours

## 7. ATTENDANCE

- 7.1 The candidate who does not put in minimum stipulated attendance of 75% aggregate of all the subjects put together in a semester shall not be eligible to appear for the end exam in that semester and the candidate has to re attend the classes along with subsequent batch and satisfy the minimum requirement for appearing in that particular end semester examination.
- 7.2 The statement of attendance shall be displayed on the Notice Board by the Department/School/Institution at end of every month for information of students.
- 7.3 Five marks in Internal Assessment is earmarked for the attendance percentage as a motivation for the students to attend classes regularly.



## 8. SEMESTER-WISE CREDIT DISTRIBUTION:

8.1 The table shows the semester wise credit with total credits

Category	Sem 1	Sem 2	Sem 3	Sem 4	Total Credits
Compulsory Core Papers	24	24	6	-	54
Soft Core Papers	2	2	-	-	4
Specialization Subjects	-	-	20	20	40
General Open Elective	-	-	2	-	2
Industry Internship Program	-	-	2	-	2
Master Thesis	-	-	-	4	4
<b>Total</b>	<b>26</b>	<b>26</b>	<b>30</b>	<b>24</b>	<b>106</b>

## 9. SCHEME OF EXAMINATION

### A) Internal Assessment Test

9.1A Each course will have two components as part of assessment i.e. the First Being Internal Assessment Test and Second being Semester end exams. The Internal Assessment (IA) is based on the continuous internal assessment. There shall be two internal tests conducted for each paper.

9.2A Each paper will carry 100 marks of which 30 marks will be for Internal Assessment and remaining 70 marks for written examination (UE) to be held at the end of each semester.

9.3A The components of Internal Assessment for 30 Marks are as follows:

1 <sup>st</sup> and 2 <sup>nd</sup> Semester	Marks
Attendance	5
Two Internal test	10
Assignment	5
Case Presentation	5
Quiz on Business and Current Affairs	5
<b>Total</b>	<b>30</b>
<b>Marks for Attendance</b>	
% of Attendance	Marks
75-79 %	1
80-84 %	2
85-89 %	3
90-94 %	4
95-100 %	5

The BOE will monitor the process of Internal assessment test (Issue of Time table, preparing and transmitting the question paper via e-mail, followed by surprise check by BOE Members). The Directors of B-Schools are required to maintain the records pertaining to internal assessment tests.

## **B) Final Examination**

**9.1B** There shall be a University examination (Theory) at the end of each semester in the prescribed papers which carries 70 marks for 3 hours. (Internal Assessment: Online examination might be introduced subject to approval of appropriate Bodies of Bengaluru Central University in the course of present scheme.)

**9.2 B** For the employability skill development papers, the students are required to undertake the prescribed skill development exercises. The concerned institution shall submit the records of the exercises to the university. The university authority will pay surprise visits to the institutions for checking the employability skills possessed by the students by virtue of undertaking the exercises on the subject.

**9.3 B** Specific guidelines for practical examinations will be issued by PG Department of Management from time to time.

## **10. TIME LIMIT FOR COMPLETION**

10.1 The candidate shall complete programme within the period as prescribed in the regulations governing the maximum period for completing MBA programmes from the date of admission. It is generally twice the number of years of the stipulated minimum duration of the programme which is 4 years.

## **11. MINIMUM GRADE FOR A PASS**

11.1 A candidate shall be declared to have passed the MBA program if he/she secures at least a CGPA of 4.0-5.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / internship / master thesis / viva-voce.

11.2 The candidate who pass in all the papers in first attempt in all four semesters is eligible for ranks provided they secure at least CGPA of 6.0-7.0(Alpha-Sign Grade A).

11.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible to receive the degree only on completion of all the lower semester examinations.

11.4 A candidate who passes the semester examinations **in parts** is eligible for only Class / CGPA and Alpha Sign Grade but **not be eligible for rank**.

11.5 The candidate must secure a minimum of 40% of the total marks awarded as internal components (30 marks) which shall mean there will be a minimum prescribed 12 marks which the student has to secure to pass in internal assessment.

