



PODDAR

BUSINESS SCHOOL

Nurturing Leaders of Tomorrow

Approved by AICTE

POST GRADUATE DIPLOMA IN MANAGEMENT

Course Structure and Syllabus

Trimester II

No.	Course Acronym with Code	Course Title	Credit	Session		
				Theory	Practical	No. of Hours
1	MC 2 - 201	MANAGERIAL COMMUNICATION - 2	4	20	20	40
2	MM - 202	MARKETING MANAGEMENT	4	20	20	40
3	FM - 203	FINANCIAL MANAGEMENT	4	20	20	40
4	HRM - 204	HUMAN RESOURCE MANAGEMENT	4	20	20	40
5	OSM - 205	OPERATION & SUPPLY CHAIN MANAGEMENT	4	20	20	40
6	OB 2 - 206	ORGANIZATIONA L BEHAVIOUR -2	4	20	20	40
Total			24	120	120	240



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Managerial Communication - 201

1. Course Overview: (write 300 words about the subject)

The managerial Communication course enables a student to understand the fundamentals of communication in management. This course explores the important roles that communication plays in managers/leaders being effective in their tasks as they exchange meaning with supervisees, peers, supervisors, the larger organization, and the community. Both formal and informal communication will be addressed and prepare students for participating in various discussions and facing interviews.

The module will also help in preparing students for interpersonal communication in business world

2. Programme Outcomes (PGDM)

PO 1: Domain Knowledge.

(Domain specific overview and knowledge)

PO 2: Critical Thinking and Problem Solving Skills.

(Apply knowledge of management theories and practices to solve business problems)

PO 3: Communication Skills.

(Written, Verbal, Non-Verbal Communication and Presentation Skills)

PO 4: Team Skills.

(Leadership and Team Skills by working effectively in Teams)

PO 5: International Perspective.

(Issues related to global significance)

PO 6: Sustainability Perspective.

(Impact of Business Practices on Business Environment and Society)



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POST GRADUATE DIPLOMA IN MANAGEMENT

Course Structure and Syllabus

Trimester II

Managerial Communication - 2

Theoretical Classroom Hours – 20

Practical Contact Hours – 20

Total Contact Hours – 40

Module I

4 hrs

Presentation in Business World- Morphing, Making Effective Presentations and Practice Presentations on Given Topic, Art of Persuasion in Presenting Business Ideas

Module II

4 hrs

Group Discussion & Interviews: Methodology of Group, Role Functions in Group Discussions, Form of Group, Characteristics of Effective Groups, Group Decision – Making, Group Conflict

Module III

4 hrs

Goal Setting: SMART Goals; How to set goals, Goal Setting: Long- and Short-Term goals; To align with time management, Goal Management: Action Plan for goals, Time Management: Time Sheets; how to track time, Time Management; How to manage oneself as per time

Module IV

4 hrs

Job applications & Resume: Identifying potential career opportunities, Planning a Targeted Resume, Preparing Resumes, Supplementing a Resume, Composing Application Messages

Module V

4 hrs

Effective Public Speaking; Emotional balance; Creative thinking skills; Team Spirit; Rapport Building and Interpersonal Relationship.



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Practical Components: Case Studies, Field Visits and Projects, Live Projects and Assignments.

Reference Books:

1. Business Communication Today, Courtland L. Bovee, John V. Thill, Roshan Lal Raina
2. Fundamentals of Communication, Sethi, Anjanee, and Bhavana Adhikar
3. The Essence of Effective Communication, Ludlow, Ron & F. Pantton
4. Basic business communication, Lesikar, R. / Flatley, M
5. Excellence in business communication, Thill, J. V. & Bovee, G. L.
6. Effective communication, Adair, J.

Prepared By

Dr Shiva Sharma

Assistant Professor

Approved By

Prof. Devendra Arora
Director



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Marketing Management - 202

1. Course Overview: (write 300 words about the subject)

Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing.

2. Programme Outcomes (PGDM)

PO 1: Domain Knowledge.

(Domain specific overview and knowledge)

PO 2: Critical Thinking and Problem Solving Skills.

(Apply knowledge of management theories and practices to solve business problems)

PO 3: Communication Skills.

(Written, Verbal, Non-Verbal Communication and Presentation Skills)

PO 4: Team Skills.

