

O P JINDAL UNIVERSITY

O P Jindal Knowledge Park, Punjipathra, Raigarh-496109
School of Management



O P JINDAL UNIVERSITY



School of Management

Scheme & Syllabus

of

Bachelor in Business Administration

[BBA]

Programme Code- 02UG010

(Three Years Full-Time Programme)

Programme Structure 2021-2024

PROGRAM OUTCOMES (PO) - Management Graduation

- 1. Knowledge and Problem Solving:** Understand the management concepts and apply the knowledge to the various managerial problems to identify, formulate and analyze complex problems.
- 2. Logical thinking:** Develop logical thinking and expertise by critically analyzing the facts in decision making with reasoning and analytical skills required to qualify for various competitive exams.
- 3. Ethics and citizenship:** Able to recognize different managerial value systems and ethical principles; and commit to professional ethics, norms, and responsibilities of the management practice; and act with informed awareness to participate in civic life activities.
- 4. Society, Environment and Sustainability:** Enhance ability to elicit views of others and understand the impact of various solutions in the context of societal, cultural economic, health, legal, safety and environment for sustainable development.
- 5. Communication:** Communicate effectively their knowledge of marketing, finance and human resources from basic concepts to specific details presentations through a variety of oral and written means of communications to a diverse group of people using appropriate traditional and emerging presentation tools.
- 6. Leadership and Team Work:** Able to work effectively as a member of team, lead as a team leader by applying managerial concepts.
- 7. Innovation and Entrepreneurship:** Ability to develop entrepreneurial skills with precision, analytical mind, innovative thinking, creative thoughts and systematic approach.
- 8. Life-long learning:** Acquire fundamental knowledge for lifelong learning to work in the dynamic business environment through planning, organizing and coordinating for achieving effective results as a self-directed professional and a leader.

PROGRAM SPECIFIC OUTCOMES (PSO) – Bachelor of Business Administration (BBA)

- 1. PSO – 1** - Inculcate basic knowledge of marketing management, human resource management, financial management and family business management.
- 2. PSO – 2** - Ability to resolve complex problems through managerial skills of leadership, interpersonal relationship, communications etc.
- 3. PSO – 3** - Ability to work in the dynamic business environment through planning, organizing and coordinating for achieving effective results.
- 4. PSO – 4** - Ability to perform effectively through strategic thinking, problem solving and decision making.

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UNIVERSITY OF STEEL TECHNOLOGY
AND MANAGEMENT

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT-B 101	Management Fundamentals	2	1	-	20	30	50	100	3
2	MGT-B 102	Micro Economics	2	1	-	20	30	50	100	3
3	MGT-B 103	Business Mathematics	2	1	-	20	30	50	100	3
4	MGT-B 104	Financial Accounting	2	1	-	20	30	50	100	3
5	MGT-B 105	Fundamentals of Business Analytics	2	1	-	20	30	50	100	3
6	MGT-B 106	Business Communications	2	1	-	20	30	50	100	3
7	MGT-B 107	Philosophy and Management	2	1	-	20	30	50	100	3
8	MGT-B 108	Psychology and Management	2	1	-	20	30	50	100	3
			16	8		160	240	400	800	24

Programme:	BBA	Semester:	I
Name of the Course:	Management Fundamentals	Course Code:	MGT-B 101
Credits	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The basic objective of this course is to familiarize the students with the basics of management and its far-reaching applications in management studies.

Course Outcomes: After Completion of the course the students will be able to:

CO Numbers	Course Outcome
CO1	Understand the fundamentals and basics concepts of management and its managerial perspectives.
CO2	Describe and analyze the various management theories in contemporary business environment.
CO3	Apply the various management principles and theories to solve the complex management problems.
CO4	Gain knowledge and develop managerial skills to understand and evaluate the contemporary issues in management

Syllabus:

Unit-I Introduction:

Concept, process and significance of management; Managerial roles; Managerial Skills, Levels of Management. Classical and neo-classical Approaches; Contingency approaches.

Unit-II Planning:

Concept, process and types. Decision making - concept and process; Management by Objectives, Controlling: Concept and process; effective control system; Techniques of control.

Unit-III

Organizing: Concept, nature, process and significance; Authority and Responsibility relationships; Centralization and decentralization; Departmentalization; Organization structure - forms and contingency factors.

Unit-IV

Leading: Leadership Theories, Leadership Styles. Communication - Types, process, barriers.

Text Books:

1. L. M. Prasad - Principles and Practice of Management, Sultan Chand
2. Robbins, SP- Management, Prentice Hall.

Reference Books:

1. Wehrich and Koontz, et al - Essential of Management, TMH.
2. Stoner, Freeman, Gilbert - Management, PHI.
3. Terry, Franklin - Principles of Management, AITBS.

CO-PO&PSO Correlation

Course Name: Management Fundamentals												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2								3			
CO2:	2	2			2				2	2		
CO3:	1			2		2		1	2	3	2	3
CO4:	1	2						2	2		2	

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	I
Name of the Course:	Micro economics	Course Code:	MGT-B-102
Credits:	3	No of Hours	3 Class/ Week
Max Marks:	100		

Course Description: This course offers lectures and case studies to impart teaching and learning to develop problem solving approaches to acquaint with various micro economic behavior in an organizational setup which will facilitate in the decision-making process.

Course outcomes: After Completion of the course Students will be able to:

CO Numbers	Course Outcomes
CO1	Understand basic concepts of consumer and producer behavior, along the market features.
CO2	Distinguish between economies and diseconomies of scale affecting production.
CO3	Identify the different structures of market in terms of competition.
CO4	Comprehend the short run and long run economic implication of production and cost.
CO5	Analyze the concept of break-even analysis, in order to evaluate the real-life cost-revenue model.
CO6	Evaluate the importance of goods and services prevailing in economy through the concept of elasticity.

Syllabus:

Unit I: Theory of consumer Behaviour

Micro & Macro Economics- basic concepts, Consumer equilibrium and numerical: Utility Analysis – Cardinal & Ordinal approach, Indifference curve- Concept and analysis, application of indifference curve. Law of Demand, Exception to the law of demand, movement and shift of the curve, Consumer Surplus, Elasticity of Demand, types of elasticity of demand, Law of supply, elasticity of supply, Demand and supply equilibrium.

Unit II: Theory of Production and Cost

Production function: Laws of Variable Proportion, iso-quant and iso-cost line and producer equilibrium, Laws of Return to scale, Economies of scale, theory of cost,

concepts of cost, short run and long run cost functions. Modern development in cost theory- L shape cost curve, The learning curve, Numerical on cost functions.

Unit-III: Market structure

Theory of revenue under perfect and imperfect market structure. elasticity and revenue analysis, producer surplus, Perfect competition: short run and long run equilibrium, break even analysis, shut down condition, supply curve of the firm, zero economic profit. Imperfect competition: Monopoly: Short run and long run equilibrium, price discrimination, monopoly power, dead weight loss. Numerical problems.

Text Books:

1. H. L. Ahuja – Advanced Microeconomics
2. P. L. Mehta - Managerial Economics- Sultan Chand

Reference Book:

1. A. Koutsoyiannis- Modern Microeconomics- Macmillan Education.
2. S.P.S. Chauhan-Micro Economics an Advanced Treatise-PHI

CO-PO&PSO Correlation

Course Name Micro Economics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			2		2			3
CO2:	2		1		2			1	2	3		
CO3:		1				2					3	
CO4:		2			2				2			
CO5:		3		1			2			3		2
CO6:		1		2		2	1					2

Note:1: Low 2.: Moderate 3: High

Programme	BBA	Semester	I
Name of the Course:	Business Mathematics	Course Code:	MGT-B 103
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course provides the complete skill to understand basic functions of Mathematics and their use in Business and Finance.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	This course provides the complete skill to understand the basic functions of Mathematics and their use in Business and Finance.
CO2	After completing the course, students will be able to solve business and finance problems.
CO3	Analyze and demonstrate mathematical skills required in mathematically intensive areas in Economics and business.
CO4	Integrate concepts in international business concepts with the functioning of global trade.

Syllabus:

Unit I: Introduction to Basic Algebra and Sets Theory

Linear equation, quadratic equation, curvilinear equation, Introduction and representation of sets, Types & Basic operations on set, Problems, Laws of set algebra, Venn diagram, Problems. Functions and their types, Integral and differential Calculus: - Introductions of polynomials, differentiation and Integrations, Problems

Unit II: Ratio and Proportions

Ratio- Definition and Continued Ratio, Inverse Ratio and Proportion, Continued Proportion, Direct Proportion and Inverse Proportion, Percentage-Meaning, Computations of Percentages, Time and Distance problem.

Unit III: Matrices and Determinants

Definition and types of matrices, Operations on matrices, Transpose and Ad-joint and Inverse of matrix Problems, Homogeneous System of Linear equations, Solution of Non-Homogeneous System of Linear equations (not more than three variables). Problems, The Concept of Inverse Matrix, Solution using inverse of the coefficient matrix, Problems.

Unit IV: Interest and Annuity

Simple Interest, Compound interest, Annuity, depreciation, Problems.

Text Books:

1. Business Mathematics by Dr. Amaranth Dikshit & Dr. Jinendra Kumar Jain. Himalaya Publishing House, Book Edition – 3rd Business.
2. Business Mathematics by V. K. Kapoor - Publisher- Sultan Chand & Sons, Delhi.
3. Business Mathematics by Dr. J. K. Sharma

Reference Books:

1. Statistics Techniques in Business and Economics by Lind, Marchal, & Wathen. By McGraw Hill.
2. Quantitative Methods for Business by Kipp Martin, Camm, Williams, Anderson and Sweeney by Cengage.
3. Fundamentals of Business Statistics by Dr. J.K. Thukral, Taxmann's Publications, 4th Edition.
4. Business Statistics 17th Edition, by M. P. Gupta, and S. P. Gupta, Publisher: Sultan Chand and Sons.

CO-PO&PSO Correlation

Course Name: Business Mathematics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1		1		2		1	2		3		2
CO2:		1				2					3	
CO3:	1	2			1		1			2		3
CO4:	2		3		2			3	3			2

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	I
Name of the Course:	Financial Accounting	Course Code:	MGT-B 104
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course offers lecture, case studies to impart teaching and learning to develop problem solving. To impart basic accounting knowledge and understanding corporate financial statements to develop cognizance of the importance of accounting in organization financial statements. Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the concept of financial accounting, principles of accounting and the needs of preparing financial statements.
CO2	Applying rules for recording business transactions
CO3	Analyze critical thinking and problem-solving skill for preparation of trading and profit and loss account and balance sheet
CO4	Demonstrate various methods of charging depreciation

Syllabus:

Unit-1: Introduction to Accounting

Introduction to Financial Accounting; nature of accounting, Importance, Scope, and Limitations Users of Accounting Information, Accrual Basis and Cash basis of accounting, generally accepted accounting principles- Concepts and Conventions, Accounting Equation, Accounting standards, International Financial Reporting Standards [IFRS]

Unit-2: Recording of Transactions

Recording of Transactions in Journal, Ledger, Trial balance, Bank Reconciliation Statement- Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for Difference, Procedure for Reconciliation, Practical Problems

Unit-3: Preparation of Financial Statement

Meaning, Objectives of Final Accounts, Adjustments before Preparing Final Accounts, Trading account, Profit and loss account and Balance Sheet with adjustments,

Practical Problems

Unit-4: Depreciation Accounting

Meaning of Depreciation, causes for Depreciation, need for Depreciation, Methods of charging Depreciation –Straight-line Method and Written-down-value Method.
Practical Problems

Text Books:

1. Financial Accounting for Management: By Dr. S. N. Maheshwari (Vikas Publishing House)
2. Financial Accounting: Dr S.M Shukla and S.P Gupta

References Books:

1. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
2. Accounting Made Easy by Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)
3. Financial Accounting for Management: By Amrish Gupta (Pearson Education)

CO-PO & PSO Correlation

Course Name: Financial Accounting												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1		1				3			
CO2:		2				2				2		2
CO3:	1		2	2					3			2
CO4:		2						1		2	2	

Note: 1: Low 2.: Moderate 3: High

Programme	BBA	Semester:	I
Name of the Course:	Fundamentals of Business Analytics	Course Code:	MGT B 105
Credits	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course strives to impart basic analytics knowledge, familiarize students with the analytics for analysis and decision-making process in an organization.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basics of business analytics
CO2	perform the key statistical procedure in data science
CO3	To be able to deal with raw data and be able to process data for further analysis
CO4	To be able to use data analytics tools such as excel and R for conducting statistical analyses
CO5	To develop the knowledge and understanding of customer Analytics, Operations Analytics, People Analytics, Accounting Analytics

Syllabus:

Unit I: Introduction

Understanding Business Analytics, Evolution of Business Analytics, Scope of Business Analytics, Data for Business Analytics, Models in Business Analytics, Problem Solving with Analytics. Brief overview of Business Analytics in Practice (Financial Analytics, Human Resource (HR) Analytics, Marketing Analytics, HealthCare Analytics, Supply-Chain Analytics, Analytics for Government and Non-profits, Sports Analytics, Web Analytics

Unit II: Data Visualization and Descriptive Analytics

Populations and Samples, Measures of Location, Measures of Dispersion, Measures of Shape, Measures of Association, Data Visualization, Creating Charts. Data examples are to be given using statistical software's/packages.

Unit III: Predictive analysis

Modelling Relationships and Trends in Data, Simple Linear Regression, Finding the Best-Fitting Regression Line, Least-Squares Regression, Simple Linear Regression with Excel, Regression as Analysis of Variance, Testing Hypotheses for Regression Coefficients., Confidence Intervals for Regression Coefficients, Multiple Linear Regression, Building Good Regression Models, Correlation and Multi collinearity, Practical Issues in Trend line and Regression Modelling, Regression with Categorical Independent Variables, conceptualization of prescriptive analytics

Unit IV: Tools used in Data Analytics

Conceptual overview of data analytics tools: excel, Power BI, R programming for data analytics, Python for data analytics, providing application of simple data examples of the tools.

Text Books:

1. Jeffrey D. Camm, James J. Cochran Michael J. Fry et al (2015) Essentials of Business Analytics (CENGAGE)

Reference Books:

1. U Dinesh Kumar (2017) Business Analytics: The Science of Data - Driven Decision-Making Publisher (WILEY)
2. S. Christian Albright and Wayne L. Winston (2019) Business Analytics: Data Analysis & Decision Making, 6E (CENGAGE)

CO-PO & PSO Correlation

Course Name: Fundamentals of Business Analytics													
Course Outcomes	Program Outcomes								PSOs				
	1	2	3	4	5	6	7	8	1	2	3	4	
CO1:	2									2			
CO2:	2									2	2		
CO3:		2						2			2		
CO4:		2						2				2	2
CO5:						2						3	2

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	I
Name of the Course:	Business communication	Course Code:	MGT-B 106
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course is formulated to give students a perfect view of communication its scope and importance in business world. It is designed to study principles, elements, and practices of effective business communication. The course focuses on approaches for planning, creating, and transmitting business information within a variety of business situations found in the global perspective. This provides opportunities for improving academic and workplace language proficiency also.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Know the various elements, media and principles of effective business communication.
CO2	Demonstrate effective business drafting for the various situations.
CO3	Achieve good presentation skills.
CO4	Communicate business ideas in a public forum.
CO5	Response and face interviews confidently.

Syllabus:

Unit I: Introduction to Business Communication & Listening Skill

Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7Cs of Communication, Types of Communication, Barriers of Communication, Verbal & Non-Verbal Communication, Purpose of listening, Types of Listening, Barriers to Listening, Overcoming Listening Barriers.

Unit II: Business Letter Writing & Resume Writing

Need, Functions and Kinds of letters, Structure of Letter Writing and Presentation Styles, Quotation Letters, Complaints and Adjustment letters, Persuasive letters, Request letters, Sales letters. Resume / CV writing, Report Writing.

Unit III: Presentation Skills

Characteristics of Presentation, Planning, structuring and Delivery of presentation, use of visual aids, appearance & posture, Attention getters, Controlling nervousness and stage fright.

Unit IV: Group Communication & Meeting

Group Communication, Group discussion, Methodology of Group Discussions, Guidelines of Group Discussion, Role Function in Group Discussions, Types of Non-functional Behaviour, Improving Group Performance, Different Topics for Group Discussion, Dealing with Abstract topics; Meetings: notice, agenda & minutes of Meeting.

Unit V: Personal Interview

Introduction to Interviews, Types of interviews, Types of interview questions, Fundamental Principles of interviewing, General Preparations of an interview, Success in an interview, Important non-verbal aspect, Styles of interviewing, Job interviewing Dos and Don'ts.

Text Books:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford University Press
2. R. C. Sharma and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw Hill.

Reference Books:

1. A, Bovee, Thill, J. Business Communication Today, Pearson
2. Sanjay Kumar and Pushplata, Communication Skills, New Delhi: Oxford University Press, 2011

CO-PO & PSO Correlation

Course Name: Business communication												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1				2	1			1	1	1	1
CO2:	2	3			3	1			1	2	2	1
CO3:			2		3	2		1	1	2	2	1
CO4:		2	2		2	2	2	1	2	2	1	2
CO5:		2		1	2	2	1	1	1	2	1	1

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	I
Name of the Course:	Philosophy And Management	Course Code:	MGT-B-107
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The basic objective of this course is to familiarize the students with the basics of management and its far-reaching applications in management studies.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Identify, and explain the various philosophical approaches to art and beauty
CO2	Distinguish objectivity from subjectivity, and explain the role of perspective in aesthetic value
CO3	Analyze and evaluate art as a creative process, a cognitive process, an emotive process, and a social process.
CO4	Apply philosophical methods to examine objects and artefacts for their aesthetic value

Syllabus:

Unit I

Introduction to Eastern and Western philosophies on education and understanding human nature, Philosophical foundations of management, Application of Trusteeship theory in management, Four principles of Mahatma Gandhi.

