TULSIRAMJI GAIKWAD-PATIL College of Engineering & Technology

Mohgaon, Wardha Road, Nagpur - 441 108

An Autonomous Institute

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Semester I

Teaching Scheme & Syllabus

National Education Policy 2020

From

Academic Year 2026 – 27

Vision of Institute

To emerge as a learning Center of Excellence in the National Ethos in domains of Science, Technology and Management.

Mission of Institute

M1- To strive for rearing standard and stature of the students by practicing high standards of professional ethics, transparency and accountability.

M2- To provide facilities and services to meet the challenges of Industry and Society

M3- To facilitate socially responsive research, innovation and entrepreneurship

M4- To ascertain holistic development of the students and staff members by inculcating knowledge and profession as work practices.

Vision of the Department

To become learning centre for management by producing professionally committed managers who will contribute in positive sense towards society and nation building at large.

Mission of the Department

- To be an epitome for higher learning by developing effective leaders and entrepreneurs who anticipate, analyze & manage contemporary as well as emerging business and social issues.
- To ensure sustainable growth in association with Industry leaders, Professional bodies, Local community and international organizations

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–I (w.e.f.: AY2026-27)

Sr. No	Course Category	Course Code	Course Title	L	T	P	Contact Hours/ Week	Credits	Exam Scheme				
									CT- 1	CT– 2	CA	ESE	TOTAL
1	PCC	MBA41101	Managerial Economics	3	-	-	3	3	15	15	10	60	100
2	PCC	MBA41102	Quantitative Techniques	3	-	-	3	3	15	15	10	60	100
3	PCC	MBA41103	Fundamentals of Accounting	3	-	-	3	3	15	15	10	60	100
4	PCC	MBA41104	Business Legislation	3	-	-	3	3	15	15	10	60	100
5	PCC	MBA41105	Organizational Behavior	3	-	-	3	3	15	15	10	60	100
6	PEC	MBA41106/ MBA41107	Entrepreneurship Development (Elective I)) / International Business (Elective II)	3			3	3	15	15	10	60	100
7	PCC	MBA41108	Professional Skill Development	3			3	2	10	10	30	0	50
8	PCC	MBA41109	Computer Techniques	2			2	2			50	0	50
			Total	**23**	-		**23**	**22**	**100**	**100**	**140**	**360**	**700**

L- Lecture T-Tutorial P-Practical CT1-Class Test 1 CT2- ClassTest2 TA/CA- Teacher Assessment / Continuous Assessment

ESE- End Semester Examination

Note: -1) Student need to select one Elective out of Two in first semester.

TOTAL CREDITS: 22

				October 2026	2.0	Applicable for AY2026-27 Onwards
Chairperson	**Vice Principal / Director Academics**	**Director Administration**	**Principal**	**Date of Release**	**Version**	

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Program: Master of Business Administration

Semester-I | MBA41101: Managerial Economics

Teaching Scheme		Examination Scheme	
Theory	3 Hrs/week	**CT-I**	15 Marks
Tutorial	-	**CT-II**	15 Marks
Total Credits	**3**	**CA**	10 Marks
Duration of ESE: 3Hrs		**ESE**	60 Marks
Pre-Requisites: Economics, Industrial Economics		**Total Marks**	**100 Marks**

Course Objectives:

1.	Student will able to understand the basic concept of economics and able to distinguish between the micro & macroeconomic.
2.	Student will able to understand Law of demand and supply and based on this he/she can able to evaluate the future demand of market.
3.	Student will able to get the information pertaining to market structure, and also able to determine the optimal price and output for firms under different market structures.
4.	Student will able to understand the scale of production, production functions and also able to comprehend the difference between marginal cost and revenue.
5.	Student will able to understand the national income and its concepts, including with money market and policies which influence money market.