(Leadership and Team Skills by working effectively in Teams)

PO 5: International Perspective.

(Issues related to global significance)

PO 6: Sustainability Perspective.

(Impact of Business Practices on Business Environment and Society)



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3. Course Learning Outcomes

CLO 1: (Outcome of Module I) Students will be able to identify the scope and significance of Marketing In Domain Industry

CLO 2: (Outcome of Module II) Students will be able to examine marketing concepts and phenomenon to current business events In the Industry.

CLO 3: (Outcome of Module III) Students will be able to illustrate market research skills for designing innovative marketing strategies for business firms

CLO 4: (Outcome of Module IV) Students will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms.

CLO 5: (Outcome of Module V) To learn the marketing strategies of social platform in today's era.

4. Assessment Tasks: (common for all subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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POST GRADUATE DIPLOMA IN MANAGEMENT

Course Structure and Syllabus

Trimester II

Marketing Management

Theoretical Classroom Hours – 20

Practical Contact Hours – 20

Total Contact Hours – 40

Module I

4 hrs

Introduction to marketing: Importance and Scope of Marketing, Core marketing concepts; Company Orientations; analyzing the Marketing Environment, Components of Environment Macro Environment and micro environment.

Module II

4 hrs

Market Segmentation, Targeting & Positioning: Levels of Segmentation; Bases for Segmenting Consumer and Business Markets; Market Targeting, Developing and Communicating a Positioning Strategy.

Module III

4 hrs

Consumer & Business markets: Factors influencing Consumer Behavior; Buying Decision Process; Theories of Consumer Decision Making. Organizational Buying; Participants in the Business Buying Process; Stages in the Buying Process; Institutional and Government Markets; Managing Relationships.

Module IV

4 hrs

Marketing Mix: Product Decisions, Pricing Methods and Strategies, Promotion Mix, Place, Marketing Plans Implementation, Evaluation and Control

Module V

4 hrs



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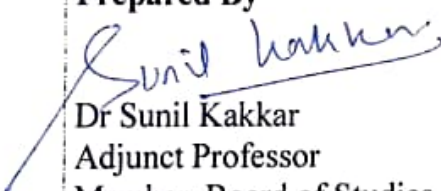
New Age Marketing Tools: Google Adword, Facebook Marketing, Twitter marketing, LinkedIn Marketing

Practical Components: Case Studies, Live Projects, Assignments and Workshops.

Reference books:

1. A Strategic Decision Making Approach, V SRamaswamy
2. Principles of Marketing, Kotler, P.T., & Armstrong, G
3. Marketing management, Kotler, Keller, Koshy & Jha
4. Marketing management, Philip Kotler, Kevin Lane Keller
5. Marketing management, Arun Kumar, Rachna Sharma
6. Elements of marketing management, Dr. Mariam Noronha

Prepared By


Dr Sunil Kakkar
Adjunct Professor
Member, Board of Studies

Approved By


Prof. Devendra Arora
Director





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Financial Management - FM 203

1. Course Overview: (write 300 words about the subject)

Financial management is the process of planning, organizing, controlling, and monitoring financial resources to achieve the objectives of an organization. It involves making informed financial decisions that optimize the use of financial resources and create value for stakeholders. The main objective of financial management is to maximize shareholder wealth by ensuring that financial resources are used effectively and efficiently.

Financial management comprises several key components, including financial planning, financial control, financial analysis, financial reporting, and risk management. Financial planning involves forecasting future financial needs and developing strategies to achieve the desired financial goals. This includes the preparation of budgets, financial statements, and cash flow projections.

Financial control involves monitoring and controlling financial resources to ensure that they are being used effectively and efficiently. This includes the implementation of internal controls and the evaluation of financial performance. Financial analysis involves evaluating financial data to make informed decisions. This includes financial ratio analysis, trend analysis, and financial forecasting.

Financial reporting involves the preparation and dissemination of financial information to stakeholders. This includes the preparation of financial statements, tax returns, and other regulatory filings. Risk management involves identifying and managing financial risks to minimize the impact of adverse events. This includes risk assessment, risk mitigation, and risk transfer.

