

Pimpri Chinchwad Education Trust's

S.B.Patil Institute of Management

Marketing Specialisation

Case Study on "Sales and Distribution"

Tasty Foods is a company that makes staple branded food products like Wheat Flour, Suji, Maida, Besan Flour and also ready-to-eat foods all under the brand name 'Tasty'. Tasty is very strong in one region of the country. It is a family owned company but strongly believes in professional management. However it still clings on to traditional methods of management as the top management feels these methods have been time tested and proven. Tasty Foods Ltd. has its headquarter in one of the secondary towns and not in a metro or major city. It also has one of its three plants in this location. The other two plants are also located in the region where Tasty Foods Ltd. Is strong.

Tasty Foods Ltd. has a good network of dealers in the region and many of these dealers have been with the company for many years and support the products of the company with a good distribution network in the marketplace.

Tasty Foods Ltd. Is run by a Chief Executive Officer (CEO) and a Chief Operating Officer (COO). It has General Managers (GMs) heading production, marketing, Finance, Supply Chain, IT, Purchase & R & D. Some of these GMs are MBAs

Tasty Foods Ltd. Does not pay high salaries as compared to the industry standards but is able to so far retain its people because the top management is quite kind, considerate and treats its people well. In recent times, a number of domestic big players and even foreign multinationals are entering the industry and offering huge salaries to good people. In particular, sales and marketing people of Tasty Foods Ltd. Are very well recognised in the industry as an excellent resource for strengthening and keeping a high distribution presence.

One of the major competitors of Tasty Foods Ltd. With an All India presence was also rapidly expanding its sales and marketing network and started looking for good sales and marketing people in the industry. Obviously Tasty Foods Ltd. was the first place they started looking at. Recently this major competitor 'Goodlife Ltd.' took away the GM-marketing of Tasty Foods Ltd. with a difficult to refuse package. Tasty Foods Lt. quickly promoted a veteran sales manager



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with a lot of experience and good performance to his credit, as the GM (Marketing). Once the earlier GM (Marketing) joined Goodlife Ltd., he started the process of 'poaching' better salesperson's from Tasty Foods Ltd.

Tasty Foods Ltd. has a serious dilemma to face:

- It is losing all its good sales and marketing people to Goodlife, which is offering huge salary packages which Tasty Foods cannot match. Tasty Foods does not seem to have enough attractions to hold back these people.
- Even though Tasty Foods allows its people at HO to commute from one or two major cities nearby for education and medical facilities, the managers have to keep their families in these cities, the location of Tasty Foods does not attract the top talent in the industry.
- Tasty Foods cannot recruit new, experienced salespeople from outside as many of its competitors have increased the salary levels, which again Tasty Foods cannot match. - Tasty Foods is worried that it may be left with salespeople who do not have a ready market in the industry.

Meanwhile, the business has to go on. Tasty Foods has also got to demonstrate to its 1000 odd dealers in the region that it is still a market leader and can take care of its manpower issues effectively. The industry is also watching the moves that Tasty Foods makes.

Case Questions

Q.1 If you are the GM (Marketing) of Tasty Foods what action will you take to protect and build your valuable team?

Q.2 What action will you recommend to the top management to ensure that attrition levels are always kept at a manageable level?

Q.3 What measures will you take to keep your distributors highly motivated and performing in spite of the changes in sales management?



Mr. Rishihesh Kumar

Course Faculty



Dr. Roopali Kudare

Head Academics



Dr. Kirti Dharwadkar

Director



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FINANCE Specialisation

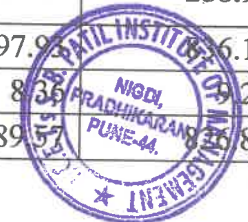
Case Study on "Financial Analysis of Cochin Shipyard & Mazgaon Dock"

Introduction:

Mr. Investor is a High Networth Individuals (HNI) wants to invest sum of ₹ 20,00,000 in equity. He has collected following financial information of Cochin Shipyard Ltd. and Mazgaon Dock for the last five years. He wants to understand the financial position of both the companies in detail. He has supplied you with the following summary financials along with few questions.