11.6 A Candidate who fails in the Master Thesis and viva-voce exams, he/she shall re-submit and re-appear in the Master Thesis and viva-voce and pass the examination subsequently. Each student would be given a chance/attempt to clear. The supplementary examination is conducted for Odd semester along with Odd semester and Even semester with Even semester.

## 12. INDUSTRY INTERNSHIP

12.1 Each candidate should undertake an internship for a period of four weeks immediately On completion of the second semester examination and submit a bound copy of the report in III Semester. The student is required to select an organisation and identify a problem area and come out with solutions to the problem. A report containing the analysis of the problem and the solutions is to be carried out under the guidance of a faculty of the institution and industry. This could involve a desk study/data analysis/technology enabled assignment/enterprise resource planning/live case study/extension work or exploration of an idea or its implementation. Specific guidelines including Format of the report shall be issued by PG Department of Management Studies, Bengaluru Central University from time to time.

12.2 The industry internship program shall carry 50 marks, of which the internship report shall carry 25 marks and 25 marks for viva voce. The student has to secure a minimum of 25 marks out of 50 marks to pass in the internship program. The viva-voce and the internship report will be evaluated by the external examiners and internal examiners appointed by the BOE.

## 13. MASTER THESIS

13.1 Every student is required to work 45 days (30 days compulsory to attend the industry/field work) on his/her master thesis in the chosen major specialization during the 3<sup>rd</sup> and 4<sup>th</sup> semester and prepare a Master Thesis report applying research methodology under the supervision of a Faculty guide and Industry expert. The Thesis shall be based on a free-lance or industry project. Prior to the actual work, the students are required to submit a synopsis of the proposed project work incorporating the components of research design and submit the same to the PG Department of Management Studies, BCUB for approval. There is no class work during 30 days where the student is in industry/fieldwork.

Subsequent to the field work, the candidate has to involve himself/herself in writing the master thesis along with attending the classes regularly.

13.2 The students are required to submit two progress reports during the course of master thesis at the stipulated time periods.

13.3 A hard bound copy and a soft copy of the Master Thesis duly signed by the faculty guide and certified by the industry/organizations and Principal/Director/HOD has to be submitted to the PG Department Management Studies, Bengaluru Central University at the end of the fourth semester before the commencement of the end semester examination. The Master Thesis shall be evaluated for 100 marks by two examiners (One of them will be the faculty guide/member who has guided the work and other will be the external/internal examiners appointed by the BOE). A minimum of 50% marks shall be secured for a pass in the Master Thesis. There shall be a viva-voce examination for 50 marks on the Master Thesis. Viva-voce will be conducted by Board of Examiners/examiners authorized by Chairman of BOE. A minimum of 50% (25 marks) must be secured to pass in the viva-voce examination.

#### 13.4 Academic Integrity and Plagiarism

In order to maintain the quality in preparation and presentation of internship reports/master thesis in 3<sup>rd</sup> and 4<sup>th</sup> semester. All the internship reports/master thesis should undergo the anti-plagiarism check with the support of suitable software. The Post Graduate Department of Management shall inform the B- Schools about the software and provide them guidelines thereof. The similarity index permissible will be decided from time to time.

### 14. SPECIALIZATION STREAMS

14.1. The MBA program has dual specialization. It consists of major specialization and minor specialization. In 3<sup>rd</sup> and 4<sup>th</sup> semester the student has to take 3 electives in the major specialization and 2 electives in the minor specialization of each semester and his/her master thesis will be on major specialisation.

14.2 For offering any specialization indicated in the MBA program, each institution shall have a minimum of 15 students.

14.3 The Board of Studies in Management could explore collaborations and partnership either with associations, industry body, individual companies and other enterprises for the purposes of curriculum design, delivery, faculty development, publication of study material and case studies. The BOS is also authorized to make necessary changes in the specialization streams as well as electives offered under

the specialization streams. Any emerging area/subject leading to specialization will be identified and offered from time to time.