Overall, financial management is critical for organizations to achieve their financial goals, optimize their financial resources, and create value for their stakeholders. It requires the ability to analyze financial data, make informed financial decisions, and communicate financial information effectively to stakeholders. Effective financial management can help organizations achieve sustainable growth, profitability, and competitiveness in the marketplace.

2. Programme Outcomes (PGDM)

PO 1: Domain Knowledge.

(Domain specific overview and knowledge)

PO 2: Critical Thinking and Problem Solving Skills.

(Apply knowledge of management theories and practices to solve business problems)

PO 3: Communication Skills.

(Written, Verbal, Non-Verbal Communication and Presentation Skills)

PO 4: Team Skills.

(Leadership and Team Skills by working effectively in Teams)

PO 5: International Perspective.

(Issues related to global significance)

PO 6: Sustainability Perspective.

(Impact of Business Practices on Business Environment and Society)



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3. Course Learning Outcomes

CLO 1:(Outcome of Module I) Students will learn how to evaluate financial data and make informed decisions to maximize shareholder value.

CLO 2:(Outcome of Module II) Students will learn how to value a company or an investment opportunity using various methods such as discounted cash flow, multiples, and comparable analysis and how to analyze potential investments and determine which projects to pursue based on their expected returns and risks.

CLO 3:(Outcome of Module III) Capital Structure: Students will learn how to determine the optimal mix of debt and equity financing to achieve the lowest cost of capital while balancing risk and return.

Cost of Capital: Students will learn how to calculate the cost of capital, which is the weighted average cost of debt and equity, to evaluate potential investment opportunities and make informed financing decisions.

CLO 4:(Outcome of Module IV) Students will learn how to manage cash flows and liquidity to ensure the company has enough working capital to meet short-term obligations and fund day-to-day operations.

CLO 5:(Outcome of Module V) Students will learn how to develop and implement inventory control policies and procedures to minimize inventory costs and optimize inventory levels.

4. Assessment Tasks: (common for all subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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Course Structure and Syllabus

Trimester II

Financial Management - FM 203

Theoretical Classroom Hours – 20

Practical Contact Hours – 20

Total Contact Hours – 40

Module 1- Introduction to corporate finance

4 hrs

Introduction to corporate finance, Importance of cash flows; Goal of financial management; The Agency problem and control of corporation; changing role of finance managers in globalized environment.

Module 2- Valuation and Capital Budgeting

4 hrs

Time Value of Money; Discounted cash flow valuation; Interest Rates and Bond Valuation; Capital investment decisions; Investment Rules-NPV, Payback Period Method, Discounted Payback Period Method, IRR, Profitability Index.

Module 3- Capital Structure and Cost of Capital

4 hrs

The elements and role of financial planning; Long term financing; Cost Vs Earning theories of capitalization, Capital structure decisions and theories, Trading on Equity, Capital Gearing, Leverage, Computation of Cost of capital & WACC.

Module IV

4 hrs

Working Capital Management: Current Assets and Current Liabilities, Concept of Working Capital Management, Operating Cycle, Cash Cycle, Cost of Trade Credit.

Module V

4 hrs



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Inventory management: Introduction, types, importance and scope; inventory forecasting; purchasing inventory, inventory storage; inventory analysis, Inventory management techniques, Inventory Accounting

Practical Components: Case Studies, Field Visits and Projects, Live Projects and Assignments.

Reference books:

1. Financial Management: Text and Cases, Khan, M. Y., & Jain, P. K
2. Financial Management, Prasanna, Chandra
3. Financial Management, Pandey, I.M
4. Advanced financial management, Kohok, M.A
5. Financial management & policy, Horne, J. C. V Pearson
6. Financial management, Kuchhal, S.C. chaitanya

Prepared By

Dr Reema Singh

Associate Professor

Approved By

Prof. Devendra Arora

Director





Human Resource Management – HRM 204

1. Course Overview: (write 300 words about the subject)

To analyze the overall business environment and evaluate its various components in business decision making. And provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public. A key feature of the programme is to blend both teaching of these employability, business skills with academic study skills, in order to widen the opportunities for students in both education and employment. You will gain knowledge of business in general as well as higher level thinking skills such as empathy, critical analysis and evaluation, which are increasingly important in a world where technology and Artificial Intelligence are taking over key business functions. You will develop a good understanding of the nature of Business in an uncertain and rapidly changing world. The programme will equip you with knowledge of management theories and the opportunity to apply and integrate that knowledge in the planning and delivery of live projects. You will develop business knowledge and management skills that are important in any industry. It is helpful for those wishing to attain a good management position in a company or to start their own business. It is also good for students who wish to go on to study at higher levels to attain a degree.