Course Contents

Unit I	**Introduction to Economics:** Nature, Definition and Scope of Economics, Dimensions of Economics: Positive and Normative Economics, Tools of Economics Analysis, Inductive and deductive methods, Limitation of Economics. **Introduction to Micro and Macro Economics** Nature and Scope of Micro & Macroeconomics, Importance, imitations, Economic Laws, Economic Problem, Significance of the study of economics Transition from Micro economics to macroeconomics, Difference between micro and macroeconomics, Basic concepts of circular flow of economic activity– two, three and four sector model
Unit II	**Law of Demand and Law of Supply:** Definition and Features of Demand, Market demand, Determinants of demand, Law of Demand ,Demand Schedule Demand Curve, Giffen goods and Giffen's Paradox **Elasticity of Demand:** Definition, Types of Elasticity - Price Elasticity, Income Elasticity and Cross Elasticity, Methods of Measuring price elasticity of demand, Factor's influencing elasticity of Demand Importance of price elasticity ofdemand (Theory and applicable simple problem on elasticity of demand) **Supply:** Definition, Market Supply, Determinates of supply, Law of Supply, Supply Schedule, Supply curve.
Unit III	**Market Structure and Perfect Competition Market** Market Structure: Meaning and definitions, Classifications of the Markets. Perfect Competition Market: Features of Perfect competition, Meaning of Firm and Industry, Price determination under perfect competition, equilibrium (Short-long run) of Industry and firm. Monopoly and Imperfect Competition Market Monopoly: Definition, Characteristics, Types, Price determination under monopoly, Price discrimination under monopoly, Monopoly Control, Monopoly and anti-trust policy. **Monopolistic Competition:** Definition, Characteristics, Price determination under Monopolistic competition, Product Differentiation Oligopoly: Definition, Characteristics, Price Leadership

Unit IV	**Production Function** Production Function:- Meaning and concepts of Production, Factors of production, Return to Scale, Law of Variable Proportion, Iso-quant Curve, Economies of scale. Cost of Production: Meaning, Costs, Different concept of production - Monetary cost, Implicit and Explicit cost, Opportunity cost, Inter-relationship between average and marginal cost, Causes to increase in marginal and average cost according to line period (short-long term) Revenue Analysis: Concept of Total, Average, Marginal revenue, Relationship between average revenue and marginal revenue, concept of profit- Gross, Net, Normal and Abnormal, Break-Even point, Equilibrium of the Firm, Expansion path.
Unit V	**National Income** Concepts of National income, Some basic concepts- Consumption goods, Capital goods, Final goods, Intermediate goods, Gross investment and depreciation, GNP, NNP, GDP, NDP, Per Capita Income, Personal and disposal Income, Methods and difficulties in Measurement of National income, Importance of National income analysis **Money:** Meaning, Definitions, Types of Money, Functions of Money Theories of Value of Money - Fishers Quantity Theory of Money and Cambridge Quantity Theory of Money Inflation, Deflation, Dis-inflation and Reflection: Meaning, Definition, Features, Causes, Types and Effect Monetary and Fiscal Policy: Meaning, Objectives and Importance, Measures of monetary policy, Instrument of Fiscal policy, Importance of Deficit Budget, Limitations of Fiscal policy, Investment Multiplier.
Text Books	
T.1	Dwivedi, D N, (2009). Managerial Economics, Vikas Publishing House Pvt. Ltd.
T.2	Maheswari, Yogesh, (2005). Managerial Economics, Prentice Hall of India (Second Edition)
T.3	Keat, Paul G.,Young, Phillip K.Y.,Banerjee S., (2012) Managerial Economics, Pearson: New Delhi.
Reference Books	
R.1	Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
R.2	Siddiqui, S.A., (2017). Comprehensive Economics, Laxmi Publications (P) Ltd.
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA41101.1	**Integrate** the Basic knowledge of the economics and it's significant.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6
MBA41101.2	**Estimate** the laws of demand and supply to analysis the market accurately.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41101.3	**Explore** the market structure to determine output of the firms under various market conditions.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6
MBA41101.4	**Determine** the factors of production to apply to increase the production of the firm.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6

MBA41101.5	**Compare** the different concepts & policies included in national income to understand the Indian economy.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	5	6

CO-PO Mapping

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

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

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Program: Master of Business Administration

Semester-I | MBA41102: Quantitative Techniques

Teaching Scheme		Examination Scheme	
Theory	3 Hrs/week	**CT-I**	15 Marks
Tutorial	-	**CT-II**	15 Marks
Total Credits	**3**	**CA**	10 Marks
Duration of ESE: 3Hrs		**ESE**	60 Marks
		Total Marks	**100 Marks**

Pre-Requisites: Basic Accounting, Basic Mathematics, Quantitative Techniques

Course Objectives:

1.	Students are able to estimate the dispersion / variance & symmetry of the data using various measures and draw inferences to facilitate decision making.
2.	Students are able to predict the values of variable using regression analysis techniques and also understand various types of correlation analysis techniques.
3.	Students are able to understand the concept and application of Probability and Probability Distribution in decision making to the students
4.	Students are able to construct appropriate hypotheses and draw conclusions by using a suitable hypothesis testing.
5.	Students are able to understand the basic concepts of operation research and the basic rules to conduct the research in operation.

