



Tulsiramji Gaikwad-Patil College of Engineering & Technology, Nagpur



Accredited with NAAC A+ Grade


An Autonomous Institute Affiliated to RTM Nagpur University, Nagpur

Scheme of Instructions for First Year Master of Business Administration

Semester-II (w.e.f.: AY2025-256)

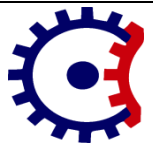

Sr. No	Course Category	Course Code	Course Title	L	T	P	Total Contact Hrs / Week	Credits	Exam Scheme				
									CT-1	CT-2	CA	ESE	TOTAL
1	PCC	MBA41201	Marketing Management	4			4	4	15	15	10	60	100
2	PCC	MBA41202	Human Resource Management	4			4	4	15	15	10	60	100
3	PCC	MBA41203	Cost and Management Accounting	4			4	4	15	15	10	60	100
4	PCC	MBA41204	Financial Management	4			4	4	15	15	10	60	100
5	PCC	MBA41205	Operation Management	4			4	4	15	15	10	60	100
6	PCC	MBA41206	Ethics in Practice	4			4	4	15	15	10	60	100
7	PCC	MBA41207	Research Methodology	4			4	4	15	15	10	60	100
			Total	28			28	28	105	105	70	420	700

L- Lecture T-Tutorial P-Practical CT1-Class Test 1 CT2- Class Test2 TA/CA- Teacher Assessment / Continuous Assessment ESE- End Semeste Examination (For Laboratory: End Semester Performance)


HOD
MBA Dept.
Tulsiramji Gaikwad - Patil
College of Engg. & Tech.
Nagpur, Wardha Road, NAGPUR - 441109


VP Academics


Principal
Dr. Premanand Naktode
Principal

		Tulsiramji Gaikwad-Patil College of Engineering and Technology Wardha Road, Nagpur-441 108 NAAC Accredited with A+ Grade (An Autonomous Institute Affiliated to RTM Nagpur University, Nagpur)			
Program: Master of Business Administration					
Semester-II		MBA41201: Marketing Management			
Teaching Scheme				Examination Scheme	
Theory	4 Hrs/week			CT-I	15 Marks
Tutorial	-			CT-II	15 Marks
Total Credits	4			CA	10 Marks
Duration of ESE: 3 Hrs.				ESE	60 Marks
Pre-Requisites: Economics, Industrial Economics				Total Marks	100 Marks
Course Objectives:					
1.	Students (Managers) will be able to develop a suitable marketing mix for a given analytics marketing objective of a company.				
2.	Student (Managers) will be able to apply the three steps of target marketing: market segmentation, target marketing, and market positioning for a given product.				
3.	Student (Managers) will be able to recommend a suitable pricing strategy for various stages in the life cycle of the product.				
4.	Student (Managers) will be able to evaluate different distribution channel options and their suitability for the company's product for a given company.				
5.	Student (Managers) should be able to develop a suitable promotion mix (advertising, sales promotion, public relations, personal selling, and direct marketing etc.) for the product for a given promotional objective of a company.				
Course Contents					
Unit I	Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment—macro and micro components and their impact on marketing decisions; Market segmentation and positioning.				
Unit II	Product Decisions: Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies; Product life cycle—strategic implications; New product development and consumer adoption process. Packaging and labeling.				
Unit III	Pricing Decisions: Pricing objectives, Factors affecting price determination; Pricing policies Methods and strategies, Initiating and responding to price change.				
Unit IV	Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.				
Unit V	Promotion Decisions: Communication Process; Promotion mix—advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion—tools and techniques.				
Text Books					
T.1	Marketing Management, Rajan Saxena, 5th Edition, McGraw Hill Education, ISBN-13: 978-9339223304				
T.2	Introduction to Marketing, Adrian Palmer, 3rd Edition, Oxford Publishing, ISBN: 9780199602131				
T.3	Marketing Management, Philip Kotler and Keven Lane Keller, 15th Edition, Pearson Education, ISBN-13: 978-9332587403				