2. Programme Outcomes (PGDM)

PO 1: Domain Knowledge.

(Domain specific overview and knowledge)

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PO 3: Communication Skills.

(Written, Verbal, Non-Verbal Communication and Presentation Skills)

PO 4: Team Skills.

(Leadership and Team Skills by working effectively in Teams)

PO 5: International Perspective.

(Issues related to global significance)

PO 6: Sustainability Perspective.

(Impact of Business Practices on Business Environment and Society)



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3. Course Learning Outcomes

CLO 1:(Outcome of Module I) Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM

CLO 2:(Outcome of Module II) Demonstrate competence in development and problem-solving in the area of HR Management

CLO 3:(Outcome of Module III) Provide innovative solutions to problems in the fields of HRM

CLO 4:(Outcome of Module IV) Be able to identify and appreciate the significance of the ethical issues in HR

CLO 5:(Outcome of Module V) To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

4. Assessment Tasks: (common for all subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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POST GRADUATE DIPLOMA IN MANAGEMENT

Course Structure and Syllabus

Trimester II

Human Resource Management – HRM 204

Theoretical Classroom Hours – 20

Practical Contact Hours – 20

Total Contact Hours – 40

Module I

4 hrs

Introduction of HRM: Definition, Importance & Scope, Human Resource Management A sustainability perspective. Human Resource Management in India: An overview, skills and competencies of HR professionals, Overview of ethical choices in HRM and expected professional standards

Module II

4 hrs

Recruitment: Meaning and objectives, sources and constraints of recruitment, Process & Sources, Selection process, Methods of selection, reliability and validity of test, On boarding; Induction and orientation meaning and importance of socialization, methods of socialization and retention of employees, Ethical dilemmas in recruitment and selections, promotions and transfers.

Module III

4 hrs

Manpower Planning and Manpower Procurement: overview, Manpower Planning: importance, Process, Barriers & Forecasting Methods. Job Analysis, Job Design & its techniques, Definition, Objectives scope and importance, Methods of forecasting, Job analysis – objectives, process and methods, job description, job specification, job evaluation and job design.

Module IV

4 hrs



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Training & Development: Promotions and Transfers, Retrenchment and VRS. Concept of Golden Hand Shake; Training and Development: Training need assessment, Methods of Training; Training :Orienting and on boarding new employees, aligning strategy and training, the ADDIE five step model , conducting the training need analysis , Designing the training program , developing the Programme ,Implementing the Training Program, Management Development Programme, Evaluation of training effectiveness Current trends in training

Module V

4 hrs

Employees Compensation, Employee Welfare and recent trends in HRM Monetary & Non-Monetary benefits, Remuneration Plans, Concepts of Wages. Ethical Issues in Human resource management, Employee Health, Safety & Welfare, Grievances procedure, HR Accounting, Recent developments and trends in HRM;

Practical Components: Case Studies, Live Projects, Assignments and Workshops.

Reference books:

1. Human ResourceManagement, Aswathappa, K
2. Human ResourcesManagementPractice, Michael Armstrong
3. Human ResourceManagement, Dessler, Varkkey
4. Human resource management in future, Perry timms
5. Human resource management, V.S.P. Rao
6. Human resource management, L.M Prasad

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Director





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Operation and Supply Chain Management OSM -205

1. Course Overview:

The main emphasis of the course is on the basic concepts and on quantitative modeling of the various decision problems. This course introduces the viewer to the basics of Operations and Supply Chain Management. The concepts in Operations Management are restricted to the planning and operational decisions within an organization while the supply chain concepts are for a network of organizations. The main emphasis of the course is on the basic concepts and on quantitative modeling of the various decision problems. The Operations & Supply Chain has been designed to equip professionals with an overview of operations excellence and supply chain industry. This unique programme is created to meet the increasing need for techno-business managers for the manufacturing and services sector along with adequate focus on core modules in the supply chain and operations domain.

2. Programme Outcomes (PGDM)

PO 1: Domain Knowledge.