**Summary Income Statement
Cochin Shipyard & Mazagon Dock Shipbuilders**

Particulars	Cochin Shipyard				Mazagon Dock Shipbuilders			
	Mar-23	Mar-22	Mar-21	Mar-20	Mar-23	Mar-22	Mar-21	Mar-20
Sales Turnover	2,330.46	3,190.00	2,818.90	3,422.49	7,827.18	5,733.28	4,047.82	4,904.84
Net Sales	2,330.46	3,190.00	2,818.90	3,422.49	7,827.18	5,733.28	4,047.82	4,904.84
Other Income	267.33	266.25	196.94	241.53	713.48	419.66	474.06	577.17
Total Income	2,597.79	3,456.25	3,015.84	3,664.02	8,540.66	6,152.94	4,521.88	5,482.01
Raw Materials	1,128.58	1,635.74	1,236.29	1,817.35	20.45	17.46	1,895.88	2,471.51
Employee Cost	323.63	305.89	291.58	305.67	792.71	798.73	652.81	780.54
Power & Fuel Cost	30.23	49.12	35.65	31.7	16.46	14.73	14.63	18.16
Other Manufacturing Expenses	430.79	412.51	336.31	365.57	5,139.07	4,200.41	1,143.84	1,219.27
Selling and Admin Expenses	4.04	3.07	1.61	4.77	0	0	0	0
Miscellaneous Expenses	148.1	153.17	197.19	188.18	1,060.69	267.25	116.79	156.41
Total Expenses	2,065.37	2,559.50	2,098.63	2,713.24	7,029.38	5,298.58	3,823.95	4,645.89
	265.09	630.5	720.27	709.25	797.8	434.7	223.87	258.95
PBDIT	532.42	896.75	917.21	950.78	1,511.28	854.36	697.9	612
Interest	33.74	46.48	50.47	44.59	6.37	7.16	8.36	26
PBDT	498.68	850.27	866.74	906.19	1,504.91	847.2	689.57	586



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Depreciation	51.15	56.05	53.07	48.73	75.58	74.51	59.65	68.75
Profit Before Tax	447.53	794.22	813.67	857.46	1,429.33	772.69	629.92	758.11
PBT (Post Extra-ord Items)	447.53	794.22	813.67	857.46	1,429.33	772.69	629.92	758.11
Tax	114.02	207.82	200.48	225.74	356.61	186.22	150.35	349.63
Reported Net Profit	334.49	586.57	610.1	637.69	1,072.72	586.47	479.57	408.48
Total Value Addition	936.79	923.76	862.34	895.9	7,008.93	5,281.12	1,928.07	2,174.38
Equity Dividend	233.48	203.89	368.31	192.44	216.42	180.11	155.28	217.16
Corporate Dividend Tax	0	0	0	39.56	0	0	0	44.64
Shares in issue (lakhs)	1,315.40	1,315.40	1,315.40	1,315.40	2,016.90	2,016.90	2,016.90	2,016.90
Earnings Per Share (₹)	25.43	44.59	46.38	48.48	53.19	29.08	23.78	20.25
Equity Dividend (%)	170	167.5	155	166.3	159.6	87.3	72.4	107.67

Summary Balance Sheet

Cochin Shipyard & Mazagaon Dock Shipbuilders

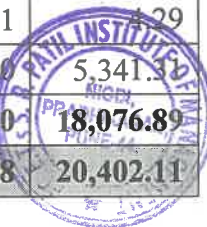
Particulars	Cochin Shipyard					Mazagaon Dock Shipbuilders				
	Mar-23	Mar-22	Mar-21	Mar-20	Mar-19	Mar-23	Mar-22	Mar-21	Mar-20	Mar-19
EQUITIES AND LIABILITIES										
Equity Share Capital	131.54	131.54	131.54	131.54	131.54	201.69	201.69	201.69	201.69	224.1
Total Share Capital	131.54	131.54	131.54	131.54	131.54	201.69	201.69	201.69	201.69	224.1
Reserves and Surplus	4,291.88	4,227.64	3,846.03	3,600.25	3,200.54	3,975.87	3,119.67	2,717.37	2,379.51	2,581.79
Total Shareholders Funds	4,423.42	4,359.18	3,977.57	3,731.80	3,332.08	4,177.56	3,321.36	2,919.06	2,581.20	2,805.89
Long Term Borrowings	23.02	123	123	123	123	0	0	0	0	0
Other Long Term Liabilities	397.38	389.51	386.46	375.98	2.74	152.31	163.81	193.87	206.46	174.64
Long Term Provisions	39.23	35.51	31.61	28.72	24.29	410.85	564.73	730.16	1,215.07	1,251.86
Total Non-Current Liabilities	459.63	548.02	541.08	527.71	150.03	563.16	728.54	924.03	1,421.53	1,426.50
CURRENT LIABILITIES										
Short Term Borrowings	102.8	0	0	0	0	0	0	0	0	0