Reference Books	
R.1	Marketing Management by Philip Kotler and Kevin Lane Keller
R.2	Ramaswamy, V.S., 2002, Marketing Management, Macmillan India, New Delhi.
R.3	Kotler P, Armstrong G, 2008, Principles of Marketing , 9th Edition, Prentice Hall, New Delhi
R.4	Gandhi J.C, 1985, Marketing –A Managerial Introduction , Tata McGraw-Hill , New Delhi
R.5	Principles of Marketing Philip Kotler , Gary Armstrong
Useful Links	
1	https://onlinecourses.nptel.ac.in/noc22_mg57/preview
2	https://www.shiksha.com/online-courses/marketing-management-i-by-nptel-course-nptel51
3	https://onlinecourses.nptel.ac.in/noc19_mg48/preview



	Course Outcomes	CL	Class Sessions
MBA41201.1	Apply basic concepts of marketing.	3	4
MBA41201.2	Analyze the three steps of target marketing: market segmentation, target marketing, and market positioning.	4	4
MBA41201.3	Evaluate pricing policy & recommend a suitable pricing strategy.	5	4
MBA41201.4	Recommend different distribution channel options and their suitability for the company's product.	5	4
MBA41201.5	Create a suitable promotion mix (advertising, sales promotion, public relations, personal selling, and direct marketing etc.) for the product.	6	4

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	3	2	3
CO2	3	2	3	3	3	3	2
CO3	2	2	3	2	3	3	3
CO4	3	3	2	2	2	1	2
CO5	2	3	2	2	1	1	1
Avg	3	3	2	2	2	3	2

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60

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Program: Master of Business Administration					
Semester-II		MBA41202: Human Resource Management			
Teaching Scheme				Examination Scheme	
Theory	4 Hrs/week			CT-I	15 Marks
Tutorial	-			CT-II	15 Marks
Total Credits	4			CA	10 Marks
Duration of ESE: 3 Hrs.				ESE	60 Marks
Pre-Requisites: Organization Behavior, Training & Development				Total Marks	100 Marks
Course Objectives:					
1.	Students should be able to explain the importance of Human Resource Management for an organization and also distinguish between Personnel and HR Management.				
2.	For a given job profile, students should be able to develop a job analysis and produce a job description and job specification.				
3.	Students should be able to design a Human Resource Plan for an organization and construct its Selection Process				
4.	Students should be able to justify the applicability of various techniques of Training				
5.	Students should be able to outline the performance appraisal process and identify and explain the utility of various modern and traditional methods of Performance Appraisal.				
Course Contents					
Unit I	Introduction, Nature, scope, objectives, importance and functions of HRM, Human resource as an asset in organization; Difference between Personnel Management and Human Resource Management, Roles and Qualities of HR Manager; Human Resource Management in dynamic environment; Introduction to Strategic HRM. Organizational and HR Strategies.				
Unit II	Job Analysis Meaning, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications & Role Analysis, Concept of Job Design, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.				
Unit III	Human Resources Planning ; Need, Importance Objectives of Human Resources Planning; Factors affecting HRP; Recruitment and Selection—Meaning, Sources and Process; Induction and Placement.				
Unit IV	Introduction of Training ; Objectives and Importance of Training; Training Process, Training Needs Identification. Types and Techniques of Training and Development; Evaluation of Training, Management/Executive Development Programs- Need and Importance & Objectives.				
Unit V	Performance Appraisal -Concept, Objectives, Importance, Methods; Potential Appraisals Compensation Management Concept and Components; Job Evaluation; Components of Salary, Incentives, Bonus, ESOPs, Fringe Benefits Ancillary Topics-Career Planning & Development, Employee Separations, Downsizing & Outplacement, HRIS, Industrial Relations.				
Text Books					
T.1	P. Jyothi and D.N Venkatesh (2013), “Human Resource Management”. Oxford Publication. 2nd Edition				
T.2	V.S.P.Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications. Thirtieth Edition				