(Domain specific overview and knowledge)

PO 2: Critical Thinking and Problem Solving Skills.

(Apply knowledge of management theories and practices to solve business problems)

PO 3: Communication Skills.

(Written, Verbal, Non-Verbal Communication and Presentation Skills)

PO 4: Team Skills.

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3. Course Learning Outcomes

CLO 1:(Outcome of Module I) Demonstrate an understanding of Operation and Supply Chain Management and Strategy

CLO 2:(Outcome of Module II) Getting knowledge of Product and Services and concept of Capacity Building .

CLO 3:(Outcome of Module III) Analysing the concept of Break even analysis and Facility Planning

CLO 4:(Outcome of Module IV) Understanding the concept of Total Six Sigma and it's application

CLO 5:(Outcome of Module V) Be able to identify practical approach of Supply Chain Design, ERP & Planning & Controlling Supply Chain .

4. Assessment Tasks: (common for all subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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POST GRADUATE DIPLOMA IN MANAGEMENT

Course Structure and Syllabus

Trimester II

Operation and Supply Chain Management OSM -205

Theoretical Classroom Hours – 20

Practical Contact Hours – 20

Total Contact Hours – 40

Module I

4 Hrs

Operation and Supply Chain Management and Strategy: Introduction of Operations and Supply Management, Operations and Supply Strategy, Strategic decisions in operations, supply, Competitiveness and Productivity.

Module II

4 Hrs

Products and Services: Process, Types of Production Systems: Mass, Batch, Job shop production, Product and process matrix. Process planning and Process analysis. Capacity Planning: Defining and measuring capacity, determining capacity requirements, Capacity alternatives. Job Design and Work measurement: Job Design decisions, Behavioural considerations in Job design, Work measurement and standards.

Module III

4 Hrs

Break even analysis and Facility Planning

Break even analysis: Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions. Importance and factors affecting the Plant Location, Single and Multi facility location Techniques. Facility layout: basic production of layout formats, assembly lines, cells, project layouts, retail service layout, office layouts.

Module IV

4 Hrs

Six Sigma Quality, Process Capability and SPC



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Total Quality Management (TQM), Quality Specification and Quality Costs, Six Sigma quality, The Shingo System-Fail Safe Design, ISO 9000, ISO 14000, External Bench marking for quality Improvement, Process Capability, Process Control Procedures, Acceptance Sampling.

Module V

4 Hrs

Supply Chain Design, ERP & Planning & Controlling Supply Chain

Supply Chain Strategic, Measuring Supply Chain Performance, Supply Chain Design Strategy, Service Supply Chains, Outsourcing, Design for Logistics, Value Density, Global Sourcing, Sourcing/Purchasing-System Design matrix, Mass customization.

Enterprise Resource Planning: Introduction , Implementing ERP Systems.

Demand Management: Types of Forecasting, Components of Demand, Qualitative Techniques in Forecasting, Time Series Analysis, Casual Relationship Forecasting, Focus Forecasting, WebBased Forecasting-Collaborative planning, Forecasting, and Replenishment (CPFR).

Aggregate Sales and Operative planning: Overview of Sales and Operations Planning Activities, Lot sizing in MRP systems.

Practical Components: Case Studies, Live Projects, Assignments and Workshops.

Reference books:

1. Operations and Supply Management, Chase, R. B. et al
2. Operations Management, Russell & Taylor, III
3. Supply Chain Design and Management, Govil, M., and Proth, J
4. Supply chain management: Strategy, planning & operation, sunil chopra, peter meindl
5. Supply chain management, B.S. Sahni
6. Manufacturing, planning & control for supply chain management, Vollman, T.E

Prepared By

Dr Reema Singh

Associate Professor

Approved By

Prof. Deven Arora

Director





Organisational Behaviour II – 206

1. Course Overview:

To analyze the organisation structure, group behaviour and Team and evaluate its various components in business decision making. And provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena. This course is designed to provide students with an understanding of the individual, group, and human behavior in organizations. The focus is on providing an understanding of how organizations can be managed more effectively and enhancing the quality of employees' work life. Topics will include Organizational Behaviors, Diversity, Attitudes and Job Satisfaction, Personality, and Values, Perceptions, Decision Making, Motivation Concepts, Group Behavior, Communication, Leadership, and Conflict and Negotiation. Concepts associated with continuous improvements in individual and group processes are discussed to support the understanding of management and organizational behavior.