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Trade Payables	208.07	372.11	435.43	418.72	346.59	4,462.79	6,165.65	6,361.82	4,728.24	2,917.25
Other Current Liabilities	4,321.34	2,571.64	1,950.62	1,345.03	1,045.54	19,502.93	18,903.62	14,350.68	11,604.96	13,154.30
Short Term Provisions	393.79	467.52	494.85	381.37	369.32	174.13	114.67	70.27	126.75	98.17
Total Current Liabilities	5,026.00	3,411.27	2,880.90	2,145.12	1,761.46	24,139.85	25,183.94	20,782.77	16,459.95	16,169.72
Total Capital And Liabilities	9,909.05	8,318.47	7,399.54	6,404.62	5,243.56	28,880.57	29,233.84	24,625.86	20,462.68	20,402.11
ASSETS										
NON-CURRENT ASSETS										
Tangible Assets	706.74	681.66	698.41	696.54	313.03	1,006.97	956.56	794.93	819.22	730.98
Intangible Assets	9.45	58.56	57.49	59.66	61.61	17.36	8.06	11.92	17.13	22.98
Capital Work-In-Progress	1,587.47	1,247.20	1,061.64	768.21	341.08	61.62	86.94	80.15	79.96	88.77
Intangible Assets Under Development	16.02	0	0	0	0	0	0	0	0	0
Fixed Assets	2,319.69	1,987.43	1,817.54	1,524.40	715.71	1,085.95	1,051.56	887	916.31	842.73
Non-Current Investments	335.61	255.45	214.45	65.45	60.37	6	6	6	6	6
Deferred Tax Assets [Net]	56.92	67.86	78.81	46.36	65.75	450.1	446.83	423.61	414.72	574.64
Long Term Loans And Advances	10.34	8.48	8.63	1.08	1.29	0	0	7.1	6.89	6.66
Other Non-Current Assets	205.98	248.34	295.74	361.8	337.04	1,253.33	1,200.01	1,217.91	1,046.76	895.19
Total Non-Current Assets	2,928.53	2,567.54	2,415.16	1,999.09	1,180.17	2,795.38	2,704.40	2,541.62	2,390.68	2,325.22
CURRENT ASSETS										
Inventories	350.45	296.11	432.21	313.41	283.37	7,356.86	7,700.10	5,888.61	4,622.69	3,790.30
Trade Receivables	330.21	390.06	353.3	288.23	392.34	1,002.33	1,005.41	965.94	1,432.82	1,471.31
Cash And Cash Equivalents	4,671.81	3,162.83	2,146.38	2,175.92	2,522.85	13,286.42	11,480.47	8,027.91	5,798.28	7,469.68
Short Term Loans And Advances	1	0.69	0.57	0.31	0.39	0	0	2.12	2.11	2.29
Other Current Assets	1,627.06	1,901.25	2,051.91	1,627.66	864.45	4,439.58	6,343.46	7,199.66	6,216.10	5,341.30
Total Current Assets	6,980.52	5,750.93	4,984.38	4,405.54	4,063.40	26,085.19	26,529.44	22,084.24	18,072.00	18,076.89
Total Assets	9,909.05	8,318.47	7,399.54	6,404.62	5,243.56	28,880.57	29,233.84	24,625.86	20,462.68	20,402.11



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Summary Income Statement

Cochin Shipyard & Mazagon Dock Shipbuilders

	Cochin Shipyard				Mazagon Dock Shipbuilders			
	Mar-23	Mar-22	Mar-21	Mar-20	Mar-23	Mar-22	Mar-21	Mar-20
Investment Valuation Ratios								
Face Value	10	10	10	10	10	10	10	10
Dividend Per Share	17	16.75	15.5	16.63	15.96	8.73	7.24	10.77
Operating Profit Per Share (Rs)	20.15	47.93	54.76	53.92	39.56	21.55	11.1	12.84
Net Operating Profit Per Share (Rs)	177.17	242.51	214.3	260.19	388.08	284.26	200.7	243.19
Bonus in Equity Capital	--	--	--	--	22.22	22.22	22.22	22.22
Profitability Ratios								
Operating Profit Margin(%)	11.37	19.76	25.55	20.72	10.19	7.58	5.53	5.27
Profit Before Interest And Tax Margin(%)	8.43	16.61	22.14	17.99	8.45	5.84	3.53	3.46
Gross Profit Margin(%)	9.18	18	23.66	19.29	9.22	6.28	4.05	3.87
Net Profit Margin(%)	14.35	18.38	21.64	18.63	13.7	10.22	11.84	8.32
Return On Capital Employed(%)	9.24	18.76	20.99	23.55	34.36	23.9	26.18	30.2
Return On Net Worth(%)	7.56	13.45	15.33	17.08	25.67	17.65	16.42	15.82
Return on Assets Excluding Revaluations	336.28	331.39	302.38	283.7	207.13	164.68	144.73	127.98
Return on Long Term Funds(%)	9.45	18.76	20.99	23.55	34.36	23.9	26.18	30.2
Liquidity And Solvency Ratios								
Current Ratio	1.3	1.58	1.63	1.89	1.12	1.09	1.09	1.09
Quick Ratio	1.28	1.49	1.47	1.75	0.81	0.77	0.8	0.81
Debt Equity Ratio	0.03	0.03	0.03	0.03	--	--	--	--
Debt Coverage Ratios								
Interest Cover	12.46	18.09	17.06	20.36	225.38	110.87	91.44	84.2
Total Debt to Owners Fund	0.03	0.03	0.03	0.03	--	--	--	--