T.3	Dr. Sunaina Sardana, “Human Resource Management”, Taxmann Publication Pvt. Ltd.
T.4	Human Resource Management, 11ed, David A. Decenzo, Stephen P. Robbins, Susan L. Verhulst, Wiley, ISBN: 978-8126553785
Reference Books	
R.1	Human Resource Management – Gary Dessler, 2020, ISBN: 9780135589324
R.2	Personnel Management and Human Resources – P. Subba Rao, 2018, ISBN: 9789386649225
R.3	Managing Human Resources – Wayne Cascio, 2022, ISBN: 9781265073612
R.4	Human Resource Management: Text and Cases – V.S.P. Rao, 2019, ISBN: 9789388028912
Useful Links	
1	https://onlinecourses.nptel.ac.in/noc21_mg21/preview
2	https://onlinecourses.nptel.ac.in/noc24_mg04/preview
3	https://onlinecourses.nptel.ac.in/noc25_mg05/preview

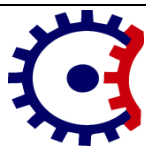
	Course Outcomes	CL	Class Sessions
MBA41202.1	Develop roles and responsibilities of HR department in industries.	6	4
MBA41202.2	Categorize job analysis and design jobs.	4	4
MBA41202.3	Reframe job evaluation and how to estimate HR requirements.	5	4
MBA41202.4	Justify the applicability of various techniques of Training.	5	4
MBA41202.5	Categories the performance appraisal process and classify the utility of various modern and traditional methods of Performance Appraisal.	4	4

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	3	2	3
CO2	3	2	3	3	3	2	1
CO3	2	2	3	2	3	3	3
CO4	3	3	2	2	2	1	2
CO5	2	3	2	2	1	1	1
Avg	3	3	2	2	2	3	3

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60



Program: Master of Business Administration

Semester-II MBA41203: Cost & Management Accounting

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Accounting For Managers , Fundamentals of Accounting			Total Marks 100 Marks

Course Objectives:

1.	Student will be able to identify/classify different elements/classification of cost and will be able to prepare cost sheet and prepare quotations for various business proposals, by giving information about basic conceptual framework of cost.
2.	Student will be able to compute Break-even point, Margin of safety, Profit volume ratio, desired profit / desired sales as well as able to evaluate the decision making proposals (suitable product mix/ dropping a product line/ fixation of selling price / make or buy decisions/ Key Factor Analysis , giving an information about cost, volume and profit for specific product for mention time period.
3.	Student will be able to classify the cost by nature and estimate cost of operating a service, giving information about relevant expenses .
4.	Student will be able to prepare relevant functional level budgets for an organization, by providing information about Expenses & Income/ Receipt & Payment / Projected Sales,.
5.	Student will be able to determine Direct Material and Direct Labor Variances, giving information about standard and actual performance.

Course Contents

Unit I	Conceptual framework of Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost. Unit & Output Costing - Preparation of Cost Sheet and Tender/ Quotations.
Unit II	Marginal Costing And Profit Volume Relationship And Decision Making :- Introduction, Application of Marginal costing in terms of cost control, profit planning, dropping a product line, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, level of activity planning- Break-even-analysis: Application of BEP for various Business problems
Unit III	Operating Costing:- Concept of operating Costing Features of operating costing: Transport costing (Standing charge, Repair and Maintenance Charge and Running charges and log sheet), Canteen, Hospital and hotels costing.
Unit IV	Budgeting and Budgetary Control – Concept of Budgeting and Budgetary Control, Essential features, Merits and Limitations of Budgetary Control. Types of Budgets, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget and Master Budget.
Unit V	Standard Costing & Variance Analysis: Introduction, Meaning and limitations of Standard Costing, Standard costing as a management Tool, Historical costing, Estimated Costing and Standard Costing, Standard Cost and Budgeted Cost, Determination of Standard Cost for