## 15. FOUNDATION COURSES AND ADD ON COURSES

15.1 The colleges are required to organize one week to ten days of induction programme for the students admitted to the first semester before the commencement of classes, since the students come from different backgrounds such as arts, science, engineering etc, the foundation courses are intended not only to provide the basics and fundamental pre-requisite knowledge on management subjects but also include value-based and familiarise the students with management concepts. Similar induction could be planned at the time of the commencement of III Semester. A detailed report has to be submitted to university. After completion of 2<sup>nd</sup> semester, the institution shall arrange for project report preparation workshops for the students to take up the master thesis work in the 4<sup>th</sup> semester confidently.

15.2 The suggestive areas for Foundation courses are Social impact of management, Fundamentals of Management, Accounting and Finance, Sustainable development, Anti-Corruption Issues, Moral Leadership, and Business Ethics. Specific guidelines will be issued by PG Department of Management from time to time.

15.3 The students are required to undergo a non credit course( at least one) Massive Open Online Course (MOOC) each year. The list of courses will be supplied by the PG Department of Management Studies, Bengaluru Central University. Students are required to produce certification of completion of course during Viva Voce Exam.

### EIGHT POINT ALPHA - SIGN GRADING SCALE under CBCS System

GRADE POINT AVERAGE	<4	4-<5	5-0.5	5.5-<6	6-<7	7-<8	8-9	9-10
ALPHA-SIGN GRADE	Re-Appeal	P	C	B	B+	A	A+	O

Note : O : Outstanding

## 16. CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:



### 16.1 COMPUTATION OF GRADE POINT AVERAGE (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

#### ILLUSTRATION 1 (26 CREDITS)

PAPERS	PI	P2	P3	P4	P5	P6	P7	TOTAL
MAX. MARKS	100	100	100	100	100	100	100	700
% MARKS OBTAINED	77	73	67	76	64	66	32	455
GRADE POINTS EARNED (G.P.)	7.7	7.3	6.7	7.6	6.4	6.6	6.4	-
CREDITS FOR THE COURSE (C)	4	4	4	4	4	4	2	26
TOTAL GPW = GP X C	30.8	29.2	26.8	30.4	25.6	26.4	12.8	182

Semester Aggregate Marks:  $455 / 650 = 70\%$

Classification of Result: First Class with Distinction The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester,  $GPA = \text{Total GPW} / \text{Total Credits} = 182 / 26 = 7$  Semester Alpha Sign Grade: A+

### 16.2 CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

## ILLUSTRATION 2

SEMESTER	I	II	III	IV	TOTAL
TOTAL MARKS PER SEMESTER	650	650	900	700	2900
TOTAL MARKS SECURED	455	560	676	570	2261
SEMESTER ALPHA SIGN GRADE	A+	A++	A+	A++	-
SEMESTER GPA	7.0	8.6	7.5	8.1	-
SEMESTER CREDITS	26	26	33	26	111
SEMESTER GPW	182	223.6	247.5	210.6	863.7

Aggregate Percentage of Marks =  $2261 / 2900 = 77.96\%$

**16.3 Classification of Result:** First Class with Distinction Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme =  $863.7 / 111 = 7.78$  Programme Alpha Sign Grade: A+

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha - sign grades assigned.

## 17 PATTERN OF QUESTION PAPER

17.1 The pattern of question paper will be decided by the Board of Studies from time to time. The Post Graduate Department of Management of Bengaluru Central University will communicate to all affiliated colleges about the pattern as well as the changes therein.

17.1. Semester End Theory University Examination with 70 Marks

Model Question Paper :

Part /Section	No of Questions Asked	No of Questions To be Answered	Marks for Each Question	Total marks
A	7	5	5	25
B	4	3	10	30
C	1(Compulsory Case Study)	1	15	15
<b>Total</b>				<b>70</b>

## 18 OPEN ELECTIVE

18.1 One course is offered as open elective during the III semester of MBA Programme. The open elective has to be chosen by the student from the list given by the university.

## 19. SCOPE/Jurisdiction

22.1 Any conflict arising out of or in relation to the regulations is subject to jurisdiction of civil court of Bengaluru.