Course Contents

Unit I	**Measures of Dispersion (Variation) & Symmetry:** Significance of measuring Dispersion, Requisites and classification of measures of Dispersion, Distance measures Range, Interquartile range. Average Deviation measures - Mean Absolute Deviation, Variance and Standard deviation, Chebyshev's Theorem, Coefficient of variation & its significance. Concept of Skewness & Kurtosis
Unit II	**Measures of Association:** Correlation, Types & Methods of Correlation analysis - Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Probable error, Coefficient of Determination, Standard error of coefficient of correlation. Introduction to regression analysis and its advantages, Types of regression models, methods to determine regression coefficients (normal equations).
Unit III	**Probability:** Introduction to Probability: Basic definition Events, Sample space and probabilities, Basic rules of probability, Conditional probability. Problems only on conditional probability and Baye's Theorem Discrete Probability distribution- Binomial Probability Distribution-Poisson Probability Distribution- Normal Probability Distribution: concepts, properties and application Problems on Binomial Probability Distribution, Poisson Probability Distribution, Normal Probability Distribution
Unit IV	**Hypothesis Testing:** Introduction, Hypothesis testing procedure, errors in hypothesis testing. Power of a statistical test. t-test, ANOVA and Chi–Square test, (Students should be able to perform testing on spreadsheets) Transportation Problems: General Structure; various methods of finding initial solution: Maximization and minimization and application of transportation problems
Unit V	**Introduction to operations Research:** - Origin, Meaning and definition of Operations Research, Scope, Characteristics and Limitations of Operations Research, Methodology and Models in OR Theory of games:-Terminology; Two person Zero-sum game; Solutions to Games; Saddle point, dominance rule, value of the game, mixed strategy, Problems on maximin-minimax principle, rule of dominance and graphical method of solving a game-(2xn) and (mx2) games.

Text Books

T.1	Business Statistics, J. K. Sharma, Pearson, Second Edition
T.2	Statistics For Management, Levin & Rubin, PHI, Seventh Edition
T.3	"Quantitative Methods for Business", Anderson (Thomson Learning Books)
Reference Books	
R.1	"Statistical Methods", S.P. Gupta (S. Chand)
R.2	Levin Richard & Rubin David – "Statistics for Management" (Prentice Hall Of India)
R.3	SPSS Statistics for Data Analysis and Visualization 1st Edition, Keith McCormick, Jesus Salcedo, Jason Verlen, Jon Peck, Andrew Wheeler , Wiley Publishing
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA41102.1	**Examine** the concepts of Dispersion and its applications.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	3	6
MBA41102.2	**Predict** the values of a variable using regression analysis techniques.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	5	6
MBA41102.3	**Determine** the various probabilities arising out of the situation for the purpose of decision making.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	4	6
MBA41102.4	**Construct** appropriate hypotheses to address the research problem in question.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	6	6
MBA41102.5	**Compare** the various forms of analytics to choose suitable analytics for decision making.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	3	6

CO-PO Mapping

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

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

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Program: Master of Business Administration

Semester-I | MBA41103: Fundamentals of Accounting

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: Basic Accounting, Basic Mathematics, Quantitative Techniques		**Total Marks**	**100 Marks**

Course Objectives:

1.	Students are able to understand the basic of accounting and perform their application in actual practice
2.	The students are able to prepare the financial statements and calculate the profit or loss of the firm.
3.	Students are able to Prepare Cash Flow statement to evaluate whether a firm is doing well or not and also evaluate the flow of the funds of the firm.
4.	Students are able to perform Ratio analysis and comment on the performance of the firm. Whether a firm is doing well or not.
5.	Students are able to understand the basics of the cost management and its importance regarding the growth of the firm.