	Direct Material, Direct Labour Cost. Variance Analysis: Direct Material Variance – Material Cost Variance, Material Rate Variance, Material Quantity Variance, Material Mix Variance, and Material Yield Variance, Direct labour Variance – Labour Cost Variance, Labour Rate Variance, Labour efficiency Variance, Labour Mix Variance, Idle Time Variance and Labour Yield Variance.
Text Books	
T.1	Cost Accounting: Texts and Problems, M C Shukla, T S Grewal, Dr. M P Gupta, Revised Edition, S Chand & Company, ISBN-13: 978- 8121919630
T.2	Cost Accounting, RSN Pillai, V. Bagawathi, , Revised Edition, S Chand & Company, ISBN-13: 978-8121904933
T.3	Cost Accounting, M Y Khan P K Jain, Second Edition, McGraw Hill Education, ISBN-13: 978-9339203443
T.4	Cost Accounting Text Book – V.K. Saxena C.D. Vashishtha, Sultan Chand Publication, ISBN-13: 9788180546112
Reference Books	
R.1	Cost Accounting: A Managerial Emphasis by Charles T. Horngren, Srikant M. Datar, and George Foster
R.2	Managerial Accounting: Creating Value in a Dynamic Business Environment by Ronald W. Hilton
R.3	Principles of Cost Accounting by Edward J. Vanderbeck
R.4	Cost Management: Accounting and Control by Don R. Hansen and Maryanne M. Mowen
R.5	Cost Accounting: Principles and Applications by S. N. Maheshwari
Useful Links	
1	https://onlinecourses.nptel.ac.in/noc20_mg65/preview

	Course Outcomes	CL	Class Sessions
MBA41203.1	Demonstrate the ability to classify costs based on behaviour, function, traceability, and decision relevance.	3	4
MBA41203.2	Utilize marginal costing techniques to make decisions regarding product lines, pricing, and resource allocation.	3	4
MBA41203.3	Develop cost sheets for canteens, hospitals, and hotels by applying operating costing methods to track expenses and cost efficiency.	4	4
MBA41203.4	Formulate detailed cash budgets, sales budgets, production budgets, and master budgets by integrating relevant financial and operational data..	4	4
MBA41203.5	Calculate standard costs for direct materials and direct labor by analyzing historical data and production requirements.	3	4

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	3	1	2
CO2	3	2	3	3	3	2	3
CO3	2	2	3	2	3	1	2
CO4	3	3	2	2	2	3	3
CO5	2	3	2	2	1	3	2
Avg	2	3	2	2	2	3	3

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60



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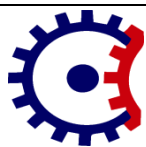


Program: Master of Business Administration

Semester	Course Code	Name of Course	L	T	P	Credits
II	MBA41203	Cost & Management Accounting	4	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
1.	Cost & Management Accounting is included	RTMNU CBCS Pattern	Strengthen PO2 , PO3 , PO4
2.	Standard Costing & Variance Analysis	RTMNU CBCS Pattern	Strengthen PO1 , PO2 , PO5
3.	Operating Costing:-Concept of operating Costing Features of operating costing	RTMNU CBCS Pattern	Strengthen PO2 , PO3



Program: Master of Business Administration

Semester-II MBA41204: Financial Management

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Finance , Cost Accounting			Total Marks 100 Marks

Course Objectives:

1.	Given financial cost parameters , the future manager will be able to calculate specific cost of capital (i.e.Cost of debt , preference ,equity and retained earnings) and the weighted average cost of capital for any specific given firm.
2.	Given different financing options , the future manager will be able to analyze the effect of operating and financial leverage on EPS and recommend a suitable long term financing mix for an organization by applying EBIT-EPS analysis , In difference Level of EBIT and Financial Break-even Analysis for given financing options.
3.	Given the cash-flows pertaining to a project , the future manager will be able to estimate projects 'cashflows to distinguish between value creating and value destroying investments using time-value intensive DCF techniques (viz.NPV,IRR,discounted payback period , profitability index) and Non-DCF techniques (i.e.Payback Period and Average rate for turn approach)
4.	Given the details pertaining to elements of working capital for a given level of activity , the future manager will be able to ascertain the components of current assets and current liabilities and determine the gross and net operating working capital requirement.
5.	Given the expected dividends , future price of shares , investor expectations and funding requirements ; the future manager will be able to compute the value of a share using various dividend discount models and illustrate whether dividend is relevant for firm valuation or not.