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Financial Charges Coverage Ratio	13.98	19.3	18.11	21.45	237.25	121.28	98.57	91.62
Management Efficiency Ratios								
Inventory Turnover Ratio	6.65	10.77	6.52	10.92	1.06	0.74	0.69	1.06
Debtors Turnover Ratio	6.47	8.58	8.79	10.06	7.8	5.82	3.37	3.38
Fixed Assets Turnover Ratio	2.26	3.4	3.12	4.01	5.3	4.43	3.78	4.74
Total Assets Turnover Ratio	0.51	0.72	0.7	0.9	1.88	1.73	1.39	1.91
Number of Days In Working Capital	0.62	2.48	-46.32	24.42	-142.57	-364.56	-614.51	-447.86
Profit & Loss Account Ratios								
Material Cost Composition	48.42	51.27	43.85	53.1	0.26	0.3	46.83	50.38
Selling Distribution Cost Composition	0.17	0.09	0.05	0.13	--	--	--	--
Cash Flow Indicator Ratios								
Dividend Payout Ratio Net Profit	69.8	34.75	60.36	30.17	20.17	30.71	32.37	53.16
Earning Retention Ratio	14.38	65.25	39.64	69.83	79.83	70.01	74.37	48.4
Earnings Per Share	25.43	44.59	46.38	48.48	53.19	29.08	23.78	20.25

Questions:

1. What is Comparative Statement and Common-size Statement. Prepare and analyse comparative income statement and common-size balance sheet of both the companies for the financial year 2021-22 and 2022-23.
2. Evaluate and write your opinions on financial condition of both the companies on the basis of provided financial ratios.
3. What is capital structure? Comment on the capital structure of both the companies.
4. What is working capital management? Prepare statement showing working capital changes for last three years of both the companies and compare and contrast working capital position of both companies.



Dr. Sanjay S. Gaikwad
Course Teacher



Dr. Roopali Kudare
Head-Academics



Dr. Kirti Dharwadkar
Director

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HR Specialisation

Case Study on "Differing Perceptions at Clarkston Industries"

Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution.

Susan had been distribution manager for Clarkston Industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background.

Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew.

Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later.

The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Jack a chance. The next day, someone in book keeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in



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the area around the office strongbox, which was open during working hours, earlier that same day.

Most people assumed Jack was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money.

To her dismay, Susan found that rethinking the story did little to solve his problem. Should she fire Jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire Jack, she would lose everyone's trust and that some people might even begin to question her own motives.

Case Questions

Q.1) Explain the events in this case in terms of perception and attitudes. Does personality play a role?

Q.2) What should Susan do? Should she fire Jack or give him another chance?



Dr. Iram Ansari

Course Faculty



Dr. Roopali Kudare

Head Academics



Dr. Kirti Dharwadkar

Director



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OSCM Specialisation

Case Study on "Solid Waste Management"

Solid Waste Management is a major hurdle for world's growth. Inadequate handling of generated solid waste causes serious hazards to environment as well as living beings. This worldwide problem is also predominating in Nashik city also. This case study is done to look out for obstacles and prospects of Solid Waste in Nashik. A comprehensive study was done regarding collection, transportation, handling, storage, disposal and treatment of solid waste generated in Nashik city. This study discloses that there is no proper mechanism in the city for treatment of solid waste generated; this leads to dumping of waste in open areas which causes various problems to environment as well as humans living in that vicinity. Nashik's daily production of solid waste is almost 2250 MT/day. Out of which around 200-250 MT still remains on the streets and roads, that means lifting efficiency is around 80%. The per capita solid waste generation per day is around 500gm, which with a family size of almost five, results in 2.75 kg/day. Household waste, Commercial waste, Hotels, Clinics and dispensaries waste, Construction and demolition waste, Horticulture, Sludge are the main sources of solid waste in Nashik City.

Central Pollution Control Board (CPCB) conducted a study on the status of Municipal Solid Waste Collection, Treatment & Disposal in and around Nashik City in 2014-2015. Most of the population of the city does not store the waste at source and instead disposes the waste into the garbage bins, roads, open spaces, drainage pipes, etc. Isolation of recyclable waste is not practiced. Most of the recyclable material is also disposed of with domestic and trade waste. Therefore, recyclable waste is generally found mixed with rubbish on the streets, into the garbage bins and at the dumping zones from where part of this waste is picked up by the street sweepers. There is no door-to-door collection system available of waste except in case of few housing societies. Street sweeping is thus the only process of primary collection of waste. There has been a momentous increase in the production of solid waste in Nashik over the last few decades. Nashik Municipal Corporation (NMC) have decided to create and implementation a sound system which helps to reduce Solid Waste Management.