Course Contents

Unit I	**Accounting Standards**: Introduction to India Accounting Standards. AS2 (Valuation of Inventories), AS3 (Cash Flow Statement), AS6 (Depreciation Accounting), AS10 (Accounting for Fixed Assets). Practical Questions on the accounting standards.
Unit II	**Financial Statement Reporting**–I: Preparation of Financial Statement– Profit & Loss, Balance sheet (as per Companies Act 2013)
Unit III	**Financial Statement Reporting**– II: Fund Flow and Cash Flow Statement Cash Flow Analysis–introduction, Meaning, features, objectives, importance, concept of cash and cash equivalents, Problems on Preparations of Fund Flow and Cash flow statement (as per Companies Act 2013)
Unit IV	**Analysis of financial Statement -** I: Introduction, Assessment of Business Performance through Ratio Analysis: Concept of Ratio, significance of ratio analysis, Interpretation of financial performance using ratio. Profitability Ratio, Liquidity Ratio, Solvency Ratio, Activity Ratio & efficiency Ratio,
Unit V	**Cost Management**: Cost Overview- concept & classification of costs- cost analysis for management decision making. Problems on Preparation of Cost Sheets (simple problems to understand the different heads of Cost Sheet). Variable costing: Concept of variable (Marginal) costing, advantage of variable costing. Cost-volume – profit (CVP) Relationship: Profit planning- behavior of expenses in relation to volume. CVP model- sensitivity analysis 2,4of CVP Model for changes in underlying parameters- assumptions of the CVP Model-Utility of the Model in Management Decision Making (only theory). Problems (Simple) on BEP analysis including Margin of Safety and Profit planning.

Text Books

T.1	"Financial Accounting for Management"–N. Ramchandran, Ram Kumar Kakani–Tata Mac-Graw-Hill Publishing Co. Ltd. Second Edition.
T.2	"Financial Accounting &Analysis" –Narender Ahuja &Varun Dawar, Taxmann Publication (2015),1st Edition, (216– 235)
T.3	"Financial Accounting & Analysis" –Narender Ahuja &Varun Dawar, Taxmann Publication (2015),1st Edition, (216– 235)
Reference Books	
R.1	Dr. S. N. Maheshwari and Dr. S. K. Maheshwari, "Financial Accounting", Vikas,10thEdition.
R.2	Ambrish Gupta: "Financial Accounting Management an Analytical Perspective",Pearson Education-2009
R.3	Sehgal, "Accounts for Management",", Taxmann Publication Pvt. Ltd
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA41103.1	**Evaluate** the basic concept of accounting standards and perform its application in actual practice.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	5	6
MBA41103.2	**Calculate** the profit or loss of a firm to prepare the financial statement.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	3	6
MBA41103.3	**Implementing** the cash flow analysis to understand the investment need of the firm.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	3	6
MBA41103.4	**Prepare** the financial ratios and measure the performance of the firm.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	4	6
MBA41103.5	**Compare** the of a financial statements a inter-firm and intra firm of common size firm.	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2	4	6

CO-PO Mapping

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

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

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Program: Master of Business Administration

Semester-I | **MBA41104** : Business Legislation

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

Course Objectives:

1.	Students are be able to know the legal aspects of doing business & plan business activities.
2.	Students are able to explain the legal process involved in formation of a company and understand the relationships amongst the various stakeholders of the company
3.	Students are able to understand various components of IPR and differentiate between them.
4.	Students are able to describe various provisions of IT Act and also able to use various provisions of Consumer Protection Act.
5.	Students are able to analyze the elements of Social, political, economic environment around a firm.

Course Contents

Unit I	**Legal aspects of business and contracts:** Concept of law. Types of Law. Definition, Nature and types of contracts. Essentials of valid contract. Consideration and essentials of consideration. Free Consent. Legality and Validity of Contracts. Discharge Of contracts. Arbitration: Meaning, Essential and Effects. Conciliation: Meaning, Procedure and Effect.
Unit II	**The Companies Act and Indian Partnership Act** Definition & characteristics of a company, Kinds of Companies, Memorandum of Association, Articles of Association; Role of Director, Winding Up of the Company. Nature of partnership firm, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm.
Unit III	**IPR:** Types of IPR, over view and definitions. Patents and Patentability, working of patent and compulsory license, infringement. Meaning of copyright, ownership and assignment, licenses, Infringement. Meaning of Trademark, grounds of registration, infringement and passing off, assignment of trademark, collective trademark, certification marks. Definition Of design, difference between copyright and design, Piracy of registered design. Trade secrets, meaning and essentials. Advantages and disadvantages of trade secrets
Unit IV	**IT Act 2000**: Objectives & Scope, Important definitions, E-Governance and offences & Penalties .Consumer Protection Act: Definitions: Consumer, Defect and Deficiency. Unfair and Restrictive trade practices. Role and Functions of Consumer Protection Councils. Rights of Consumer. Consumer Forum; Structure and jurisdiction. Power of consumer forum. Remedies under act. Economic Environment: Economic systems. Financial systems. Economic policies and macroeconomic scenario. Constitutes of political environment. Constitutional provisions: Freedom of Trade and Reasonable restrictions. Economic roles of government. Demographic structure of India. Socio-Cultural environment of India
Unit V	**Socio-Political-Economic Environment:** Economic systems. Financial systems. Economic policies and macro-economic scenario. Constitutes of political environment. Constitutional provisions: Freedom of Trade and Reasonable restrictions. Economic roles of government. Demographic structure of India. Socio-Cultural environment of India