Unit II

The psychological foundations of values and its impact on behavior, Morality and business, Consciousness and capitalism, Theory of Justice and management. Doctrine of karma and Kant's postulate of morality.

Unit III

Analysis of the theories of trust, justice, honesty, integrity, fairness, prudence, respect, competition, professionalism and examining its contemporary relevance for organizational development and growth.

Unit IV

Indian philosophy and its ontology and epistemology, Yoga and mental health, Causation theories in Indian philosophy. Understanding enlightened management practices in cultural context, cultural intelligence and organizational performance.

Text Books:

1. Kao, H.S.R., Sinha, D.& Wilpert, B. (1999). Management and Cultural Values: The indigenization of organizations in Asia.
2. Kao, H.S.R., &Sinha, D. (1988). Social Values and Development: Asian Perspectives.
3. Memmi, D. Comparative Foundations of Eastern and Western Philosophies.
4. Smith, A. The Theory of Moral Sentiments.
5. Hume, D. An enquiry concerning the principles of morals.

Reference Books:

1. Locke, J. An essay concerning understanding of human nature.
2. Klafehn, J., Banerjee, P. M., & Chiu, C. (2008). Navigating cultures: The role of metacognitive cultural intelligence. In S. Ang & L. Van Dyne (Eds.), Handbook of cultural intelligence: Theory, measurement and applications (pp. 318–331). Armonk, NY: M.E. Sharpe.
3. House, R. J., Javidan, M., Hanges, P. J., & Dorfman, P. W. (2002). Understanding cultures and implicit leadership theories across the globe: An introduction to project GLOBE. Journal of World Business, 37(1), 3–10. [http://dx.doi.org/10.1016/S1090-9516\(01\)00069-4](http://dx.doi.org/10.1016/S1090-9516(01)00069-4).

CO-PO & PSO Correlation

Course Name: Philosophy And Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1		1				2		2	
CO2:	2			1			1			3		
CO3:		2	2							3		1
CO4:			3									
CO5:	2		1			2		2				2

Note: Low2: Moderate3: High

Programme:	BBA	Semester	I
Name of the Course:	Psychology and Management	Course Code:	MGT-B 108
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: To introduce students to the basic concepts of the field of psychology with an emphasis on applications of psychology in everyday personal and professional life.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Develop a working knowledge of psychological contents areas and applications of psychology.
CO2	Understand how psychological theories and principle related to everyday life and apply knowledge of be our modification and life skill training to solve
CO3	Apply psychological principle to understand personal as well as social issues and problems
CO4	Review of psychological thought and will be introduced to the issues and debates in contemporary psychology.

Syllabus:

Unit I: Introduction

Psychology: Meaning; Nature; Scope and Application; Perspectives on behaviour; Methods of psychology; Subfields of psychology; Psychology in modern India; Attention; Memory.

Unit II: Intelligence

Concept of intelligence: Psychometric and cognitive approaches to intelligence; Gardner's multiple intelligences; Emotional Intelligence, Heredity, environment and intelligence; Group differences in intelligence.

Unit III: Health and Well-being

Happiness; Life satisfaction; Resilience; Optimism and Hope.

Unit IV: Individual level processes:

Employee attitudes: Job satisfaction, Organizational Commitment, Organizational Citizenship Behavior; Organizational culture; Power and Politics: Influence, sexual harassment, organizational politics.

Text Books:

1. S.K. Mangal (2007), An Introduction to Psychology, Sterling Publishers Pvt. Ltd., New Delhi
2. Baron, R. & Misra. G. (2013). Psychology. New Delhi: Pearson.
3. Chadha, N.K. & Seth, S. (2014). The Psychological Realm: An Introduction. New Delhi: Pinnacle Learning.
4. Carr, A. (2011): Positive psychology. Routledge

Reference Books:

1. Luthans, F. (2009). Organizational behavior. New Delhi: McGraw Hill
2. Pareek, U. (2010). Understanding organizational behaviour. Oxford: Oxford University Press
3. Allen, F. (2011). Health psychology and behaviour. Tata McGraw Hill Edition.
4. Taylor, S.E. (2006). Health psychology. (6th Ed.) New Delhi: Tata McGraw Hill

CO-PO & PSO Correlation

Course Name: Psychology and Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3			2		1			2			2
CO2:	2		1				2		2			2
CO3:		2				2				2		
CO4:	2				2			1	2	2		1

Note: Low2: Moderate3: High

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AND MANAGEMENT

SECOND SEMESTER

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT-B-201	Business Organization	2	1	-	20	30	50	100	3
2	MGT-B-202	Macro Economics	2	1	-	20	30	50	100	3
3	MGT-B-203	Business statistics	2	1	-	20	30	50	100	3
4	MGT-B-204	Financial Management	2	1	-	20	30	50	100	3
5	MGT-B-205	Human Resource Management	2	1	-	20	30	50	100	3
6	MGT-B-206	Environmental Sciences	2	1	-	20	30	50	100	3
7	MGT-B-207	Marketing Management	2	1	-	20	30	50	100	3
8	MGT-B-208	Disaster Management	2	1	-	20	30	50	100	3
			16	8		160	240	400	800	24

Programme	BBA	Semester:	II
Name of the Course:	Business Organization	Course Code:	MGT-B-201
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course helps students to understand and apply basic concepts related to business to start up new business. It will help them to analyze various aspects of formation of company starting from identification of business opportunity to financial planning. To achieve such objectives, we may include topics like introduction of business, forms and formation of business, small scale business, business and its sources of finance, trade and business, role of insurance in reducing business risks. Emphasis will be placed on application of these theoretical concepts and tools in real life business situations.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basics of business, forms of business, business organizations, business Objectives, problems & policies of business, financial sources of business, business ethics, CSR.
CO2	Analyze the business forms, profit & loss and plan for business resources.
CO3	Apply the knowledge to establish a business or upgrade the traditional business.
CO4	Evaluate the type of business partner, different sources of finance, insurance & develop the ability to resolve business problems.

Syllabus:

Unit I: An introduction to Business

Business-Meaning, Characteristics, Objectives, Structure; Role of profit; Commerce-Meaning, Functions and Classifications; Social responsibility and Business ethics.

Unit II: Business-Forms and Formation

Private Sector Enterprise-Meaning, Characteristics, forms; Public enterprise; Company-Meaning, characteristics, types, stages of formation; Articles of association; Memorandum of association and prospectus.

Unit III: Small Business and Government

Small scale industries-meaning, characteristics, objectives, impact of policies; Cottage industries-meaning, characteristics, role, problems and policies; Insurance - meaning, Importance, types and role

Unit IV: Business and finance

Factors to be considered for starting business; financial planning; Capitalization; Capital Structures, Sources of business finance; internal and external trade; Significance of FDI, SEZs and EPZs in the development of economy

Text Book:

1. Business Organisation and Management, P.C. Tulsian and Vishal Pandey, Latest Edition, Pearson

Reference Book:

2. Business Organisation and Management, Tapash Ranjan Saha, Latest Edition, Tata McGraw Hill Education, New Delhi.

CO-PO&PSO Correlation

Course Name: Business Organization												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1		2	2				2	3			2
CO2:	1	2					2			2	3	2
CO3:	3					2	2		2	3	3	2
CO4:	1	2				2			2	2	3	3

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	II
Name of the Course:	Macroeconomics	Course Code:	MGT-B-202
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course offers lectures and case studies to develop expertise among students to use macroeconomics concepts, advance tools and techniques in formulating business plan/policies according to macroeconomic conditions of the domestic and global economy.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basic theoretical substance of key issues and policies.
CO2	Compare Macroeconomics variables and its implication in real-life economic situations.
CO3	Demonstrate the concepts of consumption, savings, and investment and their impact on economic growth.
CO4	Analyze the key functions of money and the significance of money demand and supply in the different phases of the business cycle.
CO5	Analyze inferences of government schemes and policies through the concept of monetary and fiscal policy.
CO6	Evaluate the effect of inflation and interest rate on the GDP and level of unemployment.

Syllabus:

Unit I: Nature and Scope of Macroeconomics

The origin and roots of macroeconomics, major issues and concerns of macroeconomics. The role of government in the macro economy, why a separate study of macroeconomics, importance of macroeconomics. circular flow of income, concept of national income aggregates, numerical problems to find out national income, personal income and personal disposable income.

Unit II: Keynes theory of employment: Outline

Principle of effective demand, determination of the equilibrium level of employment by effective demand. Under employment equilibrium: The problem of demand deficiency. Keynes money-wage rigidity model. Determination of national income: Basic Keynesian model. Policy implications of keynes's theory of employment and income.

Unit III : Consumption, Savings and Investment

Consumption function: Linear and non-linear consumption functions. Saving functions, Keynes theory of consumptions, Investment demand: Types of investment, marginal efficiency of capital, factors causing shift in investment demand curve, Accelerator theory of investment. Investment multiplier.

Unit IV: Money, prices and Inflation

Nature and functions of money, four measures of money supply, money multiplier, Inflation: Demand pull inflation, Cost-push inflation, Stagflation, Effects of inflation: on real income, on distribution of income and wealth, on output. WPI and CPI. Phases of business cycle, Sunspot theory of business cycle.

Text Book:

1. H L Ahuja: Macroeconomics theory and practices, S. Chand

Reference Books:

1. Shappiro - Macro Economics, Tata Mcgraw Hill
2. R. Froyen- Macro Economics, Pearson
3. R Dornbusch, S Fischer and R Startz, Macroeconomics, McGraw-Hill.

CO-PO & PSO Correlation

Course Name: Macroeconomics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1		2		1		2			3
CO2:		2		1		2			2		2	3
CO3:		2							2	3		2
CO4:	1	1		2		1			3	2		
CO5:		2			1	2		2		2		3
CO6:		2		2		1			3			2

Note: 1: Low 2.: Moderate 3: High

Programme	BBA	Semester:	II
Name of the Course:	Business statistics	Course Code:	MGT-B 203
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The course will enable the students in terms of understanding the statistical aspects related to business thereby enhancing their skills in this regard. To make the students understand the concepts of statistics and probability. To understand quantitative methods and statistical tools to business problems which would enable to take decisions and quantify various business plans.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the importance of statistics in applied form. Distinguish between inferential and descriptive statistics.
CO2	Define variables and distinguish among different levels of measurement.
CO3	Use the concepts of frequency distribution to summarize the statistical data and present in appropriate form with the help of graphical tools.
CO4	Apply various measure of central tendency and dispersion, and identify the advantage & disadvantages of various measures.
CO5	Anticipate and device the concept of probability. Identify and execute experimental Outcomes, Events and Their Probabilities.

Syllabus:

Unit I: Introduction of Statistics

Explain why knowledge of statistics is important. Define statistics and provide an example of how statistics is applied. Differentiate between descriptive and inferential statistics. Classify variables as qualitative or quantitative, and discrete or continuous. Distinguish between nominal, ordinal, interval, and ratio levels of measurement. List the values associated with the practice of statistics.

Unit II: Describing Data: Tabular and Circular representation

Summarize qualitative variables with frequency and relative frequency tables. Display a frequency table using a bar or pie chart. Summarize quantitative variables with frequency and relative frequency distributions. Display a frequency distribution using a histogram or frequency polygon. Problems. Compute and interpret the mean, the

median, and the mode. Compute a weighted mean. Compute and interpret the geometric mean. Compute and interpret the range, variance, and standard deviation. Explain and apply Chebyshev's theorem and the Empirical Rule. Compute the mean and standard deviation of grouped data. Problems.

Unit III: Dispersion and Probability concept

Compute moments about mean. Compute moments for grouped data. Problems. Explain skewness with suitable examples. Explain kurtosis. Problems A survey of probability concept: -experiments and the Sample Space, Assigning Probabilities to Experimental Outcomes, Events and Their Probabilities, Events and Their Probabilities, Bayes' Theorem, Conditional probability. Problems.

Text Books:

1. Statistics Techniques in Business and Economics by Lind, Marchal, & Wathen. By McGraw Hill.
2. Quantitative Methods for Business by Kipp Martin, Camm, Williams, Anderson and Sweeney. By Cengage.

Reference Books:

1. Fundamentals of Business Statistics by Dr. J.K. Thukral, Taxmann's Publications, 4th Edition.
2. Business Statistics 17th Edition, by M. P. Gupta, and S. P. Gupta, Publisher: Sultan Chand and Sons

CO-PO&PSO Correlation

Course Name: Business statistics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1	2									2	2
CO2:		2						2	2			2
CO3:	2	2					1	2			2	
CO4:	1	2		2	1		2		2			3
CO5:	2	1						2		3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	II
Name of the Course:	Financial Management	Course Code:	MGT-B 204
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Objective: To familiarize the students with the concepts of Financial Management.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand time value of money and its applications.
CO2	Understand valuation concepts and analyze risk and return options.
CO3	Evaluate cost of capital models.
CO4	Analyze and evaluate capital budgeting methods.

Unit-I

Financial Management, importance, functions, roles and responsibilities of a finance manager, wealth maximization and profit maximization concepts, time value of money, reasons, present value, future value of a single amount, doubling period, annuity, perpetuity, applications of time value of money, loan amortization.

Unit-II

Valuation of securities, Bond valuation, yield to maturity, clean and dirty price, valuation of preference share, valuation of equity share – dividend discount models, zero growth, constant growth. Risk and return, Capital gain yield, dividend yield, holding period return, average returns, measures of risk, Portfolio return and risk, systematic risk, unsystematic risk, Capital Asset Pricing Model, Beta, expected return of a security and cost of capital, Market risk premium.

Unit -III

Cost of Capital, understanding cost of capital, importance of cost of capital, measurement of cost of capital, cost of equity, CAPM model and cost of equity, dividend discount model, dividend price approach, dividend price plus growth approach, earnings price approach, cost of debt–before and after tax, cost of preference share capital, weighted average cost of capital.

Unit -IV

Long term sources of finance, Equity, Preference and Debt, characteristics, advantages and disadvantages, selecting the right source of finance. Capital Budgeting, Capital Budgeting methods: Net present value method, Internal rate of return method, Profitability index method, Payback period method.

Text Books:

1. Chandra P.–Financial Management, McGraw Hill Publications, New Delhi.
2. Ross, Wester field, Jaffe –Corporate Finance, McGraw Hill Publication.

Reference Books:

1. Brealey, Myers–Principles of Corporate Finance, Mc Graw Hill Publication.

CO-PO&PSO Correlation

Course Name: Financial Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2	1	1	1	2	2	3	2	3	2	3
CO2:	3	2			1	1		1	3	2	3	2
CO3:	3	2	1			2	2	2	3	2	2	3
CO4:	3	2		1		2		1	3	2	2	2

Note:1: Low 2.: Moderate 3: High

Programme	BBA	Semester:	II
Name of the Course:	Human Resource Management	Course Code:	MGT B 205
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Matching Integrated perspective on role and environment of HRM .
CO2	Implementing Competency to recruit, train, and appraise the performance of employees
CO3	Preparing rational design of compensation and salary administration
CO4	Reviewing ability to handle employee issues and evaluate the new trends in HRM

Syllabus

Unit I: Introduction to Human Resource Management

Nature and scope of HRM, HRM functions, HRM models, understanding concepts of Personnel Management, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.

Unit II: Acquiring HR

Human Resource Planning, Job Analysis, Recruitment, Selection, Placement and Socialization Induction & Orientation

Unit III: Managing HR

Training and Development, Performance Appraisal & Performance Management, Potential Appraisal, Career Planning & Development, Succession Planning, Job Evaluation & Compensation Management

Unit IV: Emerging Trends in HRM

Work Life Balance, Work Stress & Counseling, Employee Empowerment, Human Resource Information System (HRIS), Strategic HRM, HR Accounting, IHRM Practices, HR Balanced Scorecard, Human Resource Outsourcing, Human Capital Management.

Text Books:

1. Aswathappa. K, Human Resource Management - Text & Cases, (6th Edn.), McGraw Hill, New Delhi
2. Dessler G, Human Resource Management, Pearson Education, India

Reference Books:

1. Mathis R L and Jackson J H, Human Resource Management, (10th Edn.) Cengage Learning, Indian Print.
2. Snell S and Bohlander G, Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition

CO-PO & PSO Correlation

Course Name: Human Resource Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			2		1		2	2		2	
CO2:		2		2			1			2		3
CO3:	2					2			3			2
CO4:		2			1			2		3		2

Note:1: Low 2: Moderate 3: High

Programme	B.B. A	Semester:	II
Name of the Course:	Environmental Science	Course Code:	MGT-B 206
Credits	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course offers lecture and case studies to impart teaching and learning to develop environmental problem-solving issues. The objective of this course is to make the students understand the element of environment, how does environment shape human society, impact of modern industrialization on environment, how Indian and global societies are dealing with environmental challenges etc. How they can make money by helping environment.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the environmental elements in detail.
CO2	To make optimum use of resources and sustainable development thinking.
CO3	Encourages imagination and analytical thinking for environmental issues
CO4	They will understand about all environmental aspects, namely Climate Change, Biodiversity, Energy, Water, and Waste, and Resilience and Sustainability.
CO5	Always remember to encourages and pursue healthy lifestyle

Syllabus

Unit I: The Multidisciplinary Nature of Environmental Studies

Definition, Scope and Importance. Need for Public Awareness – Institutions in Environment, People in Environment.

Unit II: Natural Resources

Natural Resources and associated problems, Non-renewable Resources-Forest, Water, Mineral, Food, Energy and Land. Renewable Resources. Role of individual in conservation of Natural Resources, water conservation and rainwater harvesting, watershed management

Unit III: Ecosystem & Biodiversity

Concept of an ecosystem, structure and functions of an ecosystem, producers, consumers and decomposers, energy flow in the ecosystem, ecological successions,

food chains, food webs and ecological pyramids; Case Study Genetic, Species, ecosystem diversity. Biodiversity at global, national and local levels, Hotspots of biodiversity, Threats of biodiversity, endangered and endemic species of India, Conservation of biodiversity; case Study

Unit IV: Environmental Pollution

Causes, effects and control measures of air, water, soil, marine, noise, thermal and radioactive pollutions; climate change, global warming, acid rain, ozone layer depletion, nuclear holocaust; case study

Unit V: Environmental Sustainability & Management

Causes, effects and control measures of urban solid waste; case study; Sustainable development-concept, models, indicators & goals; Population and the environment.