Course Contents

Unit I	Cost of Capital: Concept and Importance; Measurement of Specific Costs – Redeemable and Irredeemable Debt, Redeemable and Irredeemable Preference shares, Equity and Retained Earnings; Computation of Overall Cost of Capital using book value and market value weights.
Unit II	Leverage: Operating, Financial and Combined Leverage; EBIT-EPS Analysis; Indifference Level of EBIT and Financial Break-even Analysis.
Unit III	Capital Budgeting: Concept of Capital budgeting, Discounted and Non-discounted Cash Financial Management, Theory Concepts and Flow Techniques – NPV, IRR, PI, Discounted PBP, ARR & PBP.
Unit IV	Working Capital Management: Concept of Gross and Net Working Capital, Working Capital Approaches, Estimation and Calculations of Working Capital requirements
Unit V	Dividend Policy: Walter's Model; Gordon's Model and MM Hypothesis for Dividend Policy and Firm Valuation, Determinants and constraints of dividend decision.

Text Books	
T.1	Financial Management, I M Pandey, 10th Edition, Vikas Publishing House Pvt Ltd, ISBN: 9788125937142
T.2	Financial Management, Comprehensive Text book with Case studies, M. Ravi Kishore, 7th Edition, Taxmann Publications, ISBN: 9788171945207
T.3	Financial Management: Theory and Practice, Prasanna Chandra, 9th Edition, ISBN-13: 978-9339222574
T.4	Financial Management: Problems & Solutions, AN Sridhar and Padmavati Sridhar, 5th Edition, Packt Publsihers, ISBN: 9789350238929
Reference Books	
R.1	Financial Management: Theory and Practice by I. M. Pandey
R.2	Corporate Finance: Theory and Practice by AswathDamodaran
R.3	Fundamentals of Financial Management by James C. Van Horne and John M. Wachowicz
Useful Links	
1	https://onlinecourses.nptel.ac.in/noc21_mg06/preview
2	https://archive.nptel.ac.in/courses/110/105/110105121/

	Course Outcomes	CL	Class Sessions
MBA41204.1	Calculate specific cost of capital (i.e. Cost of debt, preference, equity and retained earnings) and the weighted average cost of capital for any specific given firm.	4	4
MBA41204.2	Analyze the effect of operating and financial leverage.	4	4
MBA41204.3	Estimate projects' cash flows to distinguish between value creating and value destroying investments using time-value intensive DCF techniques.	5	4
MBA41204.4	Apply the components of current assets and current liabilities and determine the gross and net operating working capital requirement.	3	4
MBA41204.5	Compute the value of a share using various dividend discount models and illustrate whether dividend is relevant for firm valuation or not.	3	4

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	2	2	3	3	2
CO2	2	2	3	3	3	3	3
CO3	2	2	3	3	3	1	1
CO4	3	3	2	3	2	3	2
CO5	3	3	2	2	1	3	1
Avg	2	3	2	3	2	2	1

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60



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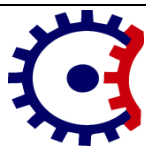


Program: Master of Business Administration

Semester	Course Code	Name of Course	L	T	P	Credits
II	MBA41204	Financial Management	40	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
1.	Leverage: Operating, Financial and Combined Leverage; EBIT-EPS Analysis; Indifference Level of EBIT and Financial Break-even Analysis.	SIBM Nagpur	Strengthen PO2 , PO3 , PO4
2.	Equity and Retained Earnings; Computation of Overall Cost of Capital using book value and market value weights	Sandip University , Nashik	Strengthen PO1 , PO2 , PO5
3.	Dividend Policy: Walter's Model; Gordon's Model and MM Hypothesis for Dividend Policy and Firm Valuation, Determinants and constraints of dividend decision.	RCOEM , Nagpur	Strengthen PO2 , PO3