Text Books

T.1	Legal Aspects of Business Concepts and Application, Parul Gupta, Vikas Publishing House ,
T.2	Elements of Company Law, N.D. Kapoor, Sultan Chand & Sons, 30th Edition
T.3	Business Legislation for Management, M C Kuchhal & V Kuchhal, Vikas Publishing House, 5th Edition,
Reference Books	
R.1	Economic Environment of Business, V.K. Puri; S.K. Misra, Himalaya Publishing House. 9th Edition,
R.2	Bhandari, Munish, "Professional Approach to Corporate Laws and Practice", Bharat Law House, NewDelhi.
R.3	N. D. Kapoor "Business Law" – S. Chand & Co.
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

Course outcome

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA41104.1	**Apply** the basic knowledge of law and Contract Act to evaluate a contract used in commercial practice	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6
MBA41104.2	**Explain** the legal process involved in formation of a company and understand the relationships amongst the various stakeholders of the company	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6
MBA41104.3	**Explore** components of IPR and identify the uses of IPR in business.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA411044	**Decide** the various provisions of IT and Consumer Protection Act.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	5	6
MBA41104.5	**Analyze** the elements of Social, political, economic environment around a firm.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6

CO-PO Mapping

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

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

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Semester-I | **MBA41105**: Organizational Behavior

Teaching Scheme		Examination Scheme	
Theory	3 Hrs/week	**CT-I**	15 Marks
Tutorial	-	**CT-II**	15 Marks
Total Credits	**3**	**CA**	10 Marks
Duration of ESE: 3Hrs		**ESE**	60 Marks
		Total Marks	**100 Marks**

Pre-Requisites: **Principle of Management (Basic)**

Course Objectives:

1.	Students are able to explain the concept of Organization Design and determine the factors that affect Organization Design.
2.	Students will be able to identify the components of Individual behavior and apply the concept of Learning, Perception, Attitudes and values.
3.	The student will be able to distinguish between the various theories of motivation and their application in organizations and also be able to apply these theories to practical problems in organizations. They will also be able to distinguish between a number of different leadership theories & styles and contribute to the effective performance of a team as the team leader or a group member.
4.	The future managers/ students will be able to analyze the behaviour of individuals and groups in organizations in terms of the key factors that influence organisational behaviour and demonstrate skills required for working in groups (team building).
5.	The students will be able to justify how organizational change and conflict affect working relationships within organizations and demonstrate how to apply relevant theories to solve problems of change and conflict within organizations

Course Contents

Unit I	**Organization Design:** Understanding organizations- Basics of an organizational Design Organization and stakeholders-Organizations and environmental influences- Organizational strategy-Organizational design - Alternative structures- Management process - Authority and Responsibility Relationship; organizational control mechanisms; Organizational decision making
Unit II	**Organizational Behavior:** Introduction, Foundations of individual behavior- Ability, Attitudes, Job Satisfaction, Personality, Values , Perception
Unit III	**Individual Behavior & Motivation:** Foundations of Individual Behavior, Meaning of personality, Theories of personality, Motives - Definition, Importance, Characteristics and Classification of motives - Primary & Secondary motives, Theories of Motivation: Maslow, Herzberg's hygiene & motivators, ERG theory. McClelland's achievement theory and Expectancy theory.
Unit IV	**Group and Team Behavior** - Foundations of Group behavior -Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, Teams-Type and Team Dynamics
Unit V	**Group Dynamics & Conflict Management:** Concept of Group & Team. Process of Group Formation - Formal and Informal Groups, Conflict Management: Traditional vis-à-vis Modern view of conflict, Types of conflict - Intrapersonal, Interpersonal, Group & Organizational.