Text Books:

1. Environmental Studies: Basic Concepts by V K Ahluwalia. sold by the Energy and Resources Institute, Delhi.
2. Kurian Joseph & R. Nagendran, "Essentials of Environmental Studies", 1st Edition, Pearson Education, 2004.
3. Smriti Srivastava. "Environment & Ecology" S.K. Kataria & Sons, New Delhi
4. Erach Bharucha, "A Text Book for Environmental Studies", Text Book of University Grants Commission, 2004.

Reference Books:

1. Earth: Making a Life on a Tough New Planet Bill McKibben 2010 Climate change
2. Earth from the Air Yann Arthus-Bertrand (photographer) 2010 Aerial landscape photography
3. Earth in the Balance: Ecology and the Human Spirit Al Gore 1992
4. Internet Site/ other resources: Given during class, forwarded with lecture notes

CO-PO & PSO Correlation

Course Name: Environmental Science												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:		2		1		1			2		3	2
CO2:	1			2						3	2	
CO3:			1			2			3	2		3
CO4:	2	2	2							3		2
CO5:	3	1	1			1	1	1	3		2	

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	II Sem
Name of the Course:	Marketing management	Course Code:	MGT-B- 207
Credits	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand marketing Insights and describe the various concepts of Marketing.
CO2	Examine the nature and behavior of consumer and developing the understanding the product development concepts.
CO3	Applying various marketing concepts to solve real-time marketing problems.
CO4	Develop skills and ability to identify & evaluate and select the appropriate distribution channel.

Syllabus:

UNIT I: Introduction

Nature, scope and importance marketing; Evolution of marketing concepts; Marketing mix, Marketing environment. Market segmentation – concept, bases; Target market selection; Positioning concept, Market Selection:

UNIT II: Consumer Behavior

An Overview: Consumer buying process; Factors influencing consumer buying decisions. Product: Meaning and importance. Product classifications; Concept of product mix; Branding, packaging and labeling; Product life-cycle; New Product Development

UNIT III: Pricing

Significance, Factors affecting price of a product; Pricing Policies and strategies; Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, Promotion mix and factors affecting promotion mix decisions.

UNIT IV: Distribution: Channels of distribution - meaning and importance; Types of distribution channels; Wholesaling and retailing; Factors affecting choice of distribution channel; Physical Distribution.

Text Books:

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ahsan Ul Haque. Principles of Marketing. 13th edition. Pearson Education.
2. Mahajan & Mahajan – Principles of Marketing – Vikash Publication.
3. Michael, J. Etzel, Bruce J. Walker, William J Staton and Ajay Pandit. Marketing Concepts and Cases. (Special Indian Edition).
4. Rudani R.B – Basics of Marketing Management – S. Chand
5. McCarthy, E. Jerome., and William D. Perreault. Basic Marketing. Richard D.Irwin.
6. Lamb, Charles W., Joseph F. Hair, Dheeraj Sharma and Carl McDaniel. Marketing: A South Asian Perspective. Cengage Learning.
7. Pride, William M., and D.C. Ferrell. Marketing: Planning, Implementation & Control. Cengage Learning.
8. Cengage Learning.

Reference Books:

1. Majaro, Simon. The Essence of Marketing. Prentice Hall, New Delhi.
2. Zikmund William G. and Michael D’Amico. Marketing; Creating and Keeping Customers in an E-Commerce World. Thomson Learning.
3. Chhabra, T.N., and S. K. Grover. Marketing Management. Fourth Edition. Dhanpat Rai & Company.
4. The Consumer Protection Act 1986.
5. Iacobucci and Kapoor, Marketing Management: A South Asian Perspective. Cengage Learning.
6. Arun Kumar – Marketing management – Vikash Publication

CO-PO&PSO Correlation

Course Name: Marketing Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2							2	3	2	2	2
CO2:	2	1		1			2			3	3	
CO3:	1			2	1		1	2	1		2	
CO4:	2	2			1	1		2	1			3

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester :	II
Name of the Course:	Disaster Management	Course Code:	MGT-B 208
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course is designed to provide a general concept of disaster both natural and man-made. It defines human responsibilities within the framework of an understanding of development, with vulnerability and disaster risk reduction as an integral part of development. This course also deals with the meaning, observation, perception, and identification of risk and vulnerability factors associated with disaster and includes the lesson learnt and do's and don'ts relating to various disaster.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand various types of disasters, their preparedness and mitigation measures.
CO2	Understand application of disaster concepts to management.
CO3	Make monitoring and evaluation plan for disaster response.
CO4	Respond early warning systems for risk reductions.
CO5	Understand the role of various stock holders during disasters.

Syllabus:

Unit I: Introduction to Disaster

Hazards and Disasters, Risk and Vulnerability in Disasters, Natural Disasters (earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami, avalanches, global climate extremes), Man Made Disasters (Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires), Slow Disasters and Rapid Onset Disasters, Difference between Accidents and Disasters, Global trends in disasters, urban disasters, pandemics, complex emergencies, Climate change.

Unit II: Study of Important Disasters and Impacts

Earthquakes and its types, magnitude and intensity, seismic zones of India, major fault systems of India plate, flood types and its management, drought types and its management, landside and its management case study, Differential impacts- in terms of caste, class, gender, age, location, disability; Refugee problems, Political, Social Economics and Environmental impact of disasters and issues.

Unit III: Mitigation and Management Techniques of Disaster

Basic principles of disasters management, Disaster Management cycle, Disaster Mitigation, Disaster management policy, National and State Bodies for Disaster

Management, Early Warning Systems, Disaster Preparedness, Capacity Building, Community based Disaster Preparedness Plan, Technologies for Disaster Management, Disaster Resilience.

Unit IV: Disaster Risk Management in India

Hazard and Vulnerability profile of India, Components of Disaster Relief: Water, Food, Sanitation, Shelter, Health, Disaster Management Institutional arrangements (Mitigation, Response and Preparedness, DM Act and Policy, Other related policies, plans, programmes and legislation), Roles & Responsibilities of Different Agencies and Govt., Disaster Risk Reduction, Prime Minister's Ten Point Agenda on DRR.

Unit V: Rehabilitation, Reconstruction & Recovery

Disaster Response- Essential Components, Stakeholders Co-ordination in Disaster Response, Different stake holders in Disaster Relief, Human Resettlement and Rehabilitation issues during and after disasters, Education and Awareness, Role of Various Agencies in Recovery Measures.

Text Books:

1. M. M. Sulphery, Disaster Management, PHI Learning
2. Dr. S. Arulsamy & J. JEYA DEVI, Disaster Management, Neel kamal
3. Harsh K. Gupta (Editor), Disaster Management, Universities Press (2003),

Reference Books:

1. William L. Waugh, Handbook of Disaster Management, Crest Publishing House
2. B. K. Singh, Handbook of Disaster Management: Techniques and Guidelines, Rajat Publications

CO-PO & PSO Correlation

Course Name: Disaster Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	1		1		1			3	2		2
CO2:			2	2						3	2	
CO3:				2	1	2		2	2		3	2
CO4:				1	2	1				2		2
CO5:			2	1		2	1	1		2	3	

Note: 1: Low 2.: Moderate 3: High

THIRD SEMESTER

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT-B 301	Organizational Behaviour	2	1	-	20	30	50	100	3
2	MGT-B 302	Business Environment	2	1	-	20	30	50	100	3
3	MGT-B 303	Quantitative Methods	2	1	-	20	30	50	100	3
4	MGT-B 304	Financial Analysis	2	1	-	20	30	50	100	3
5	MGT-B 305	Digital and Social Media Marketing	2	1	-	20	30	50	100	3
6	MGT-B 306	Social Psychology	2	1	-	20	30	50	100	3
7	MGT-B 307	Production & Operations Management	2	1	-	20	30	50	100	3
8	MGT-B 308	Managerial Skill Development	2		-	20	30	50	100	2
9	MGT-B 309	Business Ethics and CSR	2	1	-	20	30	50	100	3
			18	8		180	270	450	900	26

Programme:	BBA	Semester:	III
Name of the Course:	Organizational Behaviour	Course Code:	MGT-B 301
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: The major aim of this course is to enhance students' understanding of the scope of OB as a field of study and its potential value in today's organizational life. It focuses on three levels of analysis: the individual, group, and organization. Topics selected will help students to assess how basic theories of human behaviour may be applied to organizational settings.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Demonstrate a thorough knowledge and understanding of organizational behavior at individual, group and organizational level
CO2	Collaboratively and autonomously research, analyze and evaluate information from a wide variety of sources.
CO3	Apply relevant contemporary theories, concepts and models in order to analyze organizational environments, cases and issues.
CO4	Communicate their findings clearly and effectively using a variety of media.
CO5	Relate real work life organizational behaviour issues & concerns

Syllabus

Unit I: Introduction to OB

Understanding Human Behavior, Conceptual framework for understanding individual behavior as an input-output system, biological foundation of Behavior, The dynamics of people and Organization; Comprehensive organizational behavior model; Determinants of organizational effectiveness; Biographical characteristics of individual behavior.

Unit II: Individual Dynamics

Personality, Perception, Motivation, Leadership, Emotional Intelligence, Learning

Unit III: Group Dynamics

Importance and Need for group formation, Intra-group & Inter-group processes and behaviour, Team building, Leadership

Unit IV: Organizational Dynamics

Organizational Culture & Climate, Organizational Structure & Job Design, Conflict, Power & Politics, Organizational Change & development, decision making.

Text Books:

1. Robbins S.P., Organizational Behaviour, New Delhi, PHI.
2. Luthans Fred: Organizational Behaviour, TMH New Delhi
3. Davis Keith, Human Behaviour at Work, TMH, New Delhi

Reference Books:

1. Nelson, Quick, Khandelwal, Organizational Behavior, Cengage Learning.
2. Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.
3. Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
4. Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
5. Greenberg & Baron, Behavior in Organization, 2004 Pearson India.
6. L.M. Prasad, Behavioral Science,
7. Chakraborty S.K Foundations of Managerial Work Contribution from Indian Thought, HPH, New Delhi.

CO-PO & PSO Correlation

Course Name: Organizational Behaviour												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1	3							2			2
CO2:					2			2		3		
CO3:	2			1			2					3
CO4:			3						3			
CO5:	1					2					2	

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Business environment	Course Code:	MGT-B-302
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: This course offers lectures and case studies to make the students understand the components of Business environment like Political, economic, socio-cultural and technological factors affecting business functions. This course also provides the comparison of Indian economy with respect to other economies.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Identify internal and external business environment affecting business as a whole.
CO2	Understand the external environment like economic, socio-cultural, and political-economic environment and its significance in business operations.
CO3	Apply the concepts of the micro and macro environment and identify the degree of its influence on the business.
CO4	Compare the implication of different laws prevailing to protect the interest of consumers on the one hand and to promote healthy competition and ensure economic growth on the other hand.
CO5	Analyze the business environment of any firm working under different situations and able to take decisions under uneven circumstances.
CO6	Evaluate the decision taken by the business firm by analyzing competitive structure of business along with internal and external business environment.

Syllabus:

Unit I: An Overview of Business Environment

Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, Scope of business, characteristics of business. Environmental analysis Process and limitations of environmental analysis.

Unit II: Economic Environment

Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.

Unit III: Socio-Cultural Environment

Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.

Unit IV: Political Environment

Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention.

Text Books:

1. Rangarajan, C.A.; Perspective in Economics, S. Chand & Sons, New Delhi
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House.
3. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, New Delhi.

Reference Books:

1. Veena Keshav Pailwar (2010), "Economic Environment of Business", Phi Learning Private Limited, New Delhi.
2. Puri and S.K. Mishra (2015), "Indian Economy", Himalaya Publishing House Unit.

CO-PO & PSO Correlation

Course Name: Business Environment												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1			2			2			2
CO2:	2							1	2		3	
CO3:		2							2	2		
CO4:	1		1			2		2		3		3
CO5:		2		1				1	3		2	
CO6:			1			2	2			2		3

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Quantitative Methods	Course Code:	MGT-B 303
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: This course will introduce concepts and fundamentals of basic quantitative methods-II for decision making in business. These techniques include Box-plot; Stem and Leaf; Scatter diagram; probability distributions; sampling distributions; correlation and simple regression analysis; One-sample test; linear programming methods, etc. Emphasis will be placed on application of these tools in solving business problems in various business fields like finance, production, operations, transportation, marketing, etc. Excel tools will be extensively used.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand Stem (and Leaf) Plot, and dot plots of given data.
CO2	Explain concept of normal probability distribution along with calculation of Z values.
CO3	Analyze the importance of sampling in case of studying large population. Define and construct the sampling distribution of sample mean.
CO4	Determine point estimates and confidence intervals for means and proportions. Also compute the sample size for mean and proportion.
CO5	Execute hypothesis testing, which is helpful in decision making.

Syllabus:

Unit I: Describing data, Displaying and Exploring Data

Dot plots, Stem and Leaf, Percentile computation, Box plots. Problems. Introduction to Linear Programming (LP), Explain objective functions and constraints of a model. Show graphical solution method. Problems.

Unit II: Introduction to Probability Distributions

Define probability distribution, Distinguish between a discrete and continuous probability distribution. Calculation of the mean, median, mode, variance and standard deviation of a discrete probability distributions. Characteristics of a binomial and Poisson distributions. Problems. The Normal Probability Distribution, Characteristics of a normal probability distribution.

Define and calculate Z values. Determine the probability that an observation will be above or below a value using the standard normal distribution. Compare two or more observations that are in different probability distributions. Problems.

Unit III: Sampling Methods and Sampling Distribution

Need for sampling, sampling techniques, sampling error. Define and construct a sampling distribution of sample means. Calculate point estimates and confidence intervals for means and proportions. Central limit theorem. Determine sample size for means and proportions. Problems. Tests of Hypothesis: One-Sample Test: - Hypothesis testing: Concept and procedure, null and alternate. Hypothesis testing: One and two tail tests. Problems.

Text Books:

1. Statistics Techniques in Business and Economics by Lind, Marchal, & Wathen. By McGraw Hill.
2. Quantitative Methods for Business by Kipp Martin, Camm, Williams, Anderson and Sweeney. By Cengage.
3. Fundamentals of Business Statistics by Dr. J.K. Thukral, Taxmann's Publications, 4th Edition.
4. Business Statistics 17th Edition, by M. P. Gupta, and S. P. Gupta, Publisher: Sultan Chand and Sons

Reference Books:

1. Dr. S.M. Shukla Dr. S.S. Chaudhary, Quantitative Techniques, Publisher: Sahitya Bhawan, Edition: Revised, 2019
2. Gangadharappa N.H. Rajaghatta R.S. Quantitative Methods for Business-I, Kalyani Publishers; 1st edition (1 January 2015)
3. Khanna R. B., Quantitative Techniques for Managerial Decisions, Prentice-Hall of India Pvt. Ltd. 2nd edition

CO-PO & PSO Correlation

Course Name: Quantitative Methods												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2			1						2	2
CO2:	2	2						1		2	2	
CO3:	1	1					1	1	2			
CO4:		2			1			1			2	
CO5:	2	1					2			3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Financial Analysis	Course Code:	MGT-B 304
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Objective: To familiarize the students with the concepts of Financial Management.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understanding and evaluating financial statement analysis.
CO2	Understanding capital structure theories and applications.
CO3	Evaluate dividend policies.
CO4	Analyze and evaluate working capital management.

Unit-I

Financial Statement Analysis, Comparative Analysis, Ratio Analysis, Du-Pont Analysis.

Unit-II

Capital structure, EBIT-EPS analysis, Modigliani and Miller Model, assumptions, MM propositions (with and without tax), Signaling theory, Agency cost of equity, Pecking-order theory, factors affecting capital structure.

Unit -III

Dividend Policy, types of payouts, process of cash dividend, price reaction to cash dividend in a perfect world, Irrelevance of dividend policy, stock repurchase vs dividend, taxes and dividend, firms with sufficient and insufficient cash, the Clientele effect, stock dividends.

Unit -IV

Working Capital Management, Gross and Net concept of working capital, operating cycle, conversion periods, turnover ratios, fixed and variable working capital, working capital financing policies: matching, conservative and aggressive approach, Cash management, Inventory management, Receivable and Payable Management.

Text Books:

1. Prasanna Chandra–Financial Management, Mc Graw Hill Publication
2. Ross, Wester field, Jaffe –Corporate Finance, Mc Graw Hill Publication.

Reference:

1. Brealey, Myers–Principles of Corporate Finance, Mc Graw Hill Publication.

CO-PO & PSO Correlation

Course Name: Financial Analysis												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2	1	1	1	2	2	3	2	3		3
CO2:		2			1	1		1	3		3	2
CO3:		2	1			2	2			2		3
CO4:	3	2		1		2		1	3	2	2	2

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Digital and Social Media Marketing	Course Code:	MGT-B-305
Credits :	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: The course structure is designed to give an understanding on online consumer behaviour and digital marketing insights and social media marketing strategy.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the concept of digital marketing. Develop skills required for digital marketing.
CO2	Develop and define Search engine optimization concept for online advertisement.
CO3	Apply the concepts of digital marketing to ensure sustainability in the competitive market through social media.
CO4	Adapt and build mobile marketing strategy and its application.

Syllabus:

Unit I: Introduction

Basics of Digital Marketing: Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence.

Unit II: Content Development

Search Engine Marketing: PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

Unit III: Social Media Marketing

Introduction to SMM, Significance, Role of Social Media Consultant, social media-Strategy, Promotion, Channels, Monitoring, Buzz, social media and Customer Engagement, Increasing social media followers, Social Media Analytics, Social Media Influencers, most popular social media sites.

