



**SPSU**  
Sir Padampat  
Singhania University

**School of Management**

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**SIR PADAMPAT SINGHANIA UNIVERSITY**  
**UDAIPUR**

**COURSE PLAN**

**PROGRAM: MBA**

**ACADEMIC YEAR: 2024-25**

**SEMESTER-I**

**COURSE NAME: ORGANIZATIONAL BEHAVIOUR**

**COURSE CODE: MGM4102**

**COURSE INSTRUCTOR: SHWETA LALWANI, Ph.D**

## **SPSU VISION**

Preparing future leaders to solve tomorrow's challenges through immersive, industry-focused transformation learning.

## **SPSU MISSION**

1. Make industry-relevant learning equitably accessible to all our students, thus equipping them to face dynamically shifting industry and world needs and advance throughout their lives.
2. Propel young, inquisitive minds in pursuit of innovation and excellence. Encourage a paradigm of learning, which is cross-disciplinary, broad-based, yet in-depth to generate T-shaped personalities geared for solving real-world problems and advancing the nation and the world.
3. Develop global citizens who are inclusive & ethical, who will curve the arc of innovation with a lens on sustainability and equity enshrined in Millennium SDGs.

## **SCHOOL OF MANAGEMENT**

### **VISION**

- SOM is committed to educate and develop leaders and builders of enterprises who create value for their stakeholders and society at large. Vision is to develop future managers possessing a portfolio of capabilities.
- The School of Management draws inspiration from the Founder Chancellor's vision of focusing on creating knowledge, knowledge that liberates all humans from limitations.
- We also draw our vision from our parent organization's legacy, of public service, research and educational outreach and to move towards achieving academic excellence in all disciplines as also envisioned by our President.
- We strive to deliver a distinctive first quality education and foster research.

### **MISSION**

- Mission of the School is to create an intellectual engine for students, faculty and the community – to expand our capacity & development of students through brainstorming ,case studies , personal guidance and discussions. It is set to develop responsible value-based executives with overall personality development of students.
- SOM has dedicated to identifying much deeper understanding of corporate needs to build closer Industry-Academia interaction through partnerships and joint ventures . This convergence of approach of practitioners and academicians will result in focused management strategy.
- It plans to promote learning as a cherished organizational value by imparting knowledge and developing contemporary skills and services.
- SOM aims to revise courses regularly to meet the industry challenges and change.
- SOM aims at internationalization of management curricula to develop the students to face global challenges
- At the same time it aims at an equal emphasis on empirical research.

## **PEOs, POs, PSOs OF THE DEPARTMENT**

### **Program Educational Objectives (PEOs) of MBA Program**

**PEO1-** Integrative Experience and Experiential Learning: Formulate an integrative business project through the application of multidisciplinary knowledge.

**PEO2-** Social Legal & Ethical Responsibilities of Organization & Society: Analyse the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations. Demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice. Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making.

**PEO3-** Impact of Global Environment on Business: Employ effective cross-cultural communication. Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country. Demonstrate awareness of commonalities among international business activities and customs.

**PEO4-** Strategic and Innovative Thinking Skills to Enable Effective Decision Making: Develop skills to generate novel and value-creating products, processes, or organizational forms. Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions.

**PEO5-** Team Participation & Leadership: Participate in producing positive team objectives.

### **Program Outcomes (POs) and Program Specific Outcomes (PSOs) of MBA Program**

**PO1- Management Knowledge:** Ability to understand, communicate, apply and evaluate, apply knowledge of management concepts and frameworks to the resolution of business problems.

**PO2- Problem Solving and Continuous Learning:** Ability to solve complicated corporate and societal problems using quantitative and qualitative problem-solving tools and continuous learning approaches.

**PO3- Research Drive:** Ability to undertake investigations into complex business issues utilising evidence-based knowledge and research methodologies to reach data-driven outcomes.

**PO4- Effective Communication:** The capacity to communicate effectively across the globe to clearly express your ideas and views to different cultures.

**PO5- Leadership & Teamwork:** To develop the aptitude to lead towards achieving organisational goals and synergised team efforts.

**PO6- Global Outlook and Environmental Awareness:** Ability to tackle global business challenges and to demonstrate an awareness of the cross-cultural elements of business, management and environment.

**PO7- Entrepreneurial Perspective:** Explores business opportunities and use managerial skills to take-off, execute, and manage sustainable start-ups.