## 20. COURSE MATRIX

### Course Matrix of I Semester ( MBA DAY )

Paper Code	Subject	Credit	Contact Hours		I.A	U.E	Total Marks
			L	P*			
1.1	Management and Organizational Behaviour	4.0	45	15	30	70	100
1.2	Managerial Accounting	4.0	45	15	30	70	100
1.3	Business Planning and Regulations	4.0	45	15	30	70	100
1.4	Economics for Business Decisions	4.0	45	15	30	70	100
1.5	Business Statistics	4.0	45	15	30	70	100
1.6	Marketing Management	4.0	45	15	30	70	100
1.7	<b>SOFT CORE</b> Employability Skill Development – I	2.0	15	15	30	70	100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>210</b>	<b>490</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)

### Course Matrix of II Semester ( MBA DAY)

Paper Code	Subject	Credit	Contact Hours		I.A	U.E (T-P)**	Total Marks
			L	P*			
2.1	Entrepreneurship and Start-up Management	4.0	45	15	30	70	100
2.2	Business Research Methods	4.0	45	15	30	70	100
2.3	Managing Human Resources	4.0	45	15	30	70	100
2.4	Business Analytics	4.0	45	15	30	70	100
2.5	Financial Management	4.0	45	15	30	70	100
2.6	Production and Operations Research	4.0	45	15	30	70	100
2.7	<b>SOFT CORE</b> Employability Skill Development – II	2.0	15	15	30	70	100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>210</b>	<b>490</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)

Syllabus is subject to change as necessary

### Course Matrix of I Semester ( MBA Evening )

Paper Code	Subject	Credit	Contact Hours		I.A	U.E	Total Marks
			L	P*			
1.1	Management and Organizational Behaviour	4.0	45	15	30	70	100
1.2	Managerial Accounting	4.0	45	15	30	70	100
1.3	Business Planning and Regulations	4.0	45	15	30	70	100
1.4	Economics for Business Decisions	4.0	45	15	30	70	100
1.5	Business Statistics	4.0	45	15	30	70	100
1.6	Marketing Management	4.0	45	15	30	70	100
1.7	Project Report (Viva & Report )	2.0	15	15	30-V	70-R	100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>210</b>	<b>490</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)

### Course Matrix of II Semester ( MBA Evening)

Paper Code	Subject	Credit	Contact Hours		I.A	U.E (T-P)**	Total Marks
			L	P*			
2.1	Entrepreneurship and Start-up Management	4.0	45	15	30	70	100
2.2	Business Research Methods	4.0	45	15	30	70	100
2.3	Managing Human Resources	4.0	45	15	30	70	100
2.4	Business Analytics	4.0	45	15	30	70	100
2.5	Financial Management	4.0	45	15	30	70	100
2.6	Production and Operations Research	4.0	45	15	30	70	100
2.7	Project Report ( Viva & Report)	2.0	15	15	30-V	70 -R	100
<b>Total</b>		<b>26.0</b>	<b>285</b>	<b>105</b>	<b>210</b>	<b>490</b>	<b>700</b>

\*Contact hours include work relating to Lecture and Practical (L-P)

### 1.1 MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

#### COURSE OBJECTIVES

**60 Hours**

1. Present a thorough coverage of management theory, human behaviour, organizational behaviour and practice. The objective is to help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects and practical application of managerial process.

- To appraise the students on the application oriented case studies on functions of management and behavioural processes

#### LEARNING OUTCOMES

By the end of the course, the student should be able to –

- Demonstrate their conceptual skills, understanding and application of principles and functions of management, managerial actions of planning
- Demonstrate their ability in applying the managerial and behavioural concepts in real time problems.

### **MODULE 1: INTRODUCTION**

**10 Hours**

Nature of Management – The Evolution of Management – Science or Art : Functions of management- Planning and decision making, organising and Staffing, Controlling and Directing.

### **MODULE 2: ORGANISATION STRUCTURE, DESIGN, AND DEVELOPMENT** 12 Hours

Determinants and Parameters of Organisational Design-Organisation and Environment, Organisational Strategy, Organisation and Technology, Types of Organisational Structures, Organisational Decision-Making and strategy-Formulation, Organisational Culture ,Organisational Failure and Pathology ,Organisational Learning and Transformation

### **MODULE 3: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR** 08 Hours

Individual Behaviour and Learning – Personality – Transactional Analysis – Values & value systems – Emotions – Attitudes – ABC Model – Types of attitudes – Job related outcomes – Perception processes, Nature – Factors influencing individual decision making – Implications in the organizational Context.