Text Books:

1. Marketing Strategies for Engaging the Digital Generation, D. Ryan

2. Digital Marketing, V. Ahuja, Oxford University Press
3. Social Media Marketing, Dave Evans, Jake McKee, Wiley Publishing

Reference Books:

1. Digital Marketing, S.Gupta, McGraw-Hill
2. Digital Marketing –Kamat and Kamat-Himalaya

CO-PO & PSO Correlation

Course Name: Digital and Social Media Marketing												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1	1	2	2	2		3		2		2	
CO2:	1		2		2			1	2		2	2
CO3:	2	2		2		2	2	2	2	2	3	2
CO4:	2	2	2	2	2		2	1	2		3	2

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Social Psychology	Course Code:	MGT – B 306
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: This Course develops an understanding of the individual in relation to the social world • Introduce students to the realm of social influence, as to how individuals think, feel and behave in social situations.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Define social psychology and related terminology.
CO2	Discuss the relationship between the person and the situation and its influence on attitudes, prejudice, aggression, prosocial behavior, and interpersonal relationships
CO3	Describe the dynamics of group behavior in areas of social influence, such as altruism, conformity, obedience, deindividuation, leadership, intergroup relations, and conflict and cooperation.
CO4	Apply social psychological principles to real-world issues.

Syllabus:

Unit I: Social Psychology: An Overview

Social Psychology: Advances at the Boundaries, How Social Psychologists Answer the Questions They Ask: Increased Knowledge Through Research, The Role of Theory in Social Psychology, Theories and Methods in Social Psychology, The three faces of social psychology. Overview of major theoretical perspectives - Learning theory, Cognitive theory, and Symbolic Interactionism.

Unit II: Social Cognition

How We Think About the Social World, Heuristics: How We Employ Simple Rules in Social Cognition, Schemas: Mental Frameworks for Organizing Social Information, Automatic and Controlled Processing in Social Thought, Potential Sources of Error in Social Cognition, Affect and Cognition, Social Perception, Nonverbal Communication, Attribution, Impression Formation and Impression Management

Unit III: Attitude Formation, When and Why Do Attitudes Influence Behavior

How Do Attitudes Guide Behavior? How Attitudes Are Changed; Resisting Persuasion Attempts, Cognitive Dissonance, managing dissonance, Self-Presentation, Self-Knowledge, Personal versus Social Identity, Self-Esteem

Unit IV: Social influence and persuasion

What determines persuasiveness? How are we persuaded? Conformity, Factors affecting obedience and compliance, Symbolic Social Influence Group decision making. Group polarization; groupthink, Group Leadership; Group productivity, Groups, Effects of the Presence of Others, Coordination in Groups: Cooperation or Conflict? Perceived Fairness in Groups, Decision Making by Groups: How It Occurs and the Pitfalls It Faces, The Role of Leadership in Group Settings

Unit V: Prosocial Behavior

Why People Help, responding to an Emergency, Factors that Increase or Reduce the Tendency to Help, The Effects of Being Helped, Are Prosocial Behavior and Aggression Really Opposites? Deviance. Includes labelling theory, and other theoretical views of deviance, social structure and personality

Text Books:

1. Baron, R.A., Byrne, D. & Bhardwaj, G. (2010). Social Psychology (12th Ed.). New Delhi: Pearson.
2. Baumeister, R.F. & Bushman, B.J. (2013). Social Psychology and Human Nature. Wadsworth.
3. Franzoi, S.L. (2009). Social Psychology (5th Ed.). New York: McGraw-Hill.

Reference Books:

1. Hogg, M. & Vaughan, G.M. (2008). Social Psychology. Prentice Hall.
2. Kassin, S., Fein, S., & Markus, H.R. (2008). Social Psychology. New York:
3. Houghton Mifflin. Misra, G. (2009). Psychology in India, Vol. 4: Theoretical and Methodological Developments (ICSSR Survey of Advances in Research). New Delhi:

CO-PO & PSO Correlation

Course Name: Social Psychology												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:		2			2			2	3	2		
CO2:	1		1				2			2	3	
CO3:	2			2						2		2
CO4:		2	1	2	2		2	2		2	2	3

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Production & Operation Management	Course Code:	MGT-B 307
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: This course will introduce concepts and fundamentals of basic operations management for decision making in business. These techniques include line balancing, facility layout, location planning, capacity planning, demand forecasting, and production strategy under aggregate planning, etc. Excel and Lingo tools will be extensively used.

Course Outcomes: After completion of the course, students will be able to:

CO Number	Course Outcome
CO1	Understanding the fundamental concepts of production and operations management applied in the field of manufacturing and service organizations.
CO2	Planning and analyzing the production and operations activities in short, medium and long -term planning of manufacturing or services organizations.
CO3	Applying world-class manufacturing techniques in the operation environment.
CO4	Developing robust and agile systems for innovative products, processes and services to match with the new generation manufacturing enterprises.

Syllabus:

Unit I: Introduction of Operations Management

Define the terms operations management and supply chain. Identify similarities and differences between production and service operations. Explain the importance of learning about operations management. Identify the three major functional areas of organizations and describe how they interrelate. Describe the operations function and the nature of the operations manager's job. Explain the key aspects of operations management decision making.

Unit II: Operations Strategy and Productivity

List several ways that business organizations compete. Name several reasons that business organizations fail. Define the term productivity and explain why it is important to organizations and to countries. Describe several factors that affect productivity. Problems on productivity.

Unit III: Product and Service Design

Explain the strategic importance of product and service design. Describe what product and service design does. Name the key questions of product and service design. Identify some reasons for design or redesign. List some of the main sources of design ideas. Explain the importance of capacity planning. Describe ways of defining and measuring capacity. Name several determinants of effective capacity.

Unit IV: Process Selection and Facility Layout

Compare the four basic processing types. Explain the need for management of technology. Solve simple line-balancing problems. Develop simple process layouts. Explain why location decisions are important. Use the techniques presented to evaluate location alternatives. Problems based on selection of best locations. Describe the main functions of inventories. Explain periodic and perpetual review systems. Selective approach of Inventory Management.

Text books:

1. Senthil. M, Production & Operations Management, Pearson Education.
2. Monks, Joseph G, Operations Management, McGraw Hill International.

Reference Books:

1. William J. Stevenson, Operations Management, McGraw Education.

CO-PO&PSO Correlation

Course Name: Production & Operations Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2	1		2		1		2	2	2	3
CO2:	2	1		2	2	2				2		
CO3:	3		1					1	2			3
CO4:	1	2	1	3	2	2			2	2	3	3

Note: 1= Low, 2= Moderate, and 3= High.

Programme:	MBA	Semester:	III
Name of the Course:	Managerial Skill Development	Course Code:	MGT B 308
Credits:	2	No of Hours:	2 Classes/Week
Max Marks:	100		

Course Description: The main objective of this course is to improve Managerial Skills, to know Build Positive Attitude, to experience Self-assessment, to have clarity on goal setting, to learn and manage Impression Management, to learn Managerial Communication.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand theories & styles of Leadership.
CO2	Acquire greater understanding of their own personal identities & how Leadership Models are put into practice personally, locally & globally.
CO3	Understand different Management Development & Organizational Strategies and be able to use a process for decision making.
CO4	Communicate effectively to develop relationships, manage conflicts & work across differences.

Syllabus:

Unit I: Professional & Public Speaking

Introduction, speaking: An Overview, Art of Persuasion, Platform Behaviour, Stage Fright, Describing Objects/Situations/People, Delivering Just-a-minute Sessions, The art of Public Speaking- Model Speeches, Guidelines for effective Speeches, Types of Speeches.

Unit II: Positive Thinking, Motivation & Attitude

Positive Thinking, Motivation, Needs and Motivation, Maslow's Hierarchy of Needs, Understanding Attitude, Facts about Attitude, Types of Attitude, how to develop Positive thinking and Attitude, how to drive out negative thinking and attitude.

Unit III: Self- Discovery & Goal Setting

Self- Discovery, SWOT analysis, Importance of Goal setting, SMART Goals, Types of Goals (long term goal, short term Goal, personal & professional Goal) Activities based on goal setting.

Unit IV: Personality & Impression Management

Personality, Determiners of personality, Characteristics of personality, Stages of personality development, developing a Powerful Personality, Importance of Impression, Self-Presentation, Impression construction, self-presentation and social behavior, Impressive Resume Building for different jobs, Activities on Impression Management.

Unit V: Managerial Communication

Routine Messages, Notice, Memo, Circular, Office Order, Quotation and Tenders, Project proposals- characteristics and structure, proposal writing; Reports: definition & purpose, types of business reports, reports Writing-Structure, and abstract - executive summary- recommendation.

Text Books:

1. B. N. Ghosh, Managing Soft Skills for Personality Development, Tata McGraw Hill
2. Jeff Davidson, The Complete Guide to Public Speaking, Manjul Books PVT. Bhopal, 2006
2014

Reference Books:

1. K. Alex, Managerial Skills, S. Chand
2. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi

CO-PO & PSO Correlation

Course Name: Managerial Skill Development												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	1					2		2			3
CO2:		2		1		1			2	2		
CO3:		2	1				1			2		3
CO4:			2	2				2		2	3	

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Business Ethics and CSR	Course Code:	MGT B 309
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Objective: The main objective of this course is to familiarize students with the basic skills concerning business ethics and corporate social responsibility which are relevant to the contemporary business environment. The course will enhance students' awareness and understanding of the nature of business ethics in the Indian as well as global business environment; and increase students' awareness of the challenges of business social responsibility.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand ethical theories and evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business.
CO2	Recognize organizational challenges to ethical behavior and the inherent conflict of interest in many business decisions; demonstrate knowledge of established methodologies of solving ethical problems.
CO3	Understand theoretical perspectives of Social Responsibility, Corporate Social Responsibility (CSR) and the role of business in sustainable development.
CO4	Describe and discuss Corporate Social Responsibility, Corporate Governance and Social Audit.
CO5	Examine the steps for measurement and reporting with reference to guidelines; demonstrate a multi-stakeholder perspective in viewing CSR issues through case Study.

Syllabus:

Unit I: Moral Values and Ethics

Values-Concepts, Types and Formation of Values, Values of Indian Managers; Business Ethics- Definition, Nature & Characteristics, Ethical theories; Relevance of ethics and values in business; Ethical Decision Making; Causes of Unethical Behavior. Unethical Issues in Functional Aspects of Management (sales, marketing and technology etc.)

Unit II: Overview of CSR

Philanthropy; Conventional and Strategic; Environmental issues; Social issues; Ethical and Governance issues. Corporate Social responsibility- Social responsibility of a

Business Firm; Current CSR Practices of the Firm in India and Abroad, Response of Indian firms towards CSR.

Unit III: Wider Concept of Social Responsibility

Cost-benefit Analysis of Corporate Social Responsibility and Good Corporate Citizenship (Social / moral obligations and survival). ISO Guideline of CSR Management, Indian Guidelines BRR (SEBI); Case Analysis of Failure of Leading Corporate and Top Auditing Firms due to Lapses in Ethical and Social Responsibilities.

Text Books:

1. Ghosh, B. N, Business Ethics and Corporate Governance, McGraw Hill Education
2. Fernando, A.C, Business Ethics and Corporate Governance, Pearson Education India; 2 editions (2012)

Reference Books:

1. Velasquez (2002) - Business Ethics - Concepts and Cases, Prentice Hall, 5th edition.
2. Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.
3. Kaur Tripat, Values & Ethics in Management, Galgotia Publications.

CO-PO & PSO Correlation

Course Name: Business Ethics and CSR												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		1					1				
CO2:	2	2			2				3	2		2
CO3:		2	1	1	2	2	3				3	
CO4:			2			1		2				2
CO5:							2				2	

Note: 1: Low 2.: Moderate 3: High

FOURTH SEMESTER

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT-B 401	Research Methodology	2	1	-	20	30	50	100	3
2	MGT-B 402	Supply chain Management	2	1	-	20	30	50	100	3
3	MGT-B 403	Cost & Management Accounting	2	1	-	20	30	50	100	3
4	MGT-B 404	Management of E-commerce	2	1	-	20	30	50	100	3
5	MGT-B 405	Team Building and Leadership	2	1	-	20	30	50	100	3
6	MGT-B 406	Indian Economy	2	1	-	20	30	50	100	3
7	MGT-B 407	Campus to corporate	2	1	-	20	30	50	100	3
8	MGT-B 408	Banking and Financial Services	2	1	-	20	30	50	100	3
			16	8		160	240	400	800	24

Programme:	BBA	Semester:	IV
Name of the Course:	Research Methodology	Course Code:	MGT B 401
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: In today's fast changing business world, obtaining high-quality information about the current business environment may determine the success or failure of a business. Business researchers use a variety of methods to collect information about consumers, employees, businesses and the marketplace in general. This information is used to help businesses make effective decisions. Broadly the objective of this course is to provide students an insight into various into different sources of business research data, examine processes for collecting and analyzing business research data, and shows how to prepare and present marketing research reports.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basic framework of research process.
CO2	Develop a comprehensive research methodology for a research question.
CO3	Demonstrate a sound knowledge of statistical terms at an introductory level.
CO4	Develop necessary critical thinking skills in order to apply descriptive statistics and inferential statistics.
CO5	To formulate the hypothesis for business problems, Apply various statistical methods to test the hypothesis.

Syllabus:

Unit I: Introduction to Business Research

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Managerial Decision Making; Business Research in Practice, Classification of Research Designs; Exploratory, Descriptive and Conclusive Research Designs; Causal Research; Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data.

Unit II: Measurement, Scales and Questionnaire Design

Concept of Measurement, Problems in Measurement-Validity, Reliability; Scales of Measurement–Their Types & Properties; Measurement of Attitudes & Scaling Procedures; Questionnaire Design and Testing.

Unit III: Sampling, Hypothesis Testing, Data Preparation & Analysis

Sampling Theory, Designs and Issues; Practical considerations in sampling and sample size, Central Limit Theorem; Hypothesis Testing–Concept & Procedures; Data Preparation Process & Data Analysis.

Unit IV: Statistical Analysis, Reporting Research Findings & Ethical Issues

Introduction to SPSS; Statistical applications: T-test, ANOVA, Correlation & Factor Analysis; Interpretation of Results; Reporting Research Findings—Differences between academic and business audience; Ethical issues related to publishing, Plagiarism and Self-Plagiarism.

Text books:

1. Marketing Research: An Applied Orientation, Naresh K. Malhotra and Satyabushan Dash, Pearson Education, India.

Reference Books:

1. Business Research Methods, Donald R. Cooper and Pamela S. Schindler, McGraw-Hill Education.
2. Research Methods for Business: A Skill-Building Approach, Uma Sekaran and Roger Bougie, John Wiley & Sons, Inc.
3. Business Research Methods: A South-Asian Perspective, William G Zikmund, Barry J Babib, Jon C Carr, Atanu Adhikari and Mitch Griffin, Cengage India.

CO-PO & PSO Correlation

Course Name: Research Methodology												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		1		1		1		3			3
CO2:	3	2	1				2			2		
CO3:									3			3
CO4:		3			2					2	2	
CO5:		2			1		1		2	2		3

Note: 1: Low 2.: Moderate 3: High

Program:	BBA	Semester:	IV
Name of the Course:	Supply Chain Management	Course Code:	MGT B 402
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The basic objective is to make the student familiarize with the concepts of supply chain management which reduces cost while maintaining quality and timely management through the involvement of different business firm. Main objectives of supply chain management are to improve the overall organizational performance and customer satisfaction by improving product and service delivery to customer.

Course Outcomes: After Completion of the course Students will be able to:

CO Numbers	Course Outcome
CO1	Understand components and configurations of Supply Chains
CO2	Planning and analysing supply chain strategies for different products and markets.
CO3	Applying new techniques and technologies in the supply chains.
CO4	Developing skills and abilities for managing agile supply chains.

Syllabus:

Unit I

Building a strategic framework to analyse supply chains. Understanding the Supply Chain: What Is a Supply Chain? The Objective of a Supply Chain, The Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Cases of Supply Chains.

Unit II

Supply Chain Performance. Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope. Supply Chain Drivers and Metrics: Drivers of Supply Chain Performance, Framework for Structuring Drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to Achieving.

Unit III

Network Design in the Supply Chain. The Role of Network Design in the Supply Chain, Factors Influencing Network Design. Decisions, Framework for Network Design Decisions, Models for Facility Location and Capacity Allocation, The Role of IT in Network Design, Making Network Design Decisions.

Text Books:

1. SUPPLY CHAIN MANAGEMENT Strategy, Planning, and Operation by Sunil Chopra.
2. Logistics & Supply Chain Management by Martin Christopher

Reference Books:

1. Donald J. Bowersox & David J. Closs, Logistical Management, Tata McGraw Hill Editions, New Delhi.

CO-PO & PSO Correlation

Course Name: Supply Chain Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2		1		2			1	3			2
CO2	1	2		1	2	1	2	2	2	2	3	
CO3		1	1	1		1	2			3		2
CO4	1	2		1	1			1	2			3

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	III
Name of the Course:	Cost & Management Accounting	Course Code:	MGT 403
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P	3-1-0

Course Description: The basic objective of this course is to acquaint students with basic concepts and tools of Cost and Management Accounting and its applications for decision making.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the basics concepts of management and cost accounting.
CO2	Analyse the elements of Cost and Cost Sheet
CO3	Recognising various cost control management techniques
CO4	Prepare and analyse the cost statements and cost volume-profit analysis

Syllabus:

Unit I: Introduction of Cost Accounting

Meaning, Definition, Objectives, Advantages of Cost accounting, classifications of cost, Methods of Costing, Cost units, Cost centre, Comparison between Cost Control, and Cost Reduction.

Unit II Elements of Cost and Cost Sheet

Elements of cost, Meaning and definition of cost sheet, objectives of cost sheet and methods of cost sheet preparation, Components of total Cost, Conversion Cost, Cost Ascertainment, Preparation of Cost Sheet- Practical Problems.