Text Books

T.1	Organisational Behavior Text Cases and Games, K. Aswathappa, Himalaya Publishing House Pvt Ltd, 10th Edition, ISBN- 978-93-5051588-4 .
T.2	Dr. Niraj Kumar, "Organizational Behavior -A new Look Concept, Theory and Cases", Himalaya Publication, First Edition 2009.
T.3	Organisational Behavior Text Cases and Games, K. Aswathappa, Himalaya Publishing House Pvt Ltd, 10th Edition, ISBN- 978-93-5051588-4 .
Reference Books	
R.1	Margie Parikh , Rajen Gupta, "Organisational Behaviour", McGraw Hill Education (India) Private Limited,1st Edition.
R.2	PG Aquinas, "Organizational Behaviour: concepts, realities, application and challenges", First edition, Excel Books.
R.3	Margie Parikh , Rajen Gupta, "Organisational Behaviour", McGraw Hill Education (India) Private Limited,1st Edition.
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

Course Outcomes

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA41105.1	**Explain** the concept of Organization Design and determine the factors that affect design of organization.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41105.2	**Discover** the components of Individual Behavior and apply the concept of Learning, Perception, Attitudes and values.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6
MBA41105.3	**Distinguish** between the various theories of motivation and their application in organizations and also be able to apply these theories to practical problems inorganizations.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41105.4	**Analyze** the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41105.5	**Justify** how organizational change and conflict affect working relationships within organizations.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6

CO-PO Mapping

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

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

Tulsiramji Gaikwad-Patil College of Engineering and Technology
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Program: Master of Business Administration

Semester-I | MBA41106: Entrepreneurship Development (Elective I)

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

Course Objectives:

1.	On completion of module, the student will be able understand the concept of entrepreneurship and what entrepreneurs do. They will also be able to relate the work of few prominent Indian entrepreneurs with the learned concept and compare the work of a manager with that of an entrepreneur.
2.	On completing this module, the student will learn how entrepreneurship evolved from its earlier disorganized form to the current Government supported form. They will also be able to justify the role of EDPs in growth of entrepreneurship
3.	Upon studying this module, the students will be able to explain the theories of entrepreneurship and also how the entrepreneurial knowledge gained can be applied to developing entrepreneurial ventures in different economic sectors in India.
4.	On properly studying this module, the student will be able to examine the impact of different financial aspects on entrepreneurship and can evaluate his/her own ability to set up a small scale venture.
5.	On studying this module, the student will be able to create a mental map of the network of Government support system and various institutions purposely designed and set up, at national, state and district level, for assisting entrepreneurial ventures.

Course Contents

Unit I	**Evolution of the concept of entrepreneurship**. The entrepreneur: characteristics and functions, types of entrepreneurs, distinction between manager and an entrepreneur. Intrapreneur: concept, characteristics, barriers, intrapreneurial climate and culture. Factors contributing to entrepreneurship development. Theories of entrepreneurship. Indian entrepreneurs and their ventures (cases).
Unit II	Post-independence growth of entrepreneurship in India, role of entrepreneurship in economic development. Entrepreneurship development programmes: objectives, phases, evaluation and problems of EDPs. Entrepreneurial competencies: meaning, major competencies and developing competencies.
Unit III	Theory of achievement motivation, Prof. David McClelland's contribution, Kakinada experiment. Women entrepreneurship in India, problems of women entrepreneurship. Rural entrepreneurship in India and its importance, problems of rural entrepreneurship. Entrepreneurship in various sectors: tourism, agriculture and social. Micro and small scale enterprises.
Unit IV	Steps for starting a small scale industry, ownership pattern. Financial analysis: Ratio analysis, investment process, break-even analysis, profitability analysis, budget and planning process. Sources of finance: development finance, project financing.
Unit V	Entrepreneurial support systems: Institutional finance to entrepreneurs (various institutions), institutional support to entrepreneurs (various institutions), lease and hire purchase, benefits in taxation to entrepreneurs, Government policy and support to SSI. Sickness in small scale industries.