Program: Master of Business Administration

Semester-II MBA41205: Operation Management

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3Hrs.		ESE	60 Marks
Pre-Requisites: Operation Management, Quantitative Techniques			Total Marks 100 Marks

Course Objectives:

1.	At the end of the course the students can apply the concept of operations management in manufacturing and service sector and will be able to plan and implement production and service related decisions.
2.	At the end of the course the student will be able to plan production schedules and plan resources (material and machine) required for production
3.	At the end of the course the students can design maintenance schedules in manufacturing units, identify and propose material handling equipments and implement industrial safety rules
4.	At the end of the course the students will be able to apply the concepts of purchase, stores and inventory management and analyze and evaluate material requirement decisions
5.	At the end of the course the students can measure performance related to productivity and will be able to conduct basic industrial engineering study on men and machines.

Course Contents

Unit I	Introduction: Concept of Operations Management, Difference between Manufacturing & Services, Capacity and equipment selection decisions. Types of Production, Plant Location Factors, Types of Manufacturing & Service Layouts.
Unit II	PPC - Concept of Production Planning and Control, Planning Premise, Make to Stock, Make to Order and Assemble to Order, Process Planning, MPS (Master Production Schedule), MRP (Material Requirement Planning), MRP II, Material Handling.
Unit III	Maintenances Management – Types of Maintenance, Maintenance Costs, OEE (Overall Equipment Efficiency), Material handling – principles, types of MHE (Material Handling Equipment), Industrial Safety, Ergonomics
Unit IV	Materials Management - Purchase management, Stores management, Vendor Selection, (Practical Problems of Vendor Selection), Inventory Management, Inventory Costs, Inventory management tools, Concept of EOQ (Practical Problems of EOQ).
Unit V	Industrial Engineering -Concepts of productivity, tools of increasing productivity, Labor and machine productivity. Introduction to work-study, work measurement, method study, motion study and time study.

Text Books

T.1	Essentials of Operations Management by Nigel Slack, Alistair Brandon-Jones, and Robert Johnston
T.2	Production and Operations Management by Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano
T.3	Production and Operations Management" by K. Aswathappa and K. Shridhara Bhat

Reference Books

R.1	The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker
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R.2	J K Sharma, Operations Research Problems Solution, McMillan Publication,
R. 3	Industrial Engineering and Production Management, By Martand Telsang, S.Chand Publications, Chapter 2,3,4 and 5
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

	Course Outcomes	CL	Class Sessions
MBA41205.1	Understand Concept of Operations Management. Difference between Manufacturing & Services,	3	8
MBA41205.2	Analyze MPS (Master Production Schedule), MRP (Material Requirement Planning),	4	8
MBA41205.3	Evaluate Maintenance Costs, OEE (Overall Equipment Efficiency)	5	8
MBA41205.14	Illustrate Materials Management- Purchase management, Stores management,	4	8
MBA41205.5	Classify Tools of increasing productivity, Labor and machine productivity	6	8

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	3	3
CO2	3	3	2	3	3	3	3
CO3	2	3	2	2	2	-	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	2	2	2
Avg	3	3	2	3	2	2	3

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60



Tulsiramji Gaikwad-Patil College of Engineering and Technology

Wardha Road, Nagpur-441 108

NAAC Accredited with A+ Grade

(An Autonomous Institute Affiliated to RTM Nagpur University, Nagpur)

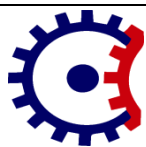


Program: Master of Business Administration

Semester	Course Code	Name of Course	L	T	P	Credits
II	MBA41205	Operation Management	4	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
1.	Network Models	Ramdeobaba College of Engineering and Management, Nagpur	To take quick decision to select the shortest path
2.	Travelling salesman Problem	Rajeshree Shahu Maharaj, Pune	To understand the transportation and travelling expenses need by the sales force



Program: Master of Business Administration

Semester-II MBA41206: Ethics in Practice

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3Hrs.		ESE	60 Marks
Pre-Requisites: Business Ethics		Total Marks	100 Marks

Course Objectives:

1.	Students will develop a critical appreciation of ethical decision-making in management and business practices.
2.	Students will be able to address concerns in both Indian and global business environments.
3.	Students will explore global and Indian frameworks of corporate governance, the ethical and cultural impacts of globalization.
4.	Students will understand ethical considerations in environmental management, marketing practices, and human resource management.
5.	Students will analyze the ethical challenges associated with artificial intelligence, the digital economy, e-commerce, social media, and influencer marketing.