**PO8- Social Responsiveness and Ethics:** Ability to identify social issues and explore appropriate problems. To follow code of conduct and ethical values in each endeavour.

### **Program Specific Outcomes (PSOs) of MBA Program**

**PSO1-Scientific Reasoning:** Ability to execute, analyse and evaluate quantitative/qualitative data for interpretation and decision making from a progressive and reasoned perspective.

**PSO2-Project Based Learning:** Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.

**PSO3-Information and Collaboration:** Ability to use a variety of relevant sources of information and apply appropriate tools for analysis of data. Ability to collaborate & lead cross-functional teams to bring novelty in the decision-making process.

## PRE-REQUISITES, COURSE OUTCOMES (COs) & BLOOM'S TAXONOMY AND MAPPING OF COS WITH POs/PSOs

**Pre-requisites:** There are no such pre-requisites required to understand the concepts.

**Course: Organizational Behaviour (MGM4102)**

**Course Outcomes (COs) & Bloom's Taxonomy**

Course Outcomes	Bloom's Taxonomy
CO1: Demonstrate the applicability of the concept of organizational Behavior to understand the behaviour of people in the organization.	Remembering (K1) Knowledge (K2)
CO2: Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization.	Remembering (K1) Knowledge (K2)
CO3: Analyze the complexities associated with management of the group behavior in the organization	Comprehending (K3)
CO4: Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization and role of leadership.	Remembering (K1) Knowledge (K2)
CO5: Analyze the complexities associated with managing change and culture in an organization	Comprehending (K3)



**Course Outcome (CO) - Program Outcome (PO)**

Sem	Course	CO-PO/PSO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
I	Organizational Behaviour Behaviour (MGM4201)	<b>CO1</b>	1	1	-	1	1	-	-	-
		<b>CO2</b>	1	1	-	2	1	-	-	-
		<b>CO3</b>	1	1	-	-	3	1	-	1
		<b>CO4</b>	1	1	-	-	3	-	-	-
		<b>CO5</b>	1	3	-	2	1	-	-	-

**Note: 1 for “Low”, 2 for “Medium” and 3 for “High”**

## COURSE SYLLABUS

**Sir Padampat Singhania University, Udaipur**  
**M.B.A**  
**Detailed Syllabus**

**Semester – I**

**MGM4102**

**Organizational Behaviour**

**Major core**

L	T	P	C
3	0	0	3

### Course Objectives:

- To help the students to develop cognizance of the importance of human behaviour.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.
- To enable students to understand organizational culture and its impact on performance.
- To enable students to understand conflict management techniques in an organizational setting.

### Course Outcomes

	Course Outcome	Level*
CO1	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.	1 & 2
CO2	Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization	1 & 2
CO3	Analyze the complexities associated with management of the group behavior in the organization	3
CO4	Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization and role of leadership.	1 & 2
CO5	Analyze the complexities associated with managing change and culture in an organization	3

\*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

### Course Contents:

#### Module I: Introduction & Foundations of Individual Behaviour

Introduction-Meaning, Fundamental concepts, Disciplines contributing to OB field, Challenges and Opportunities for OB, Developing an OB Model. Foundations of Individual Behaviour.



**Module II: Perception, Attitudes & Personality**

Perceptions : Definition, Features, factors affecting perception, Process. Perceptual errors, Managerial Implications of Perception. Attitude: Definition, Features, Organizational Attitude, Managerial Implications of Attitude. Personality: Definition, Features, Big five model, Psychoanalytic theory, Managerial Implications of Personality. Values, linking an individual’s personality and values to the workplace.

**Module III: Learning & Motivation**

Learning: Definition, Features, Classical and operant conditioning, Motivation: Concept, Definition, Features, Types of Motivation, theories, Managerial Implications of Motivation.

**Module IV: Leadership & Group Behaviour**

Leadership: Concept, Definition, Leadership Styles, Theories. Groups and Teams: Definition, Features, Group development stages, Group vs. Teams, Managing and developing effective teams. Teambuilding.

**Module V: Conflict Management , Organizational Culture & Change**

Conflict Management: Definition, Features, Types of Conflict, Conflict Resolution Strategies, Global Implications: Conflict and Culture. Organizational Change: Understanding the issues and managing change, Approaches to organizational change. Organization culture. Creating and sustaining organizational culture.