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Solid waste is managed by the NMC. Sweepers bring the waste to a municipal bin. Two to three sweepers come to one container. The NMC bought about 800 waste disposal bins to be distributed throughout the city. In theory, one-cubic-meter waste disposal bins with a storage capacity of half ton of waste are placed every 300 meters along streets. Currently 55 of the 77 wards have containers; the wards of the Old City are not containerized due to past objections, likely regarding space concerns. In Civil Lines at least, NMC Lorries are observed to arrive around 7:30 AM to remove the waste. Two large bins of 2.5 or 3.5 cubic meters can fit on each lorry. In other areas such as along GVM Marg, residents dispose of their own waste in community bins which are shared by about 20-25 homes.

Waste must be collected at pre-informed timings. The arrival of waste collectors announced through methods such as ringing a bell. Waste can be kept inside or outside the house. Different bins for different varieties of wastes must be kept so that each category of waste will follow a different path.

The transfer station needed to be so designed such that the waste can directly be transferred into a large vehicle or container. Large vehicles having containers with a capacity of 50-60 cubic meters are typically used for disposal sites which are at long distance. The design and capacity of transfer stations and storage equipment largely depends on the quantity of waste and on type of vehicles used for primary and secondary waste.

The transport vehicle must be covered. In the beginning, therefore, municipal authorities needed to provide a cover for existing vehicles. The transport of waste can be managed and monitored centrally and through a large decentralized settlement. In either case, municipal officers should ensure the efficiency of the arrangement. Transport services can be contracted out to private operators. The transport system must be coordinated with the secondary storage system of waste to prevent manual and multiple handling of waste.



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Treatment of organic waste -Household waste can contain 40 or 50 percent organic waste. Waste from vegetable markets contain even higher in a mounts. As organic waste cause major hygienic and environmental problems in cities and at landfills, several treatment methods for organic waste are available like composting, anaerobic digestion, Incineration etc.

The inorganic portion of municipal household waste can be divided into recyclable materials and non-recyclable materials. The earlier recyclable materials are separated from the solid waste, the higher their value and the easier will be the further processing methods. The appropriate treatment method for inorganic waste will depend on its physical and chemical characteristics and also on its reuse potential. In India, the principal treatment method for inorganic waste is recycling.

Case Questions

Q.1) Examine the problems faced by Nashik City?

Q.2) Categorised the probable solutions applied to handle the problem of waste management?



Dr. Vishal Wagh

Course Faculty



Dr. Roopali Kudare

Head Academics



Dr. Kirti Dharwadkar

Director



**P.C.E.T.'S
S.B. PATIL INSTITUTE OF MANAGEMENT**

**Session Plan
Course: MBA -DivC**

Sub. Code :	102	Subject Name:- ORGANIZATIONAL BEHAVIOUR							
Semester :	I								
Type of Subject :	External								
No. of Session Per week : 4 (1 Hour X 4)									
Best Book	Title	Author		Publication					
Book.1	Organizational Behaviour	Stephen Robbins,Singhi		Pearson education					
Book.2	Organizational Behaviour	Ashwathapa		Himalaya Publishing House					
Book.3	Organizational Behaviour	V.S.P. Rao		Mc Graw-Hill					
Book.4	Organizational Behaviour	Fred Luthans		Mc Graw-Hill					
Sr. No.	Unit	Sub Topic	No. of Sessions	Teaching Method	Teaching Material	Plan Date	Learning Material	CO	PO/ PSO
1	Chapter 1 Fundamentals of OB	1.1 Evolution of management thought, five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual	1	Lecture & Interaction	White board, Power Point Presentation	9/2/2021	Chapter 1, 2 from Organization Behaviour, Ashwathappa, Edi. 9th Revised Chapter 1 from Organization Behaviour, Stephen Robbins,Singhi, Edi. 13th	1,2	1,2,4,5,6,9,10,
		1.2 Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.	1	Lecture & Discussion	White board, Power Point Presentation	10/2/2021	Chapter 1,4 from Organization Behaviour, Ashwathappa, Edi. 9th Revised Organization Behaviour, ICFAI	1,2	1,2,4,5,6,9,10
		Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions	1	Lecture & Discussion	White board, Power Point Presentation	11/2/2021	Chapter 10 from Organization Behaviour, Ashwathappa, Edi. 9th Revised Chapter 3 from Organization Behaviour, Stephen Robbins,Singhi, Edi. 13th	1,2	1,2,4,5,6,9,10,12,15
		Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ.	1	Lecture & Discussion	White board, Power Point Presentation, Video	12/20/2021	Chapter 5, 25 from Organization Behaviour, Ashwathappa,Edi. 9th Revised Chapter 8 from Organization Behaviour, Stephen Robbins,Singhi, Edi. 13th	1,2	1,2,4,5,6,9,10,12,15
		Personality & Attitude: Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model	1	Lecture, Discussion and Application	White Board/ Power Point Presentation / Videos	16/2/2021	Chapter 7 from Organization Behaviour, Ashwathapa Chapter 3, 4 from Organization Behaviour, Stephen Robbins,Singhi, Edi. 13th	1,2	1,2,4,5,6,9,10,12,15
		Online Personality Test	1	Activity	Online Exercise- Self personality Analysis : Big 5 factor	17/2/2021	https://psychcentral.com/quizzes/personality/start.php	1,2	1,2,4,5,6,9,10,12,15
		Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude,	1	Lecture, Discussion and Application	Power Point Presentation and Computer Lab Based Session/ online exercise	18/2/2021	Chapter 7,17 from Organization Behaviour, Ashwathapa	1,2	1,2,4,5,6,9,10,12,15