Course Contents

Unit I	Business Ethics: Introduction, Concepts and theories - Introduction, definitions, need for Business ethics, Values and morals, Management and ethics, Normative Theories, – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.
Unit II	Business, Organisational Ethics & CSR - The Indian Business scene, Ethical Concerns, Global trends in business ethics, Business ethics rating in India, Organisational culture, Types of Organizations, Advantages of Corporate code of ethics, Formulating & implementing professional ethics code; CSR - Introduction, Advantages, Scope for CSR in India, steps to attain CSR, Prestigious awards for CSR, CSR & Indian Corporations-A Score Card.
Unit III	Corporate Governance, Globalisation & Business ethics - Introduction, systems of corporate governance, Indian model of Corporate Governance, OECD principles, World Bank on Corporate Governance, Indian Committees and guidelines; Factors facilitating Globalisation, Impact of globalization on Indian corporate and social culture, Advantages and disadvantages of MNC's to the Host Country, International codes of Business Conduct, Whistle blowing and its codes.
Unit IV	Environment Ethics, Marketing Ethics & Ethics in HRM - India's Environment Policy, Environment Risk Management, Environment Audit, Areas in Marketing Ethics, Ethics in HRM, Role of HRM in creating an ethical organisation.
Unit V	Emerging Trends and Contemporary Issues in Business Ethics: Artificial Intelligence and Ethical Implications, Ethics in the Digital Economy and E-Commerce, Ethical Challenges in Social Media and Influencer Marketing, Future Directions in Business Ethics.

Text Books

T.1	Business Ethics – Concept & Practice - B. H. Agalagatti & R. P. Banerjee – (Nirali Publication)
T.2	Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
T. 3	Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.

Reference Books	
R.1	Business Ethics. by Crane – Pub. By Oxford Press
R.2	Business Ethics, C S V Murthy, Himalaya Publishing House
R.3	Business Ethics & Corporate Governance, by A.C.Fernando
Useful Links	
1	https://onlinecourses.nptel.ac.in/noc21_mg46/preview



	Course Outcomes	CL	Class Sessions
MBA41206.1	Comprehend the role of ethics, values, and morals in shaping business practices and decisions.	3	8
MBA41206.2	Evaluate the impact of organizational culture and corporate codes of ethics on business practices.	4	8
MBA41206.3	Assess the factors facilitating globalization and its influence on Indian corporate and social culture.	5	8
MBA41206.4	Discuss ethical concerns in HR practices, including recruitment, employee rights, workplace diversity, and fair treatment.	4	8
MBA41206.5	Propose frameworks for ethical decision-making in response to contemporary issues in the digital and technological domains.	6	8

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	3	3
CO2	3	3	2	3	3	3	3
CO3	2	3	2	2	2	-	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	2	2	2
Avg	3	3	2	3	2	2	3