**Examination Scheme: Total – 100 marks**

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

\* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

**Text & Reference Books:**

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra. Organizational Behavior (18th ed.). Pearson. 2018.
- Newstrom J. W. Human Behavior at Work. 12th ed. Tata McGraw Hill. 2011.
- Pareek. U. Understanding Organizational Behavior (2nd ed.). Oxford University Press. 2010.

**Web Links:**

- [https://onlinecourses.swayam2.ac.in/cec20\\_mg03/preview](https://onlinecourses.swayam2.ac.in/cec20_mg03/preview)

## **COURSE PLAN**

### **Program: MBA**

**Name of the Course:** Organizational Behaviour

**Credit:** 03

**Sem:** I

**Academic Year:** 2023-24

**Faculty Member:** Shweta Lalwani, Ph.D

**Contact No.:** 9950396133

**E-mail:** Shweta.lalwani@spsu.ac.in

### **Introduction /Course Description:**

The main objective of Organizational Behavior course is to help the students to acquire and develop skill to take rational decisions in the process of O.B. People have always been regarded as important in managing organizations.

Human aspects are critical in each functional aspects of management and equally so for the effective utilization of resources. In view of this, organizational behavior has assumed great importance. This course is designed primarily for students who are being exposed to Organizational Behavior for the first time.

This course covers explanations about the human behavior in the organizational context. It details the impact of individual, group and organizational factors on human behavior. The course also focuses on understanding the behavior of the employees working in the organization. It highlights the significance of Challenges and Opportunities of OB, perception, learning, organizational change, organizational culture, motivation, leadership and conflict management. Classroom activities involving lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved and absorb & assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, analysis of video cases and debates.

### **Course Objective:**

1. To help the students to develop cognizance of the importance of human behaviour.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To provide the students with the ability to analyse specific strategic human resources demands for future action.
4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

**Employability Skills Measuring Tools:**

- Ability to analyze human behaviour in organization settings
- Ability to predict behavioural consequences of a situation/action

**Pedagogy:**

The teaching method will include a mix of in-class lectures (covering theory and problem-solving), experience sharing, real-world examples, caselet discussion, quizzes, and projects/assignments on certain businesses. Flipped classroom method for case discussions will be held. Additional readings and cases will occasionally be provided in class in addition to the text and reference materials. Before each class, students are also encouraged to pre-read the material and note any difficulties they have with comprehending the principles and applying them to actual situations. Students' ability to manage relationships with multiple stakeholders will be aided by the development of creativity and inventive thinking.

**Suggested Readings:**

***Textbook:***

Stephen P. Robbins, Timothy A. Judge, Neharika Vohra. Organizational Behavior (18th ed.). Pearson. 2018.

***Reference Books:***

Newstrom J. W. Human Behavior at Work. 12th ed. Tata McGraw Hill. 2011.

Pareek. U. Understanding Organizational Behavior (2nd ed.). Oxford University Press. 2010.

***Important Websites:***

[www.shrm.org](http://www.shrm.org)

[www.worldatwork.org](http://www.worldatwork.org)

[www.workforce.com](http://www.workforce.com)

**SCHEME OF EVALUATION**

**Course Name: Organizational Behaviour**

**Course Code: MGM4201**

**Credits: 3**

<b>A</b>	<b>Formative Assessment (Teacher Assessment) (OUT OF 52.50 MARKS) (P)</b>	<b>Marks Assigned to each Component (Q)</b>	<b>Weightage for each Component (Marks in %) (R)</b>	<b>Actual Marks for each Component (S) S = R*(150/100)</b>
1	ASSIGNMENT	10	5%	7.5
2	QUIZ (3 quizzes)	30	10.0%	15
3	Case Study Discussion & Presentation/ Project Report & Presentation	10	5.0%	7.5
4	Mid Term	20	15%	22.5
5	Attendance & Class Participation	10	5.0%	7.50
<b>Total of (A)</b>		<b>80</b>	<b>40%</b>	<b>60</b>
<b>B</b>	<b>Summative Assessment (Conducted by University) (OUT OF 97.50 MARKS) (P)</b>	<b>Marks Assigned to each Component (Q)</b>	<b>Weightage for each Component (Marks in %) (R)</b>	<b>Actual Marks for each Component (S) S = R*(150/100)</b>
6	THEORY END SEMESTER EVALUATION/ EXAMINATION (TE)	100	60.0%	90
<b>Total of (B)</b>		<b>100</b>	<b>60.0%</b>	<b>90</b>
<b>TOTAL (A+B)</b>			<b>(40%+60%) = 100%</b>	<b>(60+90) = 150</b>