		Johari Window, Transaction Analysis	1		Activity	Self Evaluation	23/2/2021	Chapter 7,17 from Organization Behaviour, Ashwathapa	1,2	1,2,4,5,6,9,10,12,15
		Components of attitude, Relationship between behavior and attitude.	1		Lecture & Discussion	White Board/ Power Point Presentation	24/2/2021	Chapter 10 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Stephen Robbins	1,2	1,2,4,5,6,9,10,12,15
2	Chapter 2 Perception	Perception: Meaning and concept of perception, Factors influencing perception	1	8+2	Lecture & Discussion	White Board/ Power Point Presentation	25/2/2021	Chapter 8 from Organization Behaviour, Ashwathapa Chapter 5 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
		Selective perception, Attribution theory	1		Lecture, Discussion and Application	White Board/ Power Point Presentation	26/2/2021	Chapter 8 from Organization Behaviour, Ashwathapa Chapter 5 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
		Perceptual process, Social perception (stereotyping and halo effect)	1		Lecture, Discussion and Application	White Board/ Power Point Presentation	2/3/2021	Chapter 8 from Organization Behaviour, Ashwathapa Chapter 5 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
		Perception Test	1		Activity	Online Exercise- Perception Test	3/3/2021	http://viscog.beckman.illinois.edu/flashmovie/15.php	1,2	1,4,5,9,10,12,15
		Definition & Concept of Motive & Motivation	1		Lecture, Discussion and Application	White board/ Power Point Presentation / Charts/ diagram/ Video	4/3/2021	Chapter 11 from Organization Behaviour, Ashwathapa Chapter 6 from Organization Behaviour, Luthans Chapter 7 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
		The Content Theories of Motivation (Maslows Need Hierarchy)	1		Lecture, Discussion and Application	White board/ Power Point Presentation / Charts/ diagram/ Video	5/3/2021	Chapter 11 from Organization Behaviour, Ashwathapa Chapter 6 from Organization Behaviour, Luthans Chapter 7 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
		Herzberg's Two Factor model Theory	1		Discussion and Application	White board/ Power Point Presentation/ Charts/ diagram	9/3/2021	Chapter 11 from Organization Behaviour, Ashwathapa Chapter 6 from Organization Behaviour, Luthans Chapter 7 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
		The Process Theories (Vroom's expectancy Theory & Porter Lawler model),	1		Lecture, Discussion	Power Point Presentation / Charts/ diagram	10/3/2021	Chapter 11 from Organization Behaviour, Ashwathapa Chapter 6 from Organization Behaviour, Luthans Chapter 7 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
		Contemporary Theories- Equity Theory of Work Motivation	1		Lecture, Discussion	Power Point Presentation / Charts/ diagram	12/3/2021	Chapter 11 from Organization Behaviour, Ashwathapa Chapter 6 from Organization Behaviour, Luthans Chapter 7 from Organization Behaviour, Stephen Robbins	1,2	1,4,5,9,10,12,15
					Concurrent Evaluation - 1	1		Written Assignment (1 ques chapter 1, 1 ques chapter 2) (Remembering and Understanding)	16/3/2021	
		The Meaning of Group & Group behavior & Group Dynamics	1		Lecture & Discussion	White board/ Power Point Presentation / Charts/ diagram/ Video	18/3/2021	Chapter 14,15 from Organization Behaviour, Ashwathapa Chapter 10 from Organization Behaviour, Luthans Chapter 9,10 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Types of Groups, The Five -Stage Model or Group Development .	1		Lecture and Interaction	White board/ Power Point Presentation	19/3/2021	Chapter 14,15 from Organization Behaviour, Ashwathapa Chapter 10 from Organization Behaviour, Luthans Chapter 9,10 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Team Effectiveness & Team Building	1		Lecture, Discussion and Brainstorming	Power Point Presentation / Videos	23/3/2021	Chapter 14,15 from Organization Behaviour, Ashwathapa Chapter 10 from Organization Behaviour, Luthans Chapter 9,10 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Team Building Activity	1		Outdoor Group Activity		24/3/2021		1,2,4,6	1,3,4,5,6,9,10



