

**OP JINDAL UNIVERSITY**  
OP Jindal Knowledge Park, Punjipathra, Raigarh-496109  
School of Management



# **OP Jindal University**



## **School of Management**

Scheme & Syllabus

of

**Executive Master of Business Administration**

**[Executive MBA]**

**Program Code: 02PG020**

**(Two Years Program for Working Professionals)**

**From Academic Session 2024-25 and Onwards**

## **PROGRAM OUTCOMES (PO) - Management Post-Graduation**

- 1. Domain Knowledge:** Attain profound knowledge in discipline with advanced concepts of management to design the methodology suitable for encountering and applying the managerial knowledge to solve real-life complex problems.
- 2. Critical Thinking:** Able to take informed action on the basis of accurate and valid assumptions looking at the ideas and decisions from diversified managerial perspectives.
- 3. Communication:** Able to communicate and present managerial facts with clarity, conciseness and correct manner in both oral and written form.
- 4. Leadership and Team Work:** Able to demonstrate the leadership and work collaboratively as part of a team in different team roles.
- 5. Ethics:** Attain the managerial knowledge and skills to identify ethical behaviour and truthful actions in all aspects and demonstrate standard professional ethics.
- 6. Lifelong Learning:** Ability to seek new knowledge and skills to inculcate the habit of self-learning throughout life and adapting to the dynamic business environment.
- 7. Research:** Acquire research skills to identify and analyse problems, formulate hypothesis, evaluate and validate results using appropriate tools, draw logical conclusions and ability to communicate the findings in appropriate manner.
- 8. Innovation and Entrepreneurship:** Ability to develop entrepreneurial skills with precision, analytical mind, innovative thinking, creative thoughts and systematic approach.

**PROGRAM SPECIFIC OUTCOMES (PSO) – Executive Master of  
Business Administration (EMBA)**

- 1. PSO - 1** - Inculcate basic knowledge of marketing management, human resource management, financial management and production and operation 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 a perform effectively through strategic thinking, problem solving and decision making.

### First Semester

S.N	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	SOM-E-MBA-24-101	Management Concepts & Organisational Behaviour	2	1	-	20	50	30	100	3
2	SOM-E-MBA-24-102	Statistics for Business Decisions	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-103	Managerial Economics	2	1	-	20	50	30	100	3
4	SOM-E-MBA-24-104	Managerial Accounting	2	1	-	20	50	30	100	3
5	SOM-E-MBA-23-105	Computer Application for Managers	2	1	-	20	50	30	100	3
6	SOM-E-MBA-23-106	Corporate Communication	2	1	-	20	50	30	100	3
			<b>12</b>	<b>6</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>

## Second Semester

S.N	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	SOM-E-MBA-24-201	Business Research Methodology	2	1	-	20	50	30	100	3
2	SOM-E- MBA-24-202	Business Analytics	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-203	Human Resource Management	2	1	-	20	50	30	100	3
4	SOM-E-MBA-24-204	Marketing Management	2	1	-	20	50	30	100	3
5	SOM-E-MBA-23-205	Financial Management	2	1	-	20	50	30	100	3
6	SOM-E-MBA-23-206	Operations Management	2	1	-	20	50	30	100	3
			<b>12</b>	<b>6</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>

### Third Semester

S.N	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	SOM-E-MBA-24-301	Strategic Management	2	1	-	20	50	30	100	3
2	SOM-E-MBA-24-302	Law, Governance & Ethics	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-303	Leadership & Change Management	2	1	-	20	50	30	100	3
		Elective 1 (Major)	2	1	-	20	50	30	100	3
		Elective 2 (Major)	2	1	-	20	50	30	100	3
4	SOM-E-MBA-23-306	Summer Industry Immersion Project	-	3	-	20	50	30	100	3
			<b>10</b>	<b>8</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>