**Detailed Lecture Plan:**

Lecture No	Topic	Reading/Reference	Learning Outcome & Course Outcome (CO) with Bloom's Taxonomy
<b>MODULE-I:</b>			
1	Introduction-Meaning, Fundamental concepts	Text Book 1, Chapter 1, pp 44	Demonstrate the applicability of the concept of organizational Behavior to understand the behaviour of people in the organization. (CO1; K1, K2)
2	Disciplines contributing to OB field, Challenges and Opportunities for OB,	Text Book 1, Chapter 1 , pp 53	Demonstrate the applicability of the concept of organizational Behavior to understand the behaviour of people in the organization. (CO1; K1, K2)
3	Developing an OB Model	Text Book 1, Chapter 1 , pp 53	Demonstrate the applicability of the concept of organizational Behavior to understand the behaviour of people in the organization. (CO1; K1, K2)
4	Foundations of Individual Behaviour	Text Book 1, Chapter 2 , pp 55-63	Demonstrate the applicability of the concept of organizational Behavior to understand the behaviour of people in the organization. (CO1; K1, K2)
<b>MODULE-II:</b>			
5	Personality: Definition, Features, Big five model	Text Book 1, Chapter 4, pp 151	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. (CO2; K1, K2)
6	Psychoanalytic theory	<a href="https://www.simplypsychology.org/sigmund-freud.html">https://www.simplypsychology.org/sigmund-freud.html</a>	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. (CO2; K1, K2)
7	Managerial Implications of Personality	<a href="https://hdzsroi.wordpress.com/2009/02/11/personality-traits-at-work-management-implications/">https://hdzsroi.wordpress.com/2009/02/11/personality-traits-at-work-management-implications/</a>	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. (CO2; K1, K2)

8-9	Values, linking an individual's personality and values to the workplace	Text Book 1, Chapter 4, pp 167	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. <b>(CO2; K1, K2)</b>
10	Perceptions : Definition, Features	Text Book 1, Chapter 5 pp.189-215	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. <b>(CO2; K1, K2)</b>
11	Factors affecting perception Process	Text Book 1, Chapter 5 pp.189-215	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. <b>(CO2; K1, K2)</b>
12	Perceptual errors, Managerial Implications of Perception.	Text Book 1, Chapter 5 pp.194	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. <b>(CO2; K1, K2)</b>
13	Attitude: Definition, Features	Text Book 1, Chapter 3, pp.119	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. <b>(CO2; K1, K2)</b>
14-15	Organizational Attitude, Managerial Implications of Attitude.	Text Book 1, Chapter 3, pp.123-137	Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. <b>(CO2; K1, K2)</b>
16	Case Study	How do employees justify Cyberloafing? Textbook1 , p 228	
17	Interaction with student		
<b>MODULE-III</b>			
18	Learning: Definition, Features	Text Book 1, Chapter 5 pp. 197	Demonstrate the applicability of analyzing the complexities associated with management of individual behaviour in the organization. <b>(CO3; K3)</b>
19	Classical and operant conditioning	Text Book 1, Chapter 5 pp. 198	Demonstrate the applicability of analyzing the complexities associated with management of individual behaviour in the organization. <b>(CO3; K3)</b>

20-21	social learning theory, Behavioural modification	Text Book 1, Chapter 5 pp. 199-200, 292	Demonstrate the applicability of analyzing the complexities associated with management of individual behaviour in the organization. <b>(CO3; K3)</b>
22	Motivation: Concept, Definition, Features	Text Book 1, Chapter 7, pp. 282-307	Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization. <b>(CO3; K3)</b>
23-24	Types of Motivation, Theories-Maslow's, Herzberg,	Text Book 1, Chapter 7, pp. 282-307	Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization. <b>(CO3; K3)</b>
25-26	Alderfer's theory, McClelland's theory	Text Book 1, Chapter 7, pp. 282-307	Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization. <b>(CO3; K3)</b>
27	Victor Vroom's Expectancy theory,	Text Book 1, Chapter 7, pp. 282-307	Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization. <b>(CO3; K3)</b>
28-29	Goal setting theory, Equity theory	Text Book 1, Chapter 7, pp. 282-307	Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization. <b>(CO3; K3)</b>
30	Managerial Implications of Motivation	Text Book 1, Chapter 7, pp. 282-307, 318	Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization. <b>(CO3; K3)</b>
<b>MODULE-IV</b>			
31	Leadership: Concept, Definition	Text Book 1, Chapter 13 pp.515-548	Analyze the complexities associated with leadership and management of the group behaviour in the organization. <b>(CO4:K2,K3)</b>
32	Leadership Styles,	Text Book 1, Chapter 13 pp.515-548	Analyze the complexities associated with leadership and