3	Chapter 3 Group and Team Dynamics	Concept of Leadership: Introduction, Managers V/s Leaders	1	8+2	Lecture, Discussion and Brainstorming	White Board/ Power Point Presentation / Charts/ diagram/ Video	25/3/2021	Chapter 18 from Organization Behaviour, Ashwathapa Chapter 13,14 from Organization Behaviour, Luthans Chapter 12,13 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Overview of Leadership - Traits and Types	1		Lecture & Discussion	White Board/ Power Point Presentation / Charts/ diagram	26/3/2021	Chapter 18 from Organization Behaviour, Ashwathapa Chapter 13,14 from Organization Behaviour, Luthans Chapter 12,13 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Theories of Leadership - Trait Theories	1		Lecture & Discussion	White Board/ Power Point Presentation/Charts/diagram	30/3/2021	Chapter 18 from Organization Behaviour, Ashwathapa Chapter 13,14 from Organization Behaviour, Luthans Chapter 12,13 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Behavioral Theories	1		Lecture & Discussion	White Board/ Power Point Presentation/Charts/diagram	31/3/2021	Chapter 18 from Organization Behaviour, Ashwathapa Chapter 13,14 from Organization Behaviour, Luthans Chapter 12,13 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Behavioral Theories	1		Lecture & Discussion	White Board/ Power Point Presentation/Charts/diagram	1/4/2021	Chapter 18 from Organization Behaviour, Ashwathapa Chapter 13,14 from Organization Behaviour, Luthans Chapter 12,13 from Organization Behaviour, Stephen Robbins	1,2,4,6	1,3,4,5,6,9,10,12,15
		Concurrent Evaluation - 2	1		Case Study: Leadership (Understanding and Applying)		6/4/2021	Chapter 18 from Organization Behaviour, Ashwathapa Chapter 13,14 from Organization Behaviour, Luthans Chapter 12,13 from Organization Behaviour, Stephen Robbins	3,4	1,3,4,5,6,9,10
4	Chapter 4 Organization system:	Conflict Management – Definition and Meaning, Sources of Conflict	1	7+2	Lecture & Discussion	White Board/ Power Point Presentation/ video	7/4/2021	Chapter 17 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 15 from Organization Behaviour, Stephen Robbins	1,2,5	1,2,3,4,5,6,9,10,12,15
		Types of Conflict	1		Lecture & Discussion	White Board/ Power Point Presentation	8/4/2021	Chapter 17 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 15 from Organization Behaviour, Stephen Robbins	1,2,5	1,2,3,4,5,6,9,10,12,15
		Conflict Management Approaches	1		Lecture, Interaction & Discussion	White Board/ Power Point Presentation	9/4/2021	Chapter 17 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 15 from Organization Behaviour, Stephen Robbins	1,2,5	1,2,3,4,5,6,9,10,12,15
		Organizational Culture: Meaning & Nature of Organizational Culture	1		Lecture & Discussion	White Board/Power Point Presentation	12/4/2021	Chapter 21 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 17 from Organization Behaviour, Stephen Robbins	1,2,3	1,2,3,4,5,6,9,10,12,15
		Origin of Organization Culture, Functions of Organization Culture	1		Lecture & Discussion	White Board/Power Point Presentation	15/4/2021	Chapter 21 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 17 from Organization Behaviour, Stephen Robbins	1,2,3	1,2,3,4,5,6,9,10,12,15
		Types of Culture, Creating and Maintaining Organization Culture,	1		Discussion and Brainstorming	White Board/Power Point Presentation	16/4/2021	Chapter 21 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 17 from Organization Behaviour, Stephen Robbins	1,2,3	1,2,3,4,5,6,9,10,12,15
		Managing Cultural Diversity	1		Discussion	White Board/ Power Point Presentation	19/4/2021	Chapter 21 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 17 from Organization Behaviour, Stephen Robbins	1,2,3	1,2,3,4,5,6,9,10,12,15
		Role Play	1		Group Activity and Discussion		20/4/2021	Chapter 21 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 17 from Organization Behaviour, Stephen Robbins	1,2,3	1,2,3,4,5,6,9,10
		Role Play	1		Group Activity and Discussion		22/4/2021	Chapter 21 from Organization Behaviour, Ashwathapa Chapter 3 from Organization Behaviour, Luthans Chapter 17 from Organization Behaviour, Stephen Robbins	1,2,3	1,2,3,4,5,6,9,10