Unit III: Cost Control

Material- Meaning and types, Computation of Stock levels- EOQ - Pricing of Issue of materials -FIFO, LIFO, Simple and Weighted Average methods. Labour: Computation of Labour cost - Time rate and piece rate system. Practical Problems.

Unit IV: Management Accounting

Management Accounting: Meaning, nature, functions, Objectives, Comparison of Management Accounting with Cost Accounting and Financial Accounting, Cost volume-profit analysis, Break-even analysis. Decisions regarding sales-mix make or buy decisions and discontinuation of a product line, material and labour and overhead variance. - Practical Problems.

Text Books:

1. Cost Accounting – Theory and Problems Maheshwari, S. N. and Mittal, S. N.(2019), 22nd Revised Edition, Shri Mahavir Book Depot.
2. Cost Accounting, Rajasekaran, (2018), 1st edition, Pearson Education.
3. Cost Accounting - Principle Practices Dutta, Mahesh, (2016), 1st edition, Pearson Education.

Reference Books:

1. Ravi M Kishore: Cost and Management accounting, Taxmann's Publications
2. Debarshi Bhattacharyya, Cost and Management, Pearson
3. Dr. S.N. Maheswari: Management Accounting, Vikash Publishing
4. S.P.Jain , K.L.Narang : Cost Accounting, Kalyani Publishers
5. Sharma and Shahi K Gupta: Management Accounting, Kalyani Publishers.

CO-PO & PSO Correlation

Course Name: Cost & Management Accounting												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			1		3		2	
CO2:	2	2			2				2	2		
CO3:	1		2	2		2		1	2	3	2	2
CO4:	1	2						2	1		2	

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	IV
Name of the Course:	Management of E Commerce	Course Code:	MGT B 404
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course description: The course is designed to give a clear picture about the electronic business environment to the management students. The most important point is to aware the students to understand the implication of digitalization in business and ethics in using electronic platform.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the core concept, trends and prospects of e-commerce
CO2	Evaluate the various model of e-commerce
CO3	Design the web page using various methods
CO4	Evaluate the functioning of various e-payment systems

Syllabus

Unit- I

Introduction to E-Commerce and Physical Commerce. Different types of E-Commerce, E-commerce Scenarios, Advantages & Disadvantages of E-Commerce, and Business Models for E-Commerce.

Unit- II

Internet and WWW, Basic Network Architecture, WEB system Architecture, URL, Overview of the HTTP, Web Page Designing using HTML, Presenting our oneness steers.

Unit- III

B2B E-Commerce, Characteristics of B2B EC, Models of B2B EC, supplier-oriented and Buyer Oriented Market Place, JIT, Other B2B Models, Auctions and Services, the Role of Software Agents for B2B EC, E-Marketing in B2B and Management issues.

Unit- IV

Electronic Payment Systems, SSL & SET protocols, Security Schemes in e-Payment Systems, Basic Cryptography for enabling E-Commerce, Managerial issues for E-Payment system.

Unit- V

Economics, Global and other issues in E-Commerce and Software Agents.

Text Books

1. E-Commerce, C.V.R. Murthy, Himalaya Publication.
2. E-Commerce Fundamental and Application by Chan, Lee, Dillon, Chang, Wiley
3. The Art of Digital Marketing by Ian Dodson, Wiley
4. E-Commerce– A Managerial Prospective by P.T. Joseph, PHI

References:

1. Chan, Lee, Dillon & Chang – E-Commerce Fundamentals & Applications, WILEY.
2. P.T.Joseph – E-Commerce: A Managerial Perspective, PHI.
3. Turban, Lee, King & Chung – E-Commerce, Pearson Education.
4. C.S.V.Murthy – E-Commerce, Himalaya Publishing House.

CO-PO & PSO Correlation

Course Name: Management of E Commerce												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2				2		2		3		2	
CO2		3		2		1			2	3	2	
CO3	3				2	2	2		2		3	2
CO4	2		2	3				2		3		2

Note: Low-1, Moderate-2, High-3

Programme	BBA	Semester:	IV
Name of the Course:	Team Building & Leadership	Course Code:	MGT B 405
Credits	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: In this course, you'll delve deeper into leadership theory and practice successful leadership models. Simultaneously, you'll build teamwork skills as well. Teamwork depends on different, complementary points of view to seize hidden opportunities, overcome difficult obstacles, and achieve challenging objectives to reach a common goal. Although this course focuses on leaders, it provides anyone with more effective skills to succeed in life. So, no matter what your role or position in life or at work, this course asks that you assess yourself honestly and become the best yourself.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Analyze the characteristics and roles of leadership, management and team-building in organizations.
CO2	Apply effective team building skills by collaborating in groups.
CO3	Apply leadership theories or approaches to professional scenarios and case studies.
CO4	Deliver clear oral and written communication that informs, persuades, and/or engages the audience.

Syllabus:

Unit I: Leadership and Leadership Behaviour

Leadership, why is leadership important? Qualities of a Good Leader, Leadership Theories Leadership Types / Styles, Leadership and Power, Leaders and Managers, Leadership Behaviour.

Unit II: Decision Making Skills

Introduction, Making Decisions Understand the Problem, Concept of Decision Making-Importance of Decision-making, Decision-making Process, Decision making Techniques, Evaluation of decision quality.

Unit III: Problem-Solving Skills and Time Management

Problem-solving, Concept of Problem-solving, Process of Problem-Solving, Techniques for Problem-Solving, Challenges in Generating Creative Ideas, Time Management, Steps and Techniques of Time Management, Importance of Time Management.

Unit IV: Team Building and Team Work

Importance of Team, need for SMART Team, types of teams, Developing Teams and Team Work, Leading Team, Team Membership, Different Approaches to Team Building, Team Building Exercises, outbound Exercises.

Unit V: Empowerment and Delegation

Empowering and Delegating: Meaning of Empowerment, Dimensions of Empowerment, How to Develop Empowerment, Inhibitors of Empowerment, Delegating Works.

Text Books:

1. B. N. Ghosh, Managing Soft Skills for Personality Development, Tata McGRAW Hill
2. Arbinger Institute, Leadership and Self-Deception, Berrett-Koehler Publishers; Second Edition, 2010, ISBN: 978-1576759776

Reference Books:

1. Bennis, Warren. On Becoming a Leader. Rev. ed. Cambridge, Mass.: Perseus, 2003.

CO-PO&PSO Correlation

Course Name: Team Building & Leadership												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2			2	3			3		2	
CO2:	2	3		1	3					3	2	
CO3:			3		3	2	1	2		3	3	2
CO4:		2			3	3	2	2	3	3		2

Note:1: Low 2.: Moderate 3: High

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Programme:	BBA	Semester:	IV
Name of the Course:	Indian Economics	Course Code:	MGT B 406
Credits:	3	No. of Hours	3 Classes/ Week
Max Marks:	100		

Course Description: This course offers lectures and case studies to develop expertise among students to use macroeconomics concepts, advance tools and techniques in formulating business plan/policies according to macroeconomic conditions of the domestic and global economy.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basic theoretical substance of key issues and policies.
CO2	Compare Macroeconomics variables and its implication in real-life economic situations.
CO3	Demonstrate the concepts of consumption, savings, and investment and their impact on economic growth.
CO4	Analyze the key functions of money and the significance of money demand and supply in the different phases of the business cycle.
CO5	Analyze inferences of government schemes and policies through the concept of monetary and fiscal policy.
CO6	Evaluate the effect of inflation and interest rate on the GDP and level of unemployment.

Unit I: Evolution of Indian Economy

Background of Indian Economy, agriculture and industry after independence, Planned and Mixed economy, Emphasis on the public sector, Economic planning in India, Decentralised planning, Gandhian concept of decentralization. Central plan assistance: Gadgil formula, Economic growth and development, HDI

Unit II: Indian Agriculture

Introduction, Kharif and rabi, Three phases of food philosophy of India, Land reforms, green revolution: Component of green revolution, impact of green revolution, Agricultural marketing: NAFED, TRIFED, E-Choupal, National food security mission, recent policies and schemes of government in agricultural sector

Unit III: India and The Global Economy

Introduction to world trade, current account and forex reserves, European union, Impact of a) IMF, b) World bank group c) WTO d) UN, like international organization. Impact of a) BRICS, b) G-20, c) SAARC, d) ADB like group on Indian economy. Future of Indian Economy.

Text Book:

1. Indian Economy: Ramesh Singh, Tata Mc-Graw hill education

Reference Books:

1. Indian Economy: Mishra & Puri, Himalaya Publishing house
2. Bhartiya Arthavyavastha: Lal & Lal

CO-PO&PSO Correlation

Course Name: Indian Economics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	1				2		1			2		3
CO2			3	3					2			
CO3	3	2									3	
CO4	1				2		1			2		3
CO5			3	3					2			
CO6	3	2									3	

Note: 1: Low 2.: Moderate 3: High

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Program:	BBA	Semester:	IV
Name of the Course:	Campus to Corporate	Course Code:	MGT B 407
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: Campus to Corporate training is a soft skills program that helps students transition smoothly into corporate life. This course prepares the students to become efficient through learning the basics of corporate communication, managing time, and the mind-set shift that is required when moving from a college to corporate environment.

Course Outcomes: After Completion of the course Students will be able to:

COs	Course Outcome
CO1	Understand the soft skills used in various type of organizations.
CO2	Selecting appropriate corporate skills to present and execute.
CO3	Applying the soft skills for harmonizing the organizational goals.
CO4	Developing skills and abilities for managing agile organizations.

Syllabus:

Unit I: Reasoning, Aptitude and Interview Skills

Numerical Aptitude, Verbal and non-verbal reasoning. Preparing to face interviews, Group discussions, resume building, body language, grooming and power dressing.

Unit II: Business Etiquettes, Interpersonal Skills and Team Skills

Making the first impression, importance of handshakes, business card etiquette, grooming and personal hygiene, body language, telephone and email etiquette. Initiating small talks, managing relationships, understanding cultural diversity, teambuilding process and techniques, coordination in teams, assertive communication, feedback.

Unit III: Presentation Skills

Fundamentals of effective presentation, 5P's of an effective presentation, importance of visual aids, understanding and overcoming fear, public speaking, importance of managing voice and language, managing question and answer session. Positive mental attitude, career planning, stress management, anger management.

Unit IV: Goal Setting & Time Management

Establishing smart Goals, Importance of mission statement, formulation of goals, visualization of goals. Procrastination and how to get rid of it. Prioritization, dealing with difficult tasks, getting organized, managing distractions, deep work-life balance.

Text Books:

1. Sharma Ashutosh: Campus to Corporate, V & S Publishers.

Reference Books:

1. Carnegie, Dale, How to develop self-confidence and influence people by public speaking, Vayu Education of India.
2. Keller, Jeff, Attitude is everything, Collins.
3. Hill, Napoleon. Think and Grow Rich, Amazing Reads.

CO-PO&PSO Correlation

Course Name: Campus to Corporate												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1		2			1	3			2
CO2:	1	2		1	2	1	2	2	2	2	3	
CO3:		1	1	1		1	2			3		2
CO4:	1	2		1	1			1	2			3

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	IV
Name of the Course:	Banking and Financial Services	Course Code:	MGT B 408
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Banking, Markets, Institution and Financial Services.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.
CO2	Develop and identify thorough grasp of Money Market and its Instrument, Capital Market, Merchant Banks and Mutual fund.
CO3	Analyze, discover and survey merchant banking, Financial Market, Depository Receipt, hire purchase and leasing system and explain the credit rating process adopted by the various institution.
CO4	Discuss Mutual Fund works, synthesis and develop many idea of Investment like Depository Receipt, Venture Capitalist and Angel Investing.

Syllabus:

Unit I

Fundamental of the Indian Financial System, Types of Financial markets, Types of financial services, types of financial institutions, Types of financial instruments. Introduction to money market and capital market. Introduction to primary and secondary market.

Unit II

Structure of banking industry in India, commercial banks, institutional banks, specialized banks, cooperatives, investment banks, unit banks, holding banks, branch banks, nationalized banks, private banks, Developmental banks, Core banking.

Unit III

Trends in banking, internet banking, virtual banks, NEFT, risk management in banks. Merchant Banking, Origin, merchant banking in India, scope of merchant banking, categories of merchant banks, services of merchant banks, merchant banks in the market making process,

Unit IV

Money market - call money market, major characteristics of call money market, operations in the call money market, participants of call money market, purpose of call money market, Certificate of Deposits, features of CDs, RBI guidelines on CDs, format of CDs, payment of certificate, reporting, Commercial Bill, types of commercial bills, operations in bill market, New Bill Scheme 1970, Commercial Paper, features of Commercial Papers, RBI Guidelines on commercial papers, issuing and paying agent, Treasury Bills, types of treasury bills, operations and participants.

Text Books:

1. Jeff Madura - Financial Institutions and Markets, Cengage Publications.
2. Bhole and Mahakud, Financial Institutions and Markets, McGraw Hill Publications.

Reference Book:

1. Gordon and Natarajan - Financial Markets and Services, Himalaya Publications.

CO-PO & PSO Correlation

Course Name: Banking and Financial Services												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3		2				2	2	2	2	
CO2:	2	2	2					2		2		3
CO3:		3		1	2		3	2		3	2	2
CO4:		2					2	2	2	2	3	3

Note: 1: Low 2.: Moderate 3: High

FIFTH SEMESTER

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT-B 501	Information Technology for Business	2	1	-	20	30	50	100	3
2	MGT-B 502	Legal Aspects of Business	2	1	-	20	30	50	100	3
3	MGT-B 503	Strategic Management	2	1	-	20	30	50	100	3
4	MGT-B 504	Business Etiquette and Soft Skills	2		-	20	30	50	100	2
5		Elective 1	2	1	-	20	30	50	100	3
6		Elective 2	2	1	-	20	30	50	100	3
7		Elective 3	2	1	-	20	30	50	100	3
8		Summer Internship			4	20	30	50	100	4
			14	6	4	160	240	400	800	24

FIFTH SEMESTER ELECTIVES

Course Code	Specialization	Course Title
HRM-B 501	HR	Industrial Relations
HRM-B 502	HR	Strategic HRM
HRM-B 503	HR	International Human Resource Management
FIN-B 501	Finance	Investment management I
FIN-B 502	Finance	Working Capital Management
FIN-B 503	Finance	Social Banking and Microfinance
MKT-B 501	Marketing	Consumer Behaviour
MKT-B 502	Marketing	Marketing of Financial Services
MKT-B 503	Marketing	Marketing Analytics

Programme:	BBA	Semester:	V
Name of the Course:	Information Technology for Business	Course Code:	MGT B 501
Credits:	3	No of Hours	3 Classes/ Week
Max Marks:	100		

Course Description: To understand the strategic role of information technology in business. Along with imparting skills of MS office. Introducing the conceptual understanding of role of analytics in business. Finally, to practice the tools used in data analytics.

Course Outcomes: After Completion of the course Students will be able:

CO Number	Course Outcome
CO1	To understand the need and importance of IT and analytics tools on business.
CO2	To understand and use some IT tools applicable in businesses.
CO3	To use MS office tools such as word processors, PPT and excel.
CO4	To conducts the basic data analysis using excel

Syllabus:

Unit I

IT strategy, tactics and knowledge for managers, What Is an Information System? components of information system, Systems Development Life Cycle (SDLC), components of hardware and software, business process and business process redesign, user experience design, designing the layout of an app.

Unit II

Introduction to key programs of MS office, working on MS word, MS excel and MS PowerPoint.

Unit III

Overview and importance of data analytics Understanding data analytics; difference and relationship among data analysis, data analytics and data science; descriptive, predictive and prescriptive analytics.

Unit IV

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, Network Applications. E-mail. Introduction to database: Concept, characteristics, objectives, Advantage & limitations, entity, attribute, schema, subschema.

Text books:

1. Williams and Sawyer (2019) Using information technology: a practical introduction to computers & communications McGraw-Hill Education (India) Pvt ltd
2. Jeffrey D. Camm, James J. Cochran Michael J. Fry et al (2015) Essentials of Business Analytics (CENGAGE)

Reference books:

1. U Dinesh Kumar (2017) Business Analytics: The Science of Data - Driven Decision Making
2. Publisher (WILEY)
3. S. Christian Albright and Wayne L. Winston (2019) Business Analytics: Data Analysis & Decision Making, 6E (CENGAGE)

CO-PO & PSO Correlation

Course Name: Information Technology for Business												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1			2			2			3
CO2:	2								2		2	
CO3:	2		2		1				2			
CO4:		3					2		2	3		

Note:1: Low 2.: Moderate 3: High

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Programme:	BBA	Semester:	V
Name of the Course:	Legal Aspects of Business	Course Code:	MGT B 502
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course offers lectures along with relevant cases to impart teaching and learning to develop problem solving techniques and focus on practical legal knowledge of general business law issues, with knowledge of the legal environment in which a consumer and businesses operates. Examine how businesses can be held liable for the actions in present coherent, concise legal argument. It identifies the fundamental legal principles behind contractual agreements.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basic concept of Indian contract 1872 and fundamental legal principles behind contractual agreements.
CO2	Understand and analyze the concept of Indemnity, Guarantee and Agency its legal interpretation
CO3	Apply sale of goods act for conduction of smooth business and analyze the legal issues to solve disputes.
CO4	Analyze the problems of partnership firm and evaluate the method for registration and termination of a partnership firm.
CO5	Demonstrate legal thinking for smooth establishment of business concern.

Syllabus:

Unit I: The Indian Contract Act, 1872

Nature of Contract, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract. Special Contract: Indemnity and Guarantee.