Text Books	
T.1	Entrepreneurship Development, S. Anil Kumar, New Age International, 2008, ISBN 8122414346, 9788122414349
T.2	Entrepreneurship: A South-Asian Perspective, Kuratko, T.V. Rao, Cengage Learning, 2012.
T.3	Entrepreneurship Development, Satish Taneja, Himalaya Publishing House, 2012.
Reference Books	
R.1	Entrepreneurial Development, S.S. Khanka, S. Chand & Co., 2016.
R.2	Entrepreneur Development, Satish Taneja, Himalaya Publishing House, 2010, pages 64-75.
R.3	Dynamics of entrepreneurial development and management, Vasant Desai, Himalaya Publishing House, pages 54-66.
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

Course Outcomes

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA41106.1	**Explain** the Evolution of the concept of entrepreneurship, characteristics and functions, types of entrepreneurs, distinction between manager and an entrepreneur.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41106.2	**Discover** Post-independence growth of entrepreneurship in India, role of entrepreneurship in economic development	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6
MBA41106.3	**Distinguish** Entrepreneurship in various sectors: tourism, agriculture and social.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41106.4	**Analyze** Theory of achievement motivation, Rural entrepreneurship in India and its importance, problems of rural entrepreneurship.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41106.5	**Justify** Entrepreneurial support systems, Institutional finance to entrepreneurs (various institutions), institutional support to entrepreneurs (various institutions).	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6

CO-PO Mapping

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

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

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Program: Master of Business Administration

Semester-I | MBA41107: International Business (Elective II)

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

Course Objectives:

1.	On completion of module, Students should be able to understand various concepts and terminologies involved in International Business and importance of international trade.
2.	On completing this module, Students should be able to evaluate various modes of entry in to International business and should be able to select the best mode of entry given a situation.
3.	Upon studying this module, Students should be able to relate and discuss the presence of macro factors (PESTEL) on international business environment
4.	On properly studying this module, Students should be able to examine and elaborate the role of various Government institutions in India which support International trade.
5.	On studying this module, Students should be able to perceive the concepts in recent EXIM policy of India and relate it to the flow of FDI as well as direction of Indian foreign trade.

Course Contents

Unit I	Introduction to International business, its importance and various concepts involved in it such as: entrepot trade, various tariff and non tariff barriers, regional trading blocs and types of trade agreements.
Unit II	Modes of entry into International Business, Internationalization process and managerial implications case studies related to internationalization process. International business approaches: ethnocentric, polycentric, regiocentric, geocentric.
Unit III	Various Macro factors affecting International Business Environment: Political, Economical, Socio-cultural, Technological, Environmental and Legal factors.
Unit IV	Various Government Institutes supporting foreign trade and their role: Export Promotion Council, ECGC, SEZs, EPZs and EOUs, EXIM Bank and FEMA
Unit V	Drivers of FDI, Flow of FDI in India, EXIM Policy of India, Direction of India's Foreign Trade (imports and exports scenario), Role of RBI in exchange rate management.

Text Books

T.1	International Business – Environment and Operations, John D. Daniel, Lee Radbaugh, Daniel p Sullivan, Prashant Sawlan, 16th Edition, Pearson Education, ISBN-13: 978-9352861880
T.2	International Business (SIE), 6th Edition, Charles W L Hill, Arun K Jain, McGraw Hill Education, ISBN-13: 978-0070221796.
T.3	International Business, 6th Edition, K. Aswathappa, McGraw Hill Education, ISBN-13: 978-

	9339222581.
Reference Books	
R.1	P. Subba Rao, international business, 4th edition, Himalaya Publishing house PP252- 257, 269-282
R.2	Soniya Gupta , International Business, Chapter 1 Tata McGraw Hill P. Subba Rao, international business, 4th edition, Himalaya PUBLISHING house PP 16-18.
R.3	Kothari Monika, Export Promotion Measures in India, Deep & Deep Publication pp 16-19, 79-88.
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

Course Outcomes

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA41107.1	**Explain** the concept of International business, Identify the various forms of international business, including trade, investment, and licensing..	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41107.2	**Discover** Modes of entry into International Business, Develop strategies for effective international management, including cultural adaptation, international marketing, and global supply chain management.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	6
MBA41107.3	**Distinguish** Various Macro factors affecting International Business Environment	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41107.4	**Analyze** Various Government Institutes supporting foreign trade and their role. Export Promotion Council, ECGC, SEZs etc.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6
MBA41107.5	**Justify** Drivers of FDI, Flow of FDI in India , EXIM Policy of India Direction of India's Foreign Trade (imports and exports scenario).	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	6

CO-PO Mapping

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

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60