2. Programme Outcomes (PGDM)

PO 1: Domain Knowledge.

(Domain specific overview and knowledge)

PO 2: Critical Thinking and Problem Solving Skills.

(Apply knowledge of management theories and practices to solve business problems)

PO 3: Communication Skills.

(Written, Verbal, Non-Verbal Communication and Presentation Skills)

PO 4: Team Skills.

(Leadership and Team Skills by working effectively in Teams)

PO 5: International Perspective.

(Issues related to global significance)

PO 6: Sustainability Perspective.

(Impact of Business Practices on Business Environment and Society)



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3. Course Learning Outcomes

CLO 1:(Outcome of Module I) Demonstrate an understanding of key terms, theories/concepts and practices of Group Behaviour & Team

CLO 2:(Outcome of Module II) Demonstrate competence in development and problem-solving in the area of Organisation structure

CLO 3:(Outcome of Module III) Provide innovative solutions to problems in the fields of Basic approaches to leadership

CLO 4:(Outcome of Module IV) Be able to identify and appreciate the factors That Influence Political Behaviors.

CLO 5:(Outcome of Module V) To Imbibe the Organisation Environment and ethics.

4. Assessment Tasks: (common for all subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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Trimester II

Organisational Behaviour II – OB II - 206

Theoretical Classroom Hours – 20

Practical Contact Hours – 20

Total Contact Hours – 40

Module I

4 hrs

Group Behaviour & Team, **Foundations of group behavior** – Definition and classification of groups; needs for joining group; five stage model of group development; temporary groups with deadlines – punctuated equilibrium model; group properties and their relationships; group decision making; and evaluation of group effectiveness.

Teams - why teams are required; difference between teams and groups; types of teams; how to create effective team; turning individuals into team players; teams and quality management; and testing fitness of team to situation.

Module II

4 hrs

Organisation Structure: overview, Work Specialisation, Departmentalisation, Chain Of Command, Span Of Control, Centralisation & Decentralisation, Formalisation; Organisation structure: Simple, Bureaucracy, matrix; New Design Option: the team structure, empowered organisation and boundaryless organisation; Organisation Design and employee behaviour , Global Implication

Module III

4 hrs

Basic approaches to leadership – what is leadership; trait theory; behavioral theories; contingency theories; Fiedler model; Cognitive Resource Theory; Contingency Approach: Hersey & Blanchard Situational Model; Leader–Member Exchange Theory; Path-Goal Theory; and Leader-Participation Model along with Contingency Variables in the Revised Leader-Participation Model



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Inspirational Approaches to Leadership; Key Characteristics of Charismatic Leaders; Level 5 Leaders; Transactional and Transformational Leadership and their characteristics; Leadership and Ethical Behavior;

Module IV

4 hrs

Power and Politics - definition of power; contrasting leadership and power; bases of power - formal power, personal power; dependency - the key to power; Power Tactics; factors influencing the choice and effectiveness of power tactics; power in groups – coalitions; sexual harassment- unequal power in the workplace; politics - power in action; Factors That Influence Political Behaviors; employee responses to organizational politics; impression management (IM) and ethics of political actions.

Module V

4 hrs

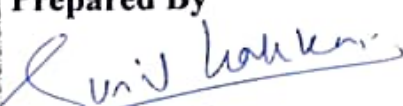
Organisation Environment and ethics: Roles of personal, organizational, and societal values and ethics in society. Individual ethics, values and goals; the study of ethical behavior within organizations, as it influences people, products, and the work environment; the exploration of the values, ethics, and beliefs upon which the free market system of production and exchange is built; and the exploration of individual roles as well as the appropriate roles of organizations and government in society.

Practical Components: Case Studies, Live Projects, Assignments and Workshops.

Reference books:

1. Organization Behavior, Stephen P. Robbins, Timothy A. Judge, Neharika Vohr
2. Organizational Behavior, Ashwathappa, K
3. Organizational Behavior and Work, Fiona M. Wilson
4. Essentials of organizational behavior, Stephen P. Robbins, timothy A. Judge
5. Organizational behavior, chandan, J.S. Vikas
6. Organizational behavior, prasad L.M.

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