5	Chapter 5 Managing change	Concurrent Evaluation - 3	1	5+2	Infographic Poster	Poster	23/4/2021	Creating Infographic Poster: Team Characteristics, Team Dynamics of Indian Cricket Team wrt World Cup 2019, Reasons for Loosing the World Cup 2019 (the Causes of Conflict in the team) and suggesting Conflict Resolution strategies.	5,6	1,2,3,4,5,6,9,10
		Concurrent Evaluation - 3	1		Infographic Poster	Poster	27/4/2021	Creating Infographic Poster: Team Characteristics, Team Dynamics of Indian Cricket Team wrt World Cup 2019, Reasons for Loosing the World Cup 2019 (the Causes of Conflict in the team) and suggesting Conflict Resolution strategies.	5,6	1,2,3,4,5,6,9,10
		Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality.	1		Lecture & Discussion	White Board/ Power Point Presentation/ video	28/4/2021	Chapter 13 from Organization Behaviour, Ashwathapa Chapter 19 from Organization Behaviour, Stephen Robbins	1,2,6	1,2,3,4,5,6,9,10,12,15
		Organizational Change; Meaning, definition & Nature of Organizational Change	1		Lecture & Discussion	White Board/ Power Point Presentation/ video	29/4/2021	Chapter 22 from Organization Behaviour, Ashwathapa Chapter 19 from Organization Behaviour, Stephen Robbins	1,2,5,6	1,2,3,4,5,6,9,10,12,15
		Types of Organizational change, Forces that acts as stimulants to change.	1		Discussion and Brainstorming	White Board/ Power Point Presentation	30/4/2021	Chapter 22 from Organization Behaviour, Ashwathapa Chapter 19 from Organization Behaviour, Stephen Robbins	1,2,5,6	1,2,3,4,5,6,9,10,12,15
		Kurt Lewin's- Three step model, How to overcome the Resistance to Change	1		Lecture & Discussion	White Board/ Power Point Presentation	4/5/2021	Chapter 22 from Organization Behaviour, Ashwathapa Chapter 19 from Organization Behaviour, Stephen Robbins	1,2,5,6	1,2,3,4,5,6,9,10,12,15
		Methods of Implementing Organizational Change, Developing a Learning Organization	1		Lecture & Discussion	Power Point Presentation / Charts/ diagram/ green board	5/5/2021	Chapter 22 from Organization Behaviour, Ashwathapa Chapter 19 from Organization Behaviour, Stephen Robbins	1,2,5,6	1,2,3,4,5,6,9,10,12,15
		Total	45		45					

Ref. Book	Title	Author	Publication
Book.1	Organizational Behaviour	Stephen Robbins, Singhi	Pearson education
Book.2	Organizational Behaviour	Ashwathapa	Himalaya Publishing House
Book.3	Organizational Behaviour	V.S.P. Rao	Mc Graw-Hill
Book.4	Organizational Behaviour	Fred Luthans	Mc Graw-Hill

<i>Burbure</i>	<i>Ansari</i>	<i>Anishkumar</i>
Prepared by: Dr. Pranita Burbure, Dr. Iram Ansari		Approved by: Dr. Anishkumar Karia

ADDITIONAL READING FOR KNOWLEDGE ENRICHMENT

TEXT BOOKS (about two standard texts - e.g. TMGH, PHI, etc.)

- 1 Organization Behaviour by Stephen Robbins
- 2 Organization Behaviour by Nelson and Quick
- 3 Organizational Behaviour by Ashwathapa
- 4 Organizational Behaviour by Fred Luthans

CASES (between 5-8 standard cases)

- 1 "Ken leaves the company", Fred Luthans, Organizational Behaviour, XI Edition, pg 155
- 2 "The schoolboy Rookie", Fred Luthans, XI edition, pg 330



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3 "Professional sports:rewarding and punishing the same behaviour?", Robbins-Singhi,Organizational Behaviour, XIII edition, pg 73

RESEARCH PAPERS (upto 3 classical research publications relevant to the subject (if applicable))

- 1 " Leadership development in organizations in India: The why and how of it", Journal of Decision makers, Vol 36 (2011),pg 61
- 2 "Development Leadership: India at the crossroads"Journal of Decision makers, Vol 36 (2011) pg 5

MAGAZINES (upto 5 national magazines with relevant sections indicated)

- 1 Human Capital
- 2 HBR

JOURNALS (between 3 - 5 articles/papers from national / International Journals with volume, issue no and pages indicated along with)

- 1 Journal of Organizational Behavior
- 2 Journal of Human Values

Websites (relevant websites with complete URLs)

- 1 en.wikipedia.org/wiki/Organizational_behavior
- 2 www.slideshare.net/rahu19288/what-is-organization-behaviour
- 3 www.b-u.ac.in/sde_book/msc_organ.pdf
- 4 www.newagepublishers.com/samplechapter/001395.pdf
- 5 www.journals.elsevier.com/organizational-behavior-and-human-decision
- 6 onlinelibrary.wiley.com/.../Organizational_Behavior