<b>Electives (III Semester)</b>		
<b>Operations</b>		
SOM-E-MBA-24-OM-304	Manufacturing Strategy	4
SOM-E-MBA-24-OM-305	Supply Chain Management	4
<b>Marketing</b>		
SOM-E-MBA-24-MKT-304	Consumer Behaviour	4
SOM-E-MBA-24-MKT-305	Industrial Marketing	4
<b>Finance</b>		
SOM-E-MBA-24-FIN-304	Security Analysis & Portfolio Management	4
SOM-E-MBA-24-FIN-305	Financial Derivatives	4
<b>HRM</b>		
SOM-E-MBA-24-HRM-304	Performance Management	4
SOM-E-MBA-24-HRM-305	Compensation Management	4
<b>Business Analytics</b>		
SOM-E-MBA-24-BA-404	Data Analysis & Visualization	4
SOM-E-MBA-24-BA-405	Data Mining & Business Intelligence	4

### Forth Semester

S.N	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	SOM-E-MBA-24-401	International Business	2	1	-	20	50	30	100	3
2	SOM-E-MBA-24-402	Knowledge Management	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-403	Sustainable Business & Development	2	1	-	20	50	30	100	3
		Elective 3 (Major)	2	1	-	20	50	30	100	3
		Elective 4 (Major)	2	1	-	20	50	30	100	3
4	SOM-E-MBA-23-406	Major Project	-	3	-	20	50	30	100	3
			<b>10</b>	<b>8</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>

<b>Electives (IV Semester)</b>		
<b>Operations</b>		
SOM-E-MBA-24-OM-404	Total Quality Management	4
SOM-E-MBA-24-OM-405	Project Management	4
<b>Marketing</b>		
SOM-E-MBA-24-MKT-404	Product & Brand Management	4
SOM-E-MBA-24-MKT-405	Digital Marketing	4
<b>Finance</b>		
SOM-E-MBA-24-FIN-404	Behavioural Finance	4
SOM-E-MBA-24-FIN-405	International Financial Management	4
<b>HRM</b>		
SOM-E-MBA-24-HRM-404	Human Resource Development	4
SOM-E-MBA-24-HRM-405	Industrial Relations	4
<b>Business Analytics</b>		
SOM-E-MBA-24-BA-404	AI & Machine Learning for Business	4
SOM-E-MBA-24-BA-405	Predictive Analysis & Big Data	4

**Year I, Semester - I**

S.N	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	SOM-E-MBA-24-101	Management Concepts & Organisational Behaviour	2	1	-	20	50	30	100	3
2	SOM-E- MBA-24-102	Statistics for Business Decisions	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-103	Managerial Economics	2	1	-	20	50	30	100	3
4	SOM-E-MBA-24-104	Managerial Accounting	2	1	-	20	50	30	100	3
5	SOM-E-MBA-23-105	Computer Application for Managers	2	1	-	20	50	30	100	3
6	SOM-E-MBA-23-106	Corporate Communication	2	1	-	20	50	30	100	3
			<b>12</b>	<b>6</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>



<b>Program:</b>	EMBA	<b>Semester:</b>	I
<b>Name of the Course:</b>	Management Concepts & Organisational Behaviour	<b>Course Code:</b>	SOM-E-MBA-24-101
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

The major aim of this course is to enhance students' understanding of the fundamentals of management concepts and Problem-Solving skills. 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:

COs	Course Outcome
CO1	Demonstrate a thorough knowledge and understanding of the fundamentals of management concepts and Problem-Solving skills.
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	Relate real work life organizational behaviour issues & concerns.

## Syllabus

### UNIT-I

Management Systems and Process, Introduction, Definition, & Nature of Management, Management vs Administration, Functions of Management, Evolution of Management Thoughts, Approaches to Management, Leading Management Thinkers. Managerial Skills, Levels of Management, Managerial Roles, Social Responsibility of Management.

### UNIT-II

Understanding and Managing Individual Behaviour, Introduction, Models of Organizational Behaviour, Leadership, Emotional Intelligence, Motivation, Theories of Motivation, Perception.

### UNIT-III

Understanding and Managing Group Processes, Formal & Informal Organization, Group Dynamics, Work Teams - Types and Effectiveness, Quality Circle, Team building. Interpersonal and Group Behavior, Interpersonal Skills, Transactional Analysis, Johari Window, Nature of Groups, Reasons for Group Formation.