Sale of Goods Act, 1930

Formation of Contract of Sale: Contract of Sale of Goods, Sale and Agreement to Sell Distinction, Sale and Hire-purchase Agreement, Subject matter of Contract of Sale: Effect of Destruction of Goods, document of Title to Goods

Unit II: Patent law

Application for patents, procedure for grants of patents, working of patents, compulsory licenses and revocation, renewal of lapsed patents Law relating to consumer protection: Consumer and consumer dispute- consumer protection courts – consumer dispute redressal agencies

Unit III: The Partnership Act, 1932

Definition, Partnership Distinguished from other relationship, Formation of Partnership, Duration of Partnership, registration of Firm, Procedure of Registration of Firms, effects of non-Registration

Unit IV: Companies Act 1956

Definition of Company, Nature of Company, Kinds of Companies, Formation and Incorporation of Company, Memorandum of Association, Articles of Association, Prospectus, membership in a Company

Unit V: Negotiable Instruments Act, 1881 & Information Technology Act, 2000

Digital signature, electronic governance, electronic records and cyber laws.

Text books:

1. Gulshan SS, Elements of Mercantile Law, Excel Books, N. Delhi.
2. Kuchhal MS, Business Law, Vikash Publication
3. N D Kapoor, Mercantile Law

References Books:

1. Tulsian PC, Relevance of Business Law, Tata McGraw Hills.
2. Singh Avtar, Elements of Mercantile Law, S. Chand & Sons.

CO-PO&PSO Correlation

Course Name: Legal Aspects of Business												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		1						3		3	
CO2:		2		2	1					2		2
CO3:	2		3			2		1		3		2
CO4:		2					1				2	
CO5:	2		1		2				2			

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	V
Name of the Course:	Strategic Management	Course Code:	MGT B 503
Credits:	3	No. of Hours	3 Classes/ Week
Max Marks:	100		

Course Description: The objectives of this course is to make the students understand how managers coordinate different functional areas, resources, and systems inside a company and align them with the external environment to enhance overall performance. The students will gain knowledge of strategic management tools and frameworks, and apply them to real business contexts Process diverse business and industry information to diagnose strategic issues, evaluate strategic alternatives, and formulate a coherent and actionable strategic plan.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Students can understand the concepts of various schools of thought for the formulation of strategies and their importance in the corporate world.
CO2	Students will be able to analyze the process of strategy formulation by applying various tools of strategy making
CO3	Students can demonstrate how to pursue strategies

Unit I: Foundations of Strategic Management

Introduction, Objectives and importance, The Architecture of Strategy, Schools of thoughts, Hierarchy of Strategic Intent, Process of strategic management and levels at which strategy operates, Environmental Scanning – Process, PEST/PESTLE, Poter’s Five forces model, SWOT analysis, Value Chain Analysis.

Unit II: Strategy Formulation

Corporate Level Strategies, Business Level Strategies, Functional strategies, Methods for Pursuing Strategies, Strategic Analysis and Choice of strategy (BCG, GE Nine Cell, Shell directional policy matrix, Blue Ocean and Red Ocean Strategy, Ansoff’s Matrix).

Unit III: Strategy Implementation, Evaluation and Control

Process of Implementation, Types of Implementations, operationalizing strategy, Implementing strategic change, 7's frame work, Balance Score Card, Strategy evaluation: Importance, levels, process, barriers, strategy control: Importance, types.

Text Books:

1. Strategic Management: Formulation, Implementation and Control by John A.
2. Pearce II, Richard B. Robinson, Jr. & Amita Mital, 14th Ed (Special Indian Edition), McGraw Hill. 2012.
3. Thompson & Arthur A and Others, Crafting and Executing Strategy, Tata McGraw Hill.
4. Pankaj Ghemawat: Strategy & The Business Landscape, Pearson Education Asia
5. T. Wheelen and K. Rangarajan, "Concepts in Strategic Management and Business Policy", Pearson.
6. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free

Reference Books:

1. Fred R. David, "Strategic Management", Pearson Education
2. Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill
3. Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill

CO-PO & PSO Correlation

Course Name: Strategic Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2			1			1		2			2
CO2		2			2					3		
CO3				1		2	3		3		3	

Note: Low=1, Moderate=2, High = 3

Programme	BBA	Semester:	V
Name of the Course:	Business Etiquettes & Soft Skills	Course Code:	MGT B 504
Credits	2	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: Proper Business Etiquette & Soft Skill is a fundamental requirement for all jobs. Great business etiquette can set you apart from the competition and position your career in the right direction for growth and opportunity. This course aims to improve soft skills as well as communication skills, to know Business Etiquette and Manners, to Develop Professionalism, to understand technology-based communication and etiquette, to prepare for interview.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Define business communication etiquette.
CO2	Understand the dynamics of communication and professional speaking; and deliver the different types of speeches.
CO3	Discuss the concept in context of effective writing & business correspondence.
CO4	Describe methods for building a professional image.

Syllabus:

Unit I: Soft Skills Development: An Introductory Overview

What is Soft Skill, Need for Soft Skill Development, Soft Skill and Hard Skill, Importance of Soft Skill Development, Attributes regarded as soft skills, Exhibiting your soft skills, Identifying your soft skills, How to develop and improve Soft Skills, Practicing Soft Skills.

Unit II: Business Etiquette and Manners

Body Language, Etiquette- Introduction, Modern Etiquette, Benefits of etiquette, Classification of Etiquette, Importance of Etiquettes at work place, Business Etiquettes, Dining Etiquettes, Manners, Practicing Good manners, Professional Manners.

Unit III: Profession and Professionalism

Profession, Professional, Professionalism, Professional Associations, Roles of a Professional, Professional Risks, Professional Accountability, Professional Success, Ethics and Profession, Image of a Profession.

Unit IV: Technology Based Communication & Etiquette

Introduction, Technology -based Communication tools, Positive Impact of Technology - enabled Communication, Negative Impact of Technology based Communication, Telephone etiquette, Email Etiquette, Netiquette, Communication through social media.

Unit V: Interview and Etiquette

Job Interview, Modern Methods of Interviews, Types of Interviews, Preparations for the different types of interviews, Interview Questions & Answers, Analysis and Interpretation of responses, Interview Etiquette, Tips for Success, Mock Interview.

Text Books:

1. Pushp Lata and Sanjay Kumar, Communicate or Collapse: A Handbook of Effective Public
2. Shital Kakkar Mehra, Business Etiquette, Collins Business
3. K. Alex, Soft Skills, S. Chand
4. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi

References Book:

1. Sonya Hamlin, How to Talk so People Listen, New York: Throson, 1993

CO-PO & PSO Correlation

Course Name: Business Etiquettes & Soft Skills												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2		3	2	2			2		2	
CO2:	2		2		3				2	2		3
CO3:			3		2	3		2		2	3	
CO4:	3	2	2		2					3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester	V
Name of the Course:	Industrial Relations	Course Code:	HRM B 501
Credits:	3	No of Hours	3 Classes/ Week
Marks:	100		

Course Description: The objective of the course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Students can understand the concepts, functions and the importance of various labor laws and industrial relation.
CO2	Students will be able to analyze the process of workers' participation in management and grievance settlement mechanisms.
CO3	Students can implement labor laws strategies.
CO4	Students can evaluate various laws and implement in real life processes.

Unit I: Introduction to Industrial Relations

Meaning and Objectives, Importance and approaches to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations, developing sound industrial Relations, The Actors in Employee Relations.

Unit II: Techniques to Industrial Relations

Worker's participation in Management - Meaning, objectives, Essential Conditions, forms; Collective Bargaining - Meaning, Functions, Process, Prerequisites and recent trends in collective bargaining, positive employee relations, Grievance - Definition, and Grievance Handling, Grievance Redressal Machinery, Disciplinary procedures-Meaning, Need and Procedure.

Unit III: Emerging Scenario of Industrial relations

Industrial Relations & Technical Change, Adjustment Process and Voluntary Retirement Schemes; International Labour Organization (ILO): Objectives, Structure and major role. Managing without Unions, The Future Direction of Industrial Relations.

Text books:

1. C.S. Venkata Ratnam Industrial Relations, Oxford Higher Education
2. Malik, P.L Industrial Law-Eastern Book company.
3. Mamoria, C.B. Dynamics of Industrial Relations, Himalaya Publishing House.

Reference Books:

1. Bagri, P.R. Law of Industrial Disputes, Kamal Law House.
2. Kumar, H.L. Labour Laws - Everybody Should Know, Universal Law Publishing Company
3. Malhotra, O.P. Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.

CO-PO & PSO Correlation

Course Name: Industrial Relations												
CO Number	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3			2					3		2	
CO2		3			2					2	3	
CO3				2		3	2				3	2
CO4			3			2		3	2			3

Note: Low=1, Moderate=2, High = 3

Programme:	BBA	Semester:	V
Name of the Course:	Strategic HRM	Course Code:	HRM B 502
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This subject provides an understanding of the strategic contribution of the Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategic dimension so as to illustrate the concept of competitive advantage applied to human resources.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Rehash HR value chain, business strategy in a disruptive context
CO2	Define next-gen talent management strategy to enable business transformation
CO3	Discover leadership approaches to drive inclusive, evidence-based, technologically-forward HR strategy
CO4	Design business strategies that drive those, measure financial impact; communicate insights
CO5	Create a path of transition from employee engagement (EE) to employee experience (EX)

Syllabus:

Unit I: Introduction to Strategic HRM

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing Strategic HR plans and policies, Strategic Human Resource Environment

Unit II: Recruitment and Retention Strategies

Flexi Work Arrangements; Quality of work life; Work – life balance; Employee empowerment; Employee involvement; Virtual Organization

Unit III: Training and Development Strategies

Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training

Unit IV: Performance & Compensation Management Strategies

Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions; Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay

Unit V: Retrenchment Strategies

Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment

Text books:

1. Agarawala Tanuja, Strategic Human Resource Management Oxford University Press.
2. Armstrong Michael, Strategic Human Resource Management: Strategy and Action, Kogan Page

Reference Books:

1. Mahey C and Salman G., Strategic Human Resource Management, Oxford Blackwell.
2. Mello Jeffrey A., Strategic Human Resource Management, Thompson Press Publishing.
3. Srinivas R. Kandula, Strategic Human Resource Development, Prentice Hall of India.

CO-PO & PSO Correlation

Course Name: Strategic HRM												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	1		2	2	1		2	2			3
CO2:										3	3	
CO3:				2		2		2		2		
CO4:	2	2	2		1				3			2
CO5:	1		1			1	2	1	3	3	3	

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	V
Name of the Course:	International Human Resource Management	Course Code:	HRM B 503
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The purpose of the course is providing students with an in-depth understanding of the basic problems inherent in IHRM to either prepare them for further work in the IHRM field or to give them a sound basis to understand the international corporate dimensions of their own careers or both. Above all, the principle focus of this course is developing a comprehensive and integrated treatment of international HRM.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Critically assess existing theory and practice in the field of IHRM and be able to challenge these.
CO2	Identify and analyze problems in the field of IHRM and provide innovative solutions for these.
CO3	Be critical and reflective in the process of evaluating all knowledge.
CO4	Demonstrate competence in communicating and exchanging ideas in large and small group contexts.

Syllabus:

Unit I: Introduction to IHRM

International trends in the labour force; The impact of the environment, competition and the dynamics of the labour force on HRM; Challenges of IHRM; IHRM and strategy; Models of IHRM.

Unit II: Selecting and Managing an International Workforce

The influences of cross-cultural issues on organizations; Selection, evaluation and coaching of international employees; Developing planning, communications and intercultural skills; Types of international companies and the role of the corporate

HR function; Global training and appraisal systems for a cross-cultural workforce; Training, monitoring and development of international staff.

Unit III: International Compensation and Benefits

Compensation and performance management: An international perspective; Benchmarking global practices; Motivation and reward systems; International performance management; Problems with global compensation.

Unit IV: Expatriation and Repatriation

Reasons for expatriation; Characteristics of effective expatriate managers; Selection of expatriates; The role of family; Dealing with culture shock; Reasons for expatriate failure; The repatriation process

Text Books:

1. Bhatia S.K. International Human Resource Management, Deep & Deep Publications
2. Peter J. Dowling, International Human Resource Management, Cengage.
3. Aswathappa, International Human Resource Management, Tata McGraw Hill Education.

Reference Books:

1. Evans Paul, Vladimir Pucik, Jean-Louis Barsoux, The Global Challenge – Frameworks for International Human Resource Management, Mc Graw Hill
2. Rao, P.L, International Human Resource Management, Excel Books

CO-PO & PSO Correlation

Course Name: International Human Resource Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		2				2		2			
CO2:	2	2			2			2	3			2
CO3:	2					2			2	2	3	
CO4:			2		2			2	2	2		

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	V
Name of the Course:	Investment Management I	Course Code:	FIN B 501
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course will cover the concept and techniques of Investment Scenario, Investment Risk, Investment Alternatives, Securities Market, Risk and Return, Measuring Risk, Fundamental Analysis, Technical Analysis.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand basics of investment management-risk and return.
CO2	Understand risk and its measures.
CO3	Analyzing methods of creating a portfolio.
CO4	Create own optimal portfolio.

Syllabus:

Unit I

Introduction to Investment Management, Financial assets, Risk and return, holding period return, Average returns: arithmetic, geometric and dollar-weighted, effective annual return, return over a time period, return under different scenarios,

Unit II

Measures of risk, Normal distribution and its importance, standardized returns, Value at Risk, risk premium, risk a version, investor's degree of risk a version, Sharpe ratio, inflation and interest rates, nominal and real interest rates.

Unit III

Risk and return of a portfolio, capital allocation line, diversification and portfolio risk, systematic and unsystematic risk, three rules of two risky assets portfolio, mean-variance criterion, portfolio optimization, Markowitz model, efficient frontier, optimal portfolio with a risk-free asset.

Unit IV

Efficient diversification with many risky assets, the preferred complete portfolio and these parathion property, Index model, security characteristic line.

Text books:

1. Bodie, Kane & Marcus –Investments, McGraw-Hill Publications.
2. Reilly & Brown-Investment Analysis and Portfolio Management–Cengage Publications.

Reference:

1. Sharpe, Alexander & Bailey–Investments-Prentice Hall of India.
2. Markowitz, H. (1952). Portfolio selection. The journal of finance, 7(1),77-91.

CO-PO & PSO Correlation

Course Name: Investment Management I												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	1	1	1	2	2	2			2	
CO2:	3	2			1	3		1		2		2
CO3:	3	2	1			2	2	2	3		2	3
CO4:	3	3		1		2		1	3			

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	V
Name of the Course:	Working Capital Management	Course Code:	FIN B 502
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: To make students understand the concept of working capital, its management, financing and in-depth study on various components of working capital.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	<ul style="list-style-type: none">Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility also evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
CO2	<ul style="list-style-type: none">Investigate funds flow cycles and their impact on working capital management objectives.
CO3	<ul style="list-style-type: none">Plan analytical skills, tools and techniques to enhance the decision-making process.
CO4	<ul style="list-style-type: none">Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.
CO5	<ul style="list-style-type: none">Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.

Syllabus:

Unit I: Introduction

Working capital: concept, Operating and cash conversion cycle, Classification- permanent and variable working capital, seasonal impact, and production policy.

Financing working capital- Hedging approach, conservative approach and aggressive approach. Sources of finance.

Unit II: Inventory Management

Inventory- meaning of inventory, nature, motives for holding inventory, objective of inventory management. Inventory management- various techniques (EOQ, Re-ordering point), Inventory monitoring and control- ABC analysis, JIT,

Unit III: Receivable Management

Receivable- Meaning, concept and features. Credit sale- reasons and costs associated with receivables- cost of financing, cost of collection and bad debt. Factoring- concept, features, process of factoring, advantages and disadvantages.

Unit IV: Cash Management

Motives for holding cash, cash flow process and its relevance. Cash flow presentation as per IFRS, Certainty model by Baumol, Uncertainty model by Miller & Orr,

Text Books:

1. P. Pariswami: Working Capital Management, Himalaya Publishing House
2. H. Bhattachacharya: Working Capital Management Strategy and Techniques, PHI

Reference Books:

1. Rustagi. R.P: Working Capital Management, Tax Man.

CO-PO & PSO Correlation

Course Name: Working Capital Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2	1	1	1	2	2	3	2	3		3
CO2:		2			1	1		1	3		3	2
CO3:		2	1			2	2			2		3
CO4:	3	2		1		2		1	3	2	2	2

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	V
Name of the Course:	Social Banking and Micro Finance	Course Code:	FIN B 503
Credits:	3	No. of Hours	3 Classes/ Week
Max Marks:	100		

Course Description: The objective of this course is to understand Social banking in India as a tool to achieve financial inclusion and 'micro finance' as a socially responsive and commercially viable proposition.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basic theoretical concepts of micro finance
CO2	Understand the concepts of social banking
CO3	Compare and contrast the challenges of social banking and micro finance

Unit I: Introduction to Microfinance

Need of Microfinance, Basis of microfinance, Microfinance as a Development Tool. Revenue model of Microfinance: Profitability, Efficiency and Productivity, Inherent challenges of financing. Legal and regulatory framework: MFIs, SHGs and JLGs, Some Innovative and Creative Microfinance Models like Help Group-Bank Linkage Programme (SBLP), Financial Products and Services. Case study

Unit II: Introduction to Social banking

Social Banking: Importance and its impact on Indian economy, Major policy initiatives for aligning the banking system to socio-economic goals like priority sector lending, Lead Bank Scheme (LBS), Service Area Approach (SAA), etc. Subsidy-linked credit programmes of the Government PMRY, SGSY, SJSRY & SLRS, etc. Other Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, Financing of Agriclincs/Agribusiness Centres etc., other recent changes. Case study

Unit III: Challenges of Social banking and Microfinance in India

Challenges: Inter-spatial disparity manifested, varying credit-deposit ratio (CDR) across areas, Inadequate linkage support, unsatisfactory repayment climate etc. Role of various stakeholders like the government, the nongovernment organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative. Case study

Text Books:

1. Microfinance: O.C Rana, Hem Raj, Himalaya Publishing House
2. Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid by Elisabeth Rhyne
3. Towards Financial Inclusion in India by K. G. Karmakar, G. D. Banerjee, N. P. Mohapatra, Sage Publisher.