			management of the group behaviour in the organization. (CO4:K2,K3)
33	Transactional and Transformational Leadership	Text Book 1, Chapter 3 pp.515-548	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO4:K2,K3)
34	Leadership development	Text Book 1, Chapter 3 pp.515-548	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO4:K2,K3)
35	Leadership theories	Text Book 1, Chapter 3 pp.515-548	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO4:K2,K3)
36	Groups and Teams: Definition, Features,	Text Book 1, Chapter 9, pp 356	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO4:K2,K3)
37	Group development stages	Text Book 1, Chapter 9, pp 356	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO4:K2,K3)
38	Group vs. Teams, Managing and developing effective teams	Text Book 1, Chapter 9, pp 356 <b>The Dangers of Groupthink, p388</b>	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO4:K2,K3)
39	Case Study	Text Book 1, Chapter 10, pp.343 <b>Smart Teams and Dumb teams, p425</b>	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO4:K2,K3)
<b>MODULE-V</b>			
40	Conflict Management: Definition, Features	Text Book 1, Chapter 17pp 691-721	Analyze the complexities associated with leadership and management of the group behaviour in the organization. (CO5:K3)



41	Types of Conflict, Conflict Resolution Strategies	Text Book 1, Chapter 17 pp 691-721	Analyze the complexities associated with leadership and management of the group behaviour in the organization. <b>(CO5:K3)</b>
42	Global Implications: Conflict and Culture	Text Book 1, Chapter 17 pp 691-721	Analyze the complexities associated with leadership and management of the group behaviour in the organization. <b>(CO5:K3)</b>
43	Organizational Change: Understanding the issues and managing change	Text Book 1, Chapter 16 pp.638-672	Analyze the complexities associated with leadership and management of the group behaviour in the organization. <b>(CO5:K3)</b>
44	Approaches to organizational change	Text Book 1, Chapter 16 pp.638-672	Analyze the complexities associated with leadership and management of the group behaviour in the organization. <b>(CO5:K3)</b>
45	Organization culture, Creating and sustaining organization culture	Text Book 1, Chapter 15 pp.599	Analyze the complexities associated with leadership and management of the group behaviour in the organization. <b>(CO5:K3)</b>

## **BOOKS /WEB CONTENT**

- Robbins, S.P., Judge, T.A., Edwards, M., Sandiford, P., Fitzgerald, M., & Hunt, J. (2019) Organisational Behaviour, 9th Edition, Melbourne: Pearson
- Hatch, MJ. & Cunliffe, AL. (2013), Organization Theory, 3rd Ed, Oxford Uni Press.
- Huczynski, A. & Buchanan, DA. (2013), Organisational Behaviour, 8th Ed., Pearson.
- King, D. & Lawley, S. (2013), Organizational Behaviour, Oxford Uni Press, Oxford
- Hellriegel D. (2011), 'Organizational Behavior' (Thirteenth ed.), Southwestern Educational Publishing: USA
- Pareek U. (2012), 'Understanding Organizational Behavior' (Third ed.), Oxford University Press, USA
- Robbins S.P. (2010), 'Essentials of Organizational Behavior' (Tenth ed.), Pearson: Delhi



- Schermerhorn J.R. (2010), 'Organizational Behavior' (Eleventh ed.), John Wiley & Sons, Inc.: USA

### **Journals**

Academy of Management Journal  
Academy of Management Perspectives (formerly Academy of Management Review)  
Administrative Science Quarterly  
Human Relations  
Journal of Applied Psychology  
Journal of Organizational Behavior  
Journal of Management Inquiry  
Organization Science  
Organization Studies  
Work, Employment and Society

### **Weblinks**

<https://ob.aom.org/home>

[https://onlinecourses.swayam2.ac.in/cec20\\_mg03/preview](https://onlinecourses.swayam2.ac.in/cec20_mg03/preview)