### UNIT-IV

Organizing and Organizational Structure Line and Staff Conflicts - Introduction, Organization Structure, Span of Management, Organization Charts, Authority Relationships: Line, Staff and Functional, Forms of Organization Structure. Work Stress and Stress Management - Defining Stress, Factors that produce stress, Stress-management Techniques, Organizational Conflicts and its Dimensions - The Conflict Process, Sources of Conflict, Types, Symptoms & Causes of Conflict.

**TEXT BOOKS**

- Robbins S.P., Organizational Behaviour, New Delhi, PHI.
- Luthans Fred: Organizational Behaviour, TMH New Delhi
- Davis Keith, Human Behaviour at Work, TMH, New Delhi n

**REFERENCE BOOKS**

- Nelson, Quick, Khandelwal, Organizational Behavior, Cengage Learning.
- Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
- Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
- Greenberg & Baron, Behavior in Organization, 2004 Pearson India.

**CO-PO & PSO Correlation**

<b>Course Name: Management Concepts &amp; Organisational Behaviour</b>												
<b>COs</b>	<b>Program Outcomes</b>								<b>PSOs</b>			
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>CO1</b>	1	3	1	1		1	1		2			2
<b>CO2</b>		1			2	1				3		
<b>CO3</b>	2		1	1			2				2	3
<b>CO4</b>	1	1		1	1	2				2	2	

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

<b>Program:</b>	EMBA	<b>Semester:</b>	I
<b>Name of the Course:</b>	Statistics for Business Decisions	<b>Course Code:</b>	SOM-E-MBA-24-102
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

To apprise students with the construction of mathematical models for managerial decision situations and to use operations research problem to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

## Course outcomes:

COs	Course Outcome
CO1	Understand the Statistical Approaches to decision making and general method of solving statistical models.
CO2	Calculation of correlation and regression problems and its business application.
CO3	Understand the Quantitative Approaches to decision making and general method of solving quantitative models.
CO4	Calculate the minimum transportation cost and allocation of resources.

## Syllabus

### UNIT-I: Introduction to Basic Statistics and Summarizing Data

Introduction to Basic Statistics: Definition of Statistics, Business uses of Statistics, differentiate between Descriptive and Inferential Statistics, Distinguish between Nominal, Ordinal, Interval and Ratio levels of measurement. Calculation of central tendency, Characteristics, uses, advantages and disadvantages of each measure of central tendency, Calculation of Dispersion.

### UNIT-II: Correlation and Regression analysis

Two variable models - correlation, coefficient of correlation, simple linear regression model, Least square method, standard error and inference about regression parameters. Business application of Correlation and regression.

### UNIT-III: Linear Programming Problems and its application

The Nature of Management Science, Meaning and scope, Decision Making, Linear Programming Problem: Meaning of Linear programming, General Mathematical formulation of LPP, feasible and optimal solutions, Graphical Analysis, Simplex Method, Advantage and limitations of LPP.

### UNIT-IV: Transportation and Assignment Model

Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization using Modified Distribution Method, Assignment Problem: Assignment Model as a particular case of transportation model, formulation of assignment problems, Solution of assignment problems using Hungarian Method, Traveling Salesman Problem.

**TEXT BOOKS**

- Business Statistics in Practice, Bruce Bowerman, Richard T. O'Connell and Emily Murphree, 5th Edition, Tata McGraw hill
- Ravindran, D. T. Phillips and James J. Solberg: Operations Research- Principles and Practice, John Wiley & Sons, 2005.
- F.S. Hillier. G.J. Lieberman: Introduction to Operations Research- Concepts and Cases, 9th Edition, Tata Mc-Graw Hill, 2010

**REFERENCE BOOKS**

- Statistics for Managers, Levine, Stephan, Krehbiel and Berenson, 5th Edition, PHI
- Statistical Methods, S. P. Gupta, 34th Edition, Sultan Chand & Sons
- Hamdy A. Taha: Operations