Reference Books:

1. Banker to the Poor: Micro-Lending and the Battle Against World Poverty by Muhammad Yunus, AlanJolis.
2. A Billion Bootstraps: Microcredit, Barefoot Banking, and the Business Solution for Ending Poverty by Phil Smith, Eric Thurma

CO-PO&PSO Correlation

Course Name: Social Banking and Micro Finance												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1	1				2		1			2		3
CO2			3	3					2			
CO3	3	2									3	

Note: 1: Low 2.: Moderate 3: High

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Programme:	BBA	Semester:	V
Name of the Course:	Consumer Behavior	Course Code:	MKT B 501
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course explores various aspects of consumer decision making process keeping the individual, social and cultural dimensions of consumer behavior as a backdrop. During the course students will frequently be asked to consider two perspectives when thinking about the concepts they cover. One is the perspective of a marketing manager, who needs to understand consumer behavior to develop, implement and evaluate effective marketing strategies. Second is the perspective of the customer and understand influences of marketing on your own Behavior.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Demonstrate how knowledge of consumer behaviour can be applied to marketing.
CO2	Identify and explain factors which influence consumer behaviour.
CO3	Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
CO4	Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
CO5	In a team, work effectively to prepare a research report on consumer behaviour issues within a specific context.

Syllabus:

Unit I

Introduction to Consumer Behavior Meaning and scope of consumer behavior; relationship between consumer behavior and behavioural sciences; Dark Side of Consumer Behavior.

Unit II

Motivation, perception, attitude and leaning; motivation theories and their application; measurement of motivation and motivation research; meaning and

application of perception; perceptual selection, perceptual organization, application of absolute and differential threshold in consumer behavior; meaning and nature of personality; theories of personality (with emphasis on measurement of big five traits) and their application in consumer behavior; self-concept and consumer research; attitudes and their characteristics; functions of attitude, models of attitudes; measurement of attitudes definition, models and application of learning in consumer behavior.

Unit III

Influences on Consumer Behavior Culture and Characteristics of Culture, Values, Subcultures, Cross-cultural Influence, Social Class and Group Influences on Consumer Behavior. Group Influences, Types of Reference Groups, Nature of Reference Groups, Applications of Reference Group Influences, Conformity to Group Norms and Behavior, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences.

Unit IV

Decision-Making in Consumer and Organizational Markets Types of Consumer Decisions, Models of Consumer Decision-making; consumer decision making process; Meaning, scope and Characteristics of Organizational Buyers; Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles.

Text Books:

1. Consumer Behaviour, Leon G Schiffman, Joseph Wisenblit, S Ramesh Kumar, Pearson Education India.

Reference Books:

1. Consumer Behaviour, Roger D. Blackwell, Paul W. Miniard, James F. Engel, Zillur Rahman, Cengage India Private Limited

2. Consumer Behaviour: Building Marketing Strategy, Del I Hawkins, David L Motherbaugh and Amit Mukherjee, McGraw Hill Education

3. Consumer Behaviour: Buying Having and Being, Michael R Solomon, Pearson Education India.

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CO-PO&PSO Correlation

Course Name: Consumer Behavior												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3					2			2			
CO2:	3	2								2		
CO3:						2					3	
CO4:	2		2				3	2		3		2
CO5:							3			2		

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	V
Name of the Course:	Services Marketing	Course Code:	MKT B 502
Credits:	3	No. of Hours	3 Classes/ Week
Max Marks:	100		

Course Description: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value. Class project-required

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Describe the various concepts of services marketing, service quality and CRM
CO2	Examine the critical issues in services marketing and its effectiveness in modern services industry perspective
CO3	Apply the various tools and techniques of services marketing and CRM in designing and delivery of services
CO4	Evaluate the status, issues and challenges of various services sector industry

Syllabus:

Unit I

Services marketing: Origin, growth and classification of services, the emergence of Service Economy; Nature of Services, Goods and Services Marketing; Marketing Challenges in service business, Marketing framework for service business.

Unit II

Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Triangle, Service Vision and Service Strategy, Service delivery, Service blueprint, service scape.

Unit III

Service Quality: Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management; Advertising, Branding and Packaging of Services, Pricing of services.

Unit IV

Services failure, service recovery, Customer retention, Customer Relationship management, Designing of service strategy, Concepts of Marketing of financial services, tourism services, health services.

Text books:

1. Lovelock, Writz, Chatterjee. - Services Marketing: People, Technology, Strategy, Pearson Education, New Delhi
2. Rajendra Nargundkar, Services Marketing, Tata Mcgraw Hill

Reference Books:

1. P.Srinivasan, Services Marketing. PHI
2. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill,
3. Bhattacharjee, Services Marketing, Excel Books
4. Apte, Govind, Services Marketing, Oxford University Press.
5. Nargundkar – Service Marketing, TMH.
6. Nimit & Monika Chowdhary, Text book of Marketing of Services: The Indian Experience, MacMillan India Limited

CO-PO & PSO Correlation

Course Name: Services Marketing												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1				1	3			
CO2:	1	2		2			1		2	2	3	2
CO3:	1					2			2	3		3
CO4:	1	2		2				1	2		2	

Note: 1: Low 2.: Moderate 3: High

Programme	BBA	Semester:	V
Name of the Course:	Marketing analytics	Course Code:	MKT B 503
Credits	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The core objective of this course are: Developing critical thinking and analytical reasoning skills in marketing domain, developing ability to analyse and solve complex marketing problems, developing ability to locate, organize, and evaluate information from multiple sources, developing ability to make data driven marketing decision

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the basics of marketing analytics
CO2	perform the key statistical procedure in marketing analytics
CO3	To be able to deal with raw data and be able to process data for further analysis
CO4	To be able to use data analytics tools such as excel and R for conducting statistical analyses
CO5	To develop the knowledge and understanding of customer Analytics, key performance indicators in marketing, brand audit, satisfaction surveys etc.

Syllabus:

Unit I

Introduction to marketing analytics, levels of Measurement; introducing statistical software packages. Excel/Excel Miner/SPSS/JAMOVI/JASP/R studio (any one or two software's, depending upon the student's previous knowledge and availability in the campus). How to import, clean, and manipulate data for analysis.

Unit II

Descriptive and predictive analytics in marketing, data visualization of marketing data, finding relationships in marketing variables: scatterplots & correlation Analysis, cross tabulations, independent samples t-test, one-way ANOVA, linear regression: simple and multiple, regression model diagnostics and assessment, handling qualitative independent variables in regression, binary logistic regression analysis.

Unit III

Market segmentation overview, using cluster analysis for market segmentation, hierarchical and k-means cluster analysis with data examples, introduction to experiments in marketing, A/B testing, understanding price elasticity and its application in pricing strategy, Recency, frequency and monetary analysis (RFM, customer life time value, understanding customer loyalty and satisfaction, Net promoters score

Unit IV

Conceptual understanding of market basket analysis, concept of conjoint analysis, conceptual understanding sentiment analysis, conceptual overview of Natural language processing (NLP), implications of NLP in marketing, conceptual overview of brand measurement and evaluation.

Text Books:

1. Winston, W. L. (2014). Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons.
2. Seema Gupta & Avadhoot Jathar (2021) Marketing analytics. John Wiley & Sons.

Reference Books:

1. Venkatesan, R., Farris, P., & Wilcox, R. T. (2015). Cutting-edge marketing analytics: Real world cases and data sets for hands on learning. Pearson Education.

2. Farris, Paul, Neil Bendle, Phillip Pfeifer, and David Reibstein. Key marketing metrics: the 50+ metrics every manager needs to know. Pearson UK, 2017.
3. Yoon Hyup Hwang (2019) Hands-On Data Science for Marketing: Improve Your Marketing Strategies with Machine Learning Using Python and R
4. Chapman, C., & Feit, E. M. (2015). R for marketing research and analytics (p. 195e223). New York, NY: Springer.
5. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2013). Principles of marketing engineering. DecisionPro.

CO-PO & PSO Correlation

Course Name: Fundamentals of Business Analytics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			2		2			
CO2:	2								2	3		
CO3:		2	3		1		2			2		
CO4:		2					2				2	2
CO5:	1		1			2					3	2

Note: 1: Low 2.: Moderate 3: High

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SIXTH SEMESTER

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT-B 601	Entrepreneurship	2	1	-	20	30	50	100	3
2	MGT-B 602	International Business	2	1	-	20	30	50	100	3
3	MGT-B 603	Indian Financial Systems	2	1	-	20	30	50	100	3
4	MGT-B 604	Managing Work and Others(MWO)	2	-	-		25	25	25	2
		Elective 1	2	1	-	20	30	50	100	3
		Elective 2	2	1	-	20	30	50	100	3
		Elective 3	2	1	-	20	30	50	100	3
		Dissertation Work			3	20	30	50	100	3
			14	6	3	160	240	400	800	23

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SIXTH SEMESTER ELECTIVES

Course Code	Specialization	Course Title
HRM-B 601	HR	Labour Laws
HRM-B 602	HR	HR Analytics
HRM-B 603	HR	Performance Management
FIN-B 601	Finance	Investment management II
FIN-B 602	Finance	Financial Data Analytics
FIN-B 603	Finance	Corporate restructuring
MKT-B 601	Marketing	International Marketing
MKT-B 602	Marketing	Advertising and Brand Management
MKT-B 603	Marketing	Rural Marketing

Programme:	BBA	Semester:	VI
Name of the Course:	Entrepreneurship	Course Code:	MGT-B- 601
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: Entrepreneurship has become one of the most powerful and influential forces of change in the world. Technological innovation driven by scientific research has led to radical social and economic changes. This subject expose student to the objectives, challenges, and requirements for effectively managing own business and enhance entrepreneurial skills.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the concept of entrepreneurship, Identify the characteristics and Types of entrepreneurial approaches.
CO2	Analyze the important skills required to become successful entrepreneur. Also determine the entrepreneurial decision process.
CO3	Evaluate and execute the business ideas by proper application of feasibility analysis.
CO4	Estimate the required resources through Industry & competition analysis, environment analysis and financial feasibility analysis.
CO5	Create and start the business plan in synchronization with Marketing, Organizational, Financial and Operations Plans.

Syllabus:

Unit I: Introduction to Entrepreneurship

Definition and concept of entrepreneur, characteristics of an entrepreneur, classification of entrepreneurs, women entrepreneurs, nature and importance of entrepreneurs.

Unit II: The Entrepreneur

Meaning of entrepreneur, the skills required to be an entrepreneur, the entrepreneurial decision process, and role models, mentors and support system.

Unit III: Entrepreneurship Development

Idea Generation & Evaluation - Sources of business ideas, how to find & assess ideas; Feasibility Analysis - Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.

Unit-IV: The Business Plan & the Start-up

The Business Plan: creating and starting the venture, Business Model, The Marketing Plan, The Organizational Plan, The Financial Plan, and The Operations Plan.

Text books:

1. Vasant Desai, The Dynamic of Entrepreneurial Development and Management, Himalaya Publishing House, 2017 Edition.

References:

1. Rajeev Roy, Entrepreneurship, Oxford Higher Education ,2018 Edition

CO-PO&PSO Correlation

Course Name: Entrepreneurship												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:		2		2		2	2		2		2	
CO2:	2		1	2	2			2		3		2
CO3:		2					2			2		3
CO4:	2	1					2	2	2		2	
CO5:	2	2			2	2	1	1		2		3

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	VI
Name of the Course:	International Business	Course Code:	MGT B 602
Credits:	3	No. of Hours	3 Classes/ Week
Max Marks:	100		

Course Description: To familiarizes the students with various concepts of an international Business.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts of globalization and analyze the role of FDI in economic growth of a country.
CO2	Analyze the difference in the economic systems of various countries and evaluate the role of human index and innovation & entrepreneurship on the economic growth of a country.
CO3	Evaluate the different trade theories to explain trade flows between various nations.
CO4	Evaluate the effectiveness of regional economic integrations and understand the international monetary system.
CO5	Demonstrate the intricacies of export and import.

Syllabus:

Unit I: Globalization & National Differences

Globalization, National Differences in Political, Economic, and Legal Systems, National Differences in Economic Development, Differences in cultures

Unit II: The Global Trade and Investment Environment

International Trade Theory, Government Policy and International Trade, Foreign Direct Investment, Regional Economic Integration.

Unit III: Global Monetary System

The Foreign Exchange Market, The International Monetary System, The Global Capital Market (Benefits of the global Capital Markets, The Eurocurrency Market,

The Global Bond Market, The Global Equity Market, Foreign Exchange Risks and Cost of Capital).

Unit IV: The Strategy and Structure of International Business

The Strategy of International Business (Strategy of the Firm, Global Expansion, Profitability and Profit Growth, Cost Pressures and Pressures for Local Responsiveness, choosing a Strategy), Entry strategies and Strategic alliances

Unit V: International Business Functions

Exporting, Importing and Counter Trade (The promise and pitfalls of exporting, Improving Export Performance, Export and Import Financing, Export Assistance, Countertrade), Global Production and Supply Chain Management (Strategy, Production and Supply Chain Management, where to Produce, Make-or-Buy Decisions, Managing Global Supply Chains).

Text Books:

1. International Business: Competing in the global market place, 7th Ed. by Charles W.L.Hill, G. Hill, Thomas M. Hult & Rohit Mehtani, McGraw Hill Education, Spl Indian Edition.
2. International Business: 4th Ed. by Aswathappa K.-New Delhi: McGraw Hill Education
3. International business, 1st Ed./By Joshi Rakesh Mohan, Oxford University Press, 2009
4. International business ,4th Ed./ by Paul Justin –New Delhi: PHI,2009

Reference Books:

1. International Business: Environment and Operations, 12th Ed./ by Daniels John D, Radebaugh Lee H., Sullivan Daniel P, Salwan Prashant: Pearson, 2010
2. Elements of International Business, 1st Ed./by Chary S.N.-Wiley India, 2006
3. International Business Environment: Text and cases, 1st Ed./ by Black J Stewart, Sundaram Anant K –Prentice Hall, 1994

CO-PO&PSO Correlation

Course Name: International Business												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3				1		2			3	
CO2:				2			3		2			
CO3:						1		1				3
CO4:			2		3					3		
CO5:	2	1	2		3					3		

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	VI
Name of the Course:	Indian Financial System	Course Code:	MGT B 603
Credits:	3	No. of Hours	3 Classes/ Week
Max Marks:	100		

Course Description: To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand recall and relate money market instrument, underwriting of shares, Government Securities, Leasing, Credit Rating, and Hire Purchase.
CO2	Describe and relate various instrument of Financial Market, Mutual Fund and distinguish between hire purchase and leasing.
CO3	Apply purchasing and dealing in stock market.
CO4	Design and develop to act as a Venture Capitalist and Maximize their return.

Syllabus:

Unit I: Introducing of Indian financial system

Introducing various components of the Indian financial system: financial markets, financial institutions, and financial services. Classification of the Indian financial market, characteristics and functions of the financial market, introducing the money market and capital market. Introduction to primary market, functions of primary market, Underwriting, methods of floating new issue, Principal steps of a public issue, Issue pricing, Case on IPO.

Unit II: Stock Exchange

What is a stock exchange? recognition of stock exchanges, listing of stocks, registration of brokers, online trading system, demutualization of stock exchanges. stock market trading, requirements for a retail investor to trade in stock market.

Government Securities Market, features of government securities, terms and conditions applicable to government securities, types of government securities, repos, Primary Dealers, Retail Debt Market.

Unit III: Credit Rating

Credit Rating, Importance of credit rating, factors affecting rating, instruments for rating, creditrating agencies and ratings, emerging avenues of rating services, Leasing, origin and development, classification, difference between Operating and Financial Lease, advantages & disadvantages of leasing, Hire Purchase, difference between leasing and hire-purchase, cases on leasing.

Unit IV: Mutual Fund and Venture Capital

Mutual Fund, History, classification structural arrangement, Net Asset Value, Advantages of investing in mutual funds, Depository Receipts, ADRs and GDRs, mechanism, features of depository receipts, Venture Capital, features, scope of venture capital, methods of venture financing in India, venture capital players in India, case on venture capitalism. Angel Investing.

Text Books:

1. Gordon and Natarajan - Financial Markets and Services, Himalaya Publications.
2. Bhole and Mahakud, Financial Institutions and Markets, McGraw Hill Publications.

Reference Books:

1. Jeff Madura - Financial Institutions and Markets, Cengage Publications

CO-PO&PSO Correlation

Course Name: Indian Financial System												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2			2			3	3	2	2	2
CO2:	2	2			3			2	2	2		
CO3:		1	2		2		3	3			2	3
CO4:				2		2	2	2		2	3	

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	VI
Name of the Course:	Managing work & others (MWO)	Course Code:	MGT B 604
Credits:	2	No of Hours:	2 Classes/Week
Max Marks:	100		

Course Description: In this course (Managing Work and Others-MWO), students will be taught to develop and become team players for creativity and innovation in the organization they work in. Students will be taught methods to develop cordial relations using the “Johari Window”, which will help them in managing change in their organizations. Since they would be entering the world of work, special emphasis will also be given to manners, etiquettes, negotiation, stress and conflict management. Finally, students will be rigorously prepared for facing various selection tools like – GD, PI and resume preparation.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Communicating effectively in a variety of public and interpersonal settings
CO2	Applying concepts of change management for growth and development by understanding the inertia of change and mastering the Laws of change
CO3	Analysing scenarios, synthesizing alternatives and thinking critically to negotiate, resolve conflicts and develop cordial interpersonal relationships
CO4	Functioning in a team and enabling other people to act while encouraging growth and creating mutual respect and trust
CO5	Handling difficult situations with grace, style, and professionalism

Syllabus

Unit I:

Creativity and Innovation- Concept & Theory, Creativity and Innovation- Activity, Understanding self and others (Johari window) - Concept & Theory, Understanding self and others (Johari window) – Activity, Stress Management, Managing Change for competitive success.

Unit II:

Handling feedback and criticism- Models & Theory, Handling feedback and criticism- Activity, Conflict management -Models & Theory, Conflict management- Case study and Activity.

Unit III:

Development of cordial interpersonal relations at all levels, Negotiation, Importance of working in teams in modern organisations, Manners, etiquette and net etiquette.