### **MODULE 4: LEADERSHIP AND MOTIVATION**

**10 Hours**

Introduction – Leadership versus Management – Transition in Leadership theories – Leadership theories –Expectancy and the Path-goal theory of leadership, Situational Leadership Theory, Contingency theories of leadership , Exchange theories of leadership, Transformational Leadership Theory- Leadership and change, Contemporary Leadership Theories

Motivation in work settings – Managerial issues and challenges – Theories - Maslow’s Need theory, McGregor XY Theory, Herzberg’s Two Factor Theory, Vroom’s Valence and Instrumentality, New ideas in motivation – Eustress, Strength and Hope, Positive energy and full engagement.

### **MODULE 5: GROUP DYNAMICS AND TEAM BUILDING**

**10 Hours**

**Group Dynamics** –Individual and Group Behaviour – Norms of Behaviour, Group cohesion, social loafing, loss of individuality, Group Formation and Development – The five-stage model, Factors that influence Group Effectiveness – Work team structure, work team process, diversity, creativity – Empowerment Skills and Self-Managed Teams – Johari Window.

**Team building** – Working teams and Team effectiveness – Intra team dynamics – Influence of the group on individual – Group decision making – Inter group relations – Negotiation Skills - Collaboration and Conflict – Conflict management Styles – Avoiding, Accommodating, Competing, Compromising and Collaborating

## **MODULE 6: ORGANIZATIONAL CHANGE: DEVELOPMENT & TRANSFORMATION**

**10 Hours**

Introduction to organisational change, forces of change, reinventing Kurt Levin, organisational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership for change, action research and dialogue, types of change, organisational vision, cultural change, strategic planning, creating support system and managing transition, process oriented strategies, competitor oriented strategies and customer oriented strategies, emerging trends & transformation.

### **PEDAGOGY / METHODOLOGY**

(Lectures, Case Study, Assignments, Seminar, Discussion, Role plays, Group Activity, Simulation, Business Games, Industrial and Field Visit etc.). Focus on practical exercises help students to maintain their interest levels in learning and also enhance their understanding of the subject. These activities will make the students industry ready.

### **SKILL DEVELOPMENT EXERCISES**

1. **Leadership** – Role play, case studies
2. **Motivation** – Role play, management games, Movie
3. **Role of IT in overall organizational performance** – Group Discussion, Seminar
4. **Team work** – Management games
5. **Attitude** – Ice breakers, short exercises ex: experience sharing, case studies, role play
6. **Perception** – Group Discussion, Visual exercises, quizzes
7. **Management functions (PODL)** – Real time activities like arranging for cultural, sports and other events for the department, for an external agency like NGO etc.
8. **Change management**- Management games, case studies, Workshop, role play
9. **Decision making**- Group Discussion, case studies, management games, role play
10. **Personality Profiling Exercises**

### **RECOMMENDED BOOKS**

1. Williams & Nelson, “Management and ORGB”, CengageLearning
2. Griffin, “Management: Principles and Practices”, CengageLearning
3. Fred Luthans, “Organizational Behaviour”, McGraw-Hill International
4. Stephen P. Robbins, “Organizational Behaviour”, Prentice Hall
5. Ashwathappa K, “Organizational Behaviour”, Himalaya Publication
6. Waddell, Creed, Cummings & Worley ; “Organisational Change : Development & Transformation”, Cengage Learning

## REFERENCE BOOKS

1. Nelson, Quick and Khandelwal “ORGB – A South-Asian Perspective”, Cengage
2. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, Madhushree Nanda Agarwal, “Fundamentals of Management”, Pearson Education
3. Kreitner, “Management Theory and Applications”, Cengage Learning
4. Stephen P. Robbins and Mary A. Coulter, “Management”, Pearson Education
5. Harold Koontz, O'Donnell and Heinz Weihrich, “Essentials of Management”, Tata McGraw Hill
6. P C Tripathi, P N Reddy, “Principles of Management”, McGraw Hill Education
7. Richard L. Daft, “Principles Of Management”, Cengage Learning