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60

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Program: Master of Business Administration					
Semester-II		MBA41207: Research Methodology			
Teaching Scheme				Examination Scheme	
Theory	4Hrs/week			CT-I	15 Marks
Tutorial	-			CT-II	15 Marks
Total Credits	4			CA	10 Marks
Duration of ESE: 3Hrs.				ESE	60 Marks
Pre-Requisites: Research Methodology				Total Marks	100 Marks
Course Objectives:					
1.	In context of research, the student will be able to define business research problems and will also able to formulate an abbreviated version of research proposal.				
2.	The student will be able to describe appropriate sampling design and will also be able to estimate appropriate sample size.				
3.	The student will be able to develop measurement tools and construct appropriate scales therein.				
4.	The student will be able to select suitable method of data collection and will be able to make questionnaire/e-questionnaire				
5.	The student will be able to derive inferences by applying various techniques of interpretation and be and write various types of research reports.				
Course Contents					
Unit I	Theory Building and Research Proposal - Meaning and nature of Theory, Nature of proposition, Scientific Method, Verifying Theory, Inductive and Deductive Reasoning, Nature of business problem, importance of problem definition, the process of problem definition, research questions and research objectives, research proposal, anticipating outcomes, Literature Review				
Unit II	Sampling Design - Census and Sample Survey, Implication of Sample Design, Steps in Sample Design, Sampling Procedure, Different Types of Sampling Designs, How to select a random sample, Random sample from infinite universe, Sample size calculation.				
Unit III	Measurement and Scaling Techniques - Measurement in research, Measurement Scales, Source of errors in measurement, Test for sound measurement, Techniques for developing measurement tools, Scaling - Meaning, Scale classification bases, Important Scaling Techniques, Scale construction techniques				
Unit IV	Methods of Data Collection - Collection of Primary Data (Observation, Interview, Questionnaire, Schedules), Other methods of data collection, Collection of Secondary Data (Reliability, Suitability and Adequacy), Selection of appropriate method for data collection, Constructing Questionnaire/e-questionnaire/Schedule				
Unit V	Interpretation and Report Writing - Meaning and Techniques' of Interpretation, Significance and Steps of Report Writing, Layout of research reports, types of reports, Mechanics and Precautions for writing a research report.				
Text Books					
T.1	Panneerselvam, "Research Methodology", Prentice Hall India				
T.2	Donald Cooper and Pamela Schindler, "Business Research Methods ", Tata McGraw Hill				
T. 3	Krishnaswami & Rangantham, "Methodology of Research ", Himalaya Publishing House				
T. 4	Alan Bryman and Emma Bell, "Business Research Methods ", Oxford Publication				
Reference Books					
R.1	Business Research Methods – William G. Zikmund, 7th Edition, Cengage Learning, ISBN – 978-81-315-0029-3, Chapter 3 & 6				

R.2	Research Methodology: Methods and Techniques by C.R. Kothari and Gaurav Garg
R. 3	Business Research Methods by Zikmund, Babin, Carr, Adhikari, and Griffin
R. 4	Research Methodology: Concepts and Cases by Deepak Chawla and NeenaSondhi
R. 5	Research Methods in Management by V.P. Michael
Useful Links	
1	https://gradcoach.com/what-is-research-methodology/
2	https://www.open.edu/openlearn/money-management/understanding-different-research-perspectives/content-section-8
3	https://www.scribbr.com/category/methodology/

	Course Outcomes	CL	Class Sessions
MBA41207.1	Decide business research problems and will also formulate an abbreviated version of research proposal.	4	4
MBA41207.2	Choose appropriate sampling design and will also estimate appropriate sample size.	5	4
MBA41207.3	Develop measurement tools and construct appropriate scales therein.	5	4
MBA41207.4	Create suitable method of data collection and will make questionnaire/e-questionnaire.	6	4
MBA41207.5	Derive inferences by applying various techniques of interpretation and be and write various types of research reports.	3	4

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	3	3	3
CO2	3	2	3	3	3	3	2
CO3	2	2	3	3	3	3	1
CO4	3	3	2	2	2	1	2
CO5	2	3	2	2	1	1	1
Avg	3	3	2	2	2	3	3

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60



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Program: Master of Business Administration

Semester	Course Code	Name of Course	L	T	P	Credits
II	MBA41207	Research Methodology	40	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
1.	Theory building and research proposal topic	RTMNU CBCS Pattern	Strengthen PO2 , PO3 , PO4
2.	Techniques for developing measurement tools, Scaling - Meaning, Scale classification bases,	RTMNU CBCS Pattern	Strengthen PO1 , PO2 , PO5
3.	Important Scaling Techniques, Scale construction techniques	RTMNU CBCS Pattern	Strengthen PO2 , PO3