Unit IV:

Job Seeking Process and Tools, Occupational Research- Assignment & Presentation, Group discussion (GD)- Concept, Group discussion (GD)- Practice, Personal Interview- Concept, Frequently asked questions (FAQ's), Personal Interview- Practice

Text Books:

1. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, Organizational Behavior (2018), 18th ed., Pearson Education
2. Burne, Eric, Games People Play (2010), Penguin UK
3. Carnegie, Dale, How to Win Friends and Influence People (2004), RHUK
4. Rathgeber, Holger, Kotter, John, Our Iceberg is melting (2017), Macmillan

Reference Books

1. Steinburg, Scott, Netiquette Essentials (2013), Lulu.com
2. <https://www.hloom.com/resumes/creative-templates/>
3. <https://www.mbauniverse.com/group-discussion/topic.php>

CO-PO & PSO Correlation

Course Name: Leadership Enhancement and Professional Development												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:				3	3	2	1	2		2		2
CO2:	1	2	3		2	1			1	2		3
CO3:	1	1		3	2	3	2	2		2	3	
CO4:				3	3	2	2	1	1	2		2
CO5:	2	2	2	3	2	1			1		1	2

Note: 1: Low 2.: Moderate 3: High

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Programme:	BBA	Semester:	VI
Name of the Course:	Labour Laws	Course Code:	HRM B 601
Credits:	3	No of Hours	3 Classes/ Week
Max Marks:	100		

Course Objectives: The objective of the course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts, functions and the importance of various labor laws and industrial relation.
CO2	Analyze the process of workers' participation in management and grievance settlement mechanisms.
CO3	Implement labor laws strategies.
CO4	Evaluate various laws and implement in real life processes.

Syllabus:

Unit I: Introduction to Labour Laws

Labour Law Origin - Procedure, Emergence and Purpose of Labour laws and Socio-economic environment; Role of the State - Constitutional Provisions- Fundamental Rights and Directive Principles of State Policy, Trade Unions: Meaning, Functions, Problems.

Unit II: Employment Related Laws

Payment of Wages Act 1936; Payment of Minimum wages Act 1948; Industrial Disputes Act 1947; Factories Act, 1948, Trade Unions Act, 1926.

Unit III: Employee Benefits and Social Security related laws

Workmen's Compensation Act 1923, E.S.I.C. Act, 1948, The Employee's provident Fund and Miscellaneous provision Act 1952, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972.

Text books:

1. C.S. Venkata Ratnam Industrial Relations, Oxford Higher Education
2. Malik, P.L Industrial Law-Eastern Book company.
3. Mamoria, C.B. Dynamics of Industrial Relations, Himalaya Publishing House.

Reference Books:

1. Bagri, P.R. Law of Industrial Disputes, Kamal Law House.
2. Kumar, H.L. Labour Laws - Everybody Should Know, Universal Law Publishing Company
3. Malhotra, O.P. Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.

CO-PO & PSO Correlation

Course Name: Labour Laws												
CO Number	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3	2	2	1					2		2	
CO2		3	2		1			1		3	2	
CO3		2		2		3	2			2	2	
CO4			3					3			3	2

Note: Low=1, Moderate=2, High = 3

Programme:	BBA	Semester:	VI
Name of the Course:	HR Analytics	Course Code:	HRM B 602
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course helps students to develop students with data gathering, analyzing, and reporting HR related information for effective decision making. HR Analytics deals with people analysis and applying analytical processes to the human capital within an organization. The overall objective is to improve employee performance and reduce employee attrition / increase employee satisfaction. It enables organization to measure the impact of a range of HR metrics on overall business performance and make decisions based on data. The objective of the course is to gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand and discuss the value of human resource analytics concepts.
CO2	Understand and discuss the value of methodological concepts relevant to analytics of HR.
CO3	Demonstrate skills in implementing analytics.
CO4	Persuasively communicate appropriate (i.e., theoretically sound and practical) recommendations.
CO5	Create new results by planning, designing and actual application.

Syllabus:

Unit I: Introduction to HR Analytics

Meaning & Importance of HR Analytics; Types of HR functions metrics; HR Metrics Overview - Concepts, Objectives, Historical evolution of HR metrics, Designing effective Metrics, HR Metrics Dashboard; Analytical Approaches and Tools

Unit II: Talent Acquisition Metrics

Workforce Deployment Metrics; Recruitment Planning, Recruitment Metrics, Employee Gamification; Selection Metrics, Competency based Interview, Competency based Interview Models.

Unit III: Compensation & Performance Management Metrics

HR KPI Scorecard, KPI Dashboard; HR Alignment with Strategy and Stakeholders; Designing & Implementing HR Balanced Scorecard

Unit IV: Training & Development Metrics

People Capability Maturity Model (PCMM); Competency Mapping; Talent Analytics Maturity Model

Unit V: Talent Retention Metrics

HCM - HCM 21 Framework, LAMP Framework; Career Progression Metrics; Diversity Metrics; HR Cost Benefit Metrics; Analytics for Decision Making

Text Books:

1. Tracey Smith, HR Analytics: The What, Why and How, Createspace Independent Pub
2. Dipak Kumar Bhattacharyya, HR Analytics: Understanding Theories and Applications, Sage Publications.
3. Ramesh Soundararajan, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Himalaya Publishing House.

Reference Book:

1. Ramesh Soundararajan & Kuldeep Singh, winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications

CO-PO & PSO Correlation

Course Name: HR Analytics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3			1	3		2		3	2	
CO2:			1				1					2
CO3:		2		2		1		1	3			
CO4:	2										3	2
CO5:		1	3		2	2		2	2	3	3	3

Note: 1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	VI
Name of the Course:	Performance Management S	Course Code:	HRM B 603
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: Performance management is concerned with identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic objectives of the organizations. This course identifies the knowledge and skills needed for effective management of individual and team performance and examines the design of performance management systems that aim to transform organizational objectives into performance outcomes.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Define the outline of the core objectives of performance management
CO2	Relate the key stages of performance management cycle and differentiate between performance management and performance appraisal
CO3	Determine the organizations performance management process
CO4	Apply different approaches of performance management

Syllabus:

Unit I: Foundations of Performance Management

Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual-Model.

Unit II: Planning and Implementation of Performance Management

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance

Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics.

Unit III: Performance Appraisal and Monitoring

Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; reappraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit.

Text Books:

1. Performance Management, Herman Aguinis, Pearson Education, 2007.
2. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata-Mc-Graw-Hill

Reference Books:

1. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books
2. 360 degree feedback & assessment & development Centres, Volume I, II and III, TV Rao, Et all, Excel Books
3. Performance Management, Dixit Varsha, Ist edition, Vrinda Publications Ltd.

CO-PO & PSO Correlation

Course Name: Performance Management												
CO Number	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3	2	2	1					3	2		
CO2			2				2			2	3	
CO3	2		2			3		1	2		3	
CO4	3	2		1	2		2		2	2		3

Note: Low=1, Moderate=2, High = 3

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Programme:	BBA	Semester:	VI
Name of the Course:	Investment Management II	Course Code:	FIN B 601
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: To familiarize the students with the concepts of Security Analysis. Students will also learn about the asset pricing model and information efficiency.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand basics of investment management- risk and return.
CO2	Understand asset pricing models
CO3	Analyzing stocks fundamentally and technically
CO4	Analyzing investment in bonds

Syllabus:

Unit I

Review of Markowitz model, efficient frontier, optimal portfolio with a risk-free asset, efficient diversification with many risky assets, Capital asset pricing model, assumptions, implications of assumptions, market portfolio, market risk premium, beta, security market line, alpha stock.

Unit II

CAPM and the single index model, Arbitrage Pricing theory, multifactor model, Fama-French Model, Using CAPM and multifactor models for investment decision making, Efficient Market Hypothesis, forms of market efficiency, tests for each form.

Unit III

Fundamental analysis of stock, Economy and industry analysis, financial statement analysis and equity valuation, technical analysis, assumptions, charts – line, OHLC, candlesticks, Candlestick analysis: three candle pattern.

Unit IV

Moving average, SMA, EMA, MACD, momentum oscillators, RSI, stochastic indicator, Williams %R, money-flow index, Bollinger bands, Dow theory, Rate of change, Head and Shoulders, Traingles.

Use of spreadsheet should be encouraged, wherever possible.

Text books:

1. Bodie, Kane & Marcus – Investments, McGraw-Hill Publications.
2. Reilly & Brown - Investment Analysis and Portfolio Management – Cengage Publications.

Reference:

1. Sharpe, Alexander & Bailey – Investments- Prentice Hall of India.
2. Sharpe, W. F. (1964). Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442.

CO-PO & PSO Correlation

Course Name: Investment Management II												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	1	1	1	2	2	2	3	3	2	3
CO2:	3	2			1	3		1	3		3	
CO3:	3	2	1			2	2	2		2		3
CO4:	3	3		1		2		1		3	2	2

Note: Low=1, Moderate=2, High = 3

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Programme:	BBA	Semester:	VI
Name of the Course:	Financial data analytics	Course Code:	FIN B 602
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: To familiarize the students with the concepts of financial data. This course will help students to learn different methods to analyze financial data.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand basics of financial data.
CO2	Understand financial analysis methods
CO3	Analyzing financial data using models
CO4	Execute data using soft wares

Syllabus

Unit-I

Introduction to financial data, sources of financial data, Why is financial data different? Time series data, accounting data, data of an economy.

Unit-II

Extracting data from the accounts and financial statements of a firm, extracting data from various data sources, extracting data from financial databases, cleaning data, diagnostics for data analysis.

Unit-III

Using data analytics for finance – discounting, compounding, annuity, valuation of securities, NPV, IRR, standard deviation, portfolio optimization.

Unit-IV

Various softwares used for financial data analysis – MsExcel, R, Eviews, SPSS, etc.
Using R for financial data analysis – correlation, regression, multiple regression, etc.
Time series data and its analysis.

Text Books:

1. Wayne L. Winston - Microsoft Excel 2013: Data Analysis and Business Modeling - Microsoft Publishing.
2. R. S. Tsay – Analysis of Financial Time Series – Wiley Publications. 2010

Reference Books:

1. Bennett, M., & Hugen, D. Financial Analytics with R: Building a Laptop Laboratory for Data Science. Cambridge: Cambridge University Press. 2016.

CO-PO & PSO Correlation

Course Name: Financial Data Analytics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	1	1	1	3	2	2	3	3		3
CO2:		2			1	2		1		2	3	2
CO3:		2	1			2	2	2	3	2		3
CO4:	3	3		1		3		1		3	2	2

Note: Low=1, Moderate=2, High = 3

Programme:	BBA	Semester:	VI
Name of the Course:	Corporate Restructuring	Course Code:	FIN B 603
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: The objective of this course is to make the students understand corporate restructuring, the process of mergers and acquisitions, the process of merger, methods of financing mergers, and takeovers.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	To understand the need and scope of corporate restructuring, the various modes of restructuring (M&A, Spin-offs, LBOs, IPOs, Distressed Restructurings, Leveraged Recapitalization)
CO2	Analysing, planning and execution of various restructuring strategies
CO3	Apply the feasibility and trade-offs employed in the different forms of restructuring
CO4	Describing the appropriateness of the different valuation models used in restructurings

Syllabus:

Unit I: Mergers and Acquisitions

Mergers- types of mergers- theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix.

Unit II: Corporate Restructuring

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership- Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP-Demerger- strategic alliance-buyback of shares.

Unit III: Merger Process

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence- Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

Unit IV: Methods of Financing Mergers

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956

Unit V: Takeovers

Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills. Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Text Books:

1. Mergers, Restructuring and Corporate Control, Fred Weston, Kwang S Chung, SusanE Hoag, 4/e, Pearson Education.
2. Corporate Finance-Theory and Practice – AswathDamodaran – John Wiley & Sons.

Reference Books:

1. Value Creation from Mergers and Acquisitions, SudiSudarsanam – 1/e, PearsonEducation
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy&Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya PublishingHouse
4. Corporate Restructuring, Bhagaban Das, DebdasRaskhit and Sathya Swaroop Debasish,Himalaya Publishing, 2009.

CO-PO & PSO Correlation

Course Name: Business Mathematics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1		1		2		1	2		3		2
CO2:		1				2					3	
CO3:	1	2			1		1			2		3
CO4:	2		3		2			3	3			2

Note:1: Low 2.: Moderate 3: High

Programme:	BBA	Semester:	VI
Name of the Course:	International Marketing	Course Code:	MKT B 601
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course provides a basis for examining global marketing opportunities and development of appropriate strategies. This course emphasises on various socio-cultural, legal and political environment as they impact various elements of the marketing mix. This course also concentrates on international marketing research, alternative market entry strategies, international product planning and development, international pricing and promotional policy and strategies.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the principles and various management orientations in international market
CO2	Identify and analyse opportunities within international marketing environment
CO3	Identify, analyse, and evaluate information, and evidence related to international business opportunities and threats relevant in the current world
CO4	Develop proper Marketing mix decision for international marketing perspective

Syllabus:

Unit I: Introduction to International Marketing

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations (EPRG).

Unit II: International Business environment

Cultural metaphors of international marketing, Globalization's effect on culture, Hofstede cultural dimensions, managing cultural diversity across the border, Political Factors and evaluation of country risk, Legal aspect of international marketing.

Unit III: Country Analysis

Selection, Market size, Opportunity analysis, Understanding the emerging markets, strategies for doing business in emerging markets.

Unit IV: Market Entry Modes

Entering and operating in international market, Exporting and counter trade, FDI and collaborative ventures, Licensing and franchising, Balancing global and local marketing.

Unit V: Marketing Mix for a Global Firm

Global Branding and product development, international pricing, international distribution and supply chain management.

Text Book:

1. Paul and Kapoor (2012) International Marketing: Text and cases, McGraw Hill, 2nd Edition

Reference Books:

1. Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., & Graham, J. L. (2020). International marketing. McGraw-Hill Education.
2. Lee, K., & Carter, S. (2011). Global marketing management. Strategic Direction.
3. Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L. (2014). International business. Pearson Australia.

CO-PO & PSO Correlation

Course Name: INTERNATIONAL MARKETING												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1			1			2		2	3
CO2:		2			2				2			
CO3:		2	1		3		2	2	2		3	2
CO4:	1			2		1		3		2		

Note:1: Low 2.: Moderate 3: High

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Programme:	BBA	Semester:	VI
Name of the Course:	Advertising and Brand Management	Course Code:	MKT-B 602
Credits:	3	No of Hours:	3 Classes/ Week
Max Marks:	100		

Course Description: This course appraises the students about the concepts, techniques for developing an effective advertising and sales promotion program keeping pace with the ever-changing consumer behaviour.

Course outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Describe the concepts, nature and trends of advertising and understand the working of modern advertising agency.
CO2	Apply the various advertising model in the development of an overall advertising and promotional plan.
CO3	Be able to demonstrate how product planning and development concepts may be applied to marketing strategy.
CO4	Analyze and evaluate the product portfolio of various firms to develop effective promotional plan.

Syllabus:

Unit I

Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency: Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

Unit II

Advertising as communication: advertising versus other forms of mass communication, planning the communication program, the communication mix, building of advertising program: Creative Strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

Unit III

Product: Basic concept, product planning and development: New Product Development process, Research techniques used in the process, Product development strategies: Idea generation, Concept testing, Concept evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new product.

Unit IV

Product lifecycle Management, Product Portfolio Analysis and Management, Product line Management, Industrial Products and Services, Consumer Products & Services (Durables & FMCG), Marketing and Management of information products and services.

Text books:

1. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI
2. Varma Harsh. V, Brand Management, Excel Books.

Reference Books:

1. T. K. Panda-Building Brands in Indian Market-Excel
2. Lehman Donald, winer Russell, Product Management, TMH
3. Kazmi & Batra, - Advertising and Sales Promotion, Excel Books

CO-PO & PSO Correlation

Course Name: Advertising & Brand Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2				2				2			2
CO2:	1	2			2		2	2	2	2	2	
CO3:					1		2		3			2
CO4:		2		2	1	2			2			3

Note: 1: Low 2.: Moderate 3: High

O P JINDAL UNIVERSITY

O P Jindal Knowledge Park, Punjipatra, Raigarh-496109

School of Management



OPJU

UNIVERSITY OF STEEL TECHNOLOGY
AND MANAGEMENT

Programme:	BBA	Semester:	VI
Name of the Course:	Rural Marketing	Course Code:	MKT B 603
Credits:	3	No. of Hours	3 Classes/Week
Max Marks:	100		

Course Description: The objective of this course is to develop an understanding regarding issues in rural markets like Agricultural Products, consumer behavior, distribution channels, marketing strategies, etc.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts of rural marketing.
CO2	Analyze the difference in the rural marketing supply chain
CO3	Evaluate the different strategies of rural marketing.

UNIT I

Introduction to Rural Marketing. Rural Marketing Management—Concepts & Systems. Rural Marketing—Plans and Policies . Rural Customer Purchase Process. Rural Marketing Mix and Product Management.

UNIT-II

Rural Supply Chain Management. Marketing of Agricultural Products. Marketing of Rural and Cottage Industry Products. Role of Financial Institution in Rural Marketing. Role of Co-operative Institutions in Rural Marketing.

UNIT-III

Rural Marketing Strategies for Fertilizers and Pesticides. Marketing of Tractors and other Agricultural Equipments in the Rural Market. Role of Financial Institutions in Rural Market. Marketing of Credit in the Rural Market.

Text Book:

1. Rural Marketing Management—Sukhpal Singh, Vikas Publishing House Pvt.

Limited Reference Books:

Reference Books:

1. Rural Marketing Environment, Problem and Strategies—T. P.Gopaldaswamy , S chand
2. Rural Marketing Management—Bir Singh

CO-PO & PSO Correlation

Course Name: Rural Marketing												
Curse Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2								2			2
CO2		2			2					3		3
CO3				1		2	3		2		3	

Note: Low=1, Moderate=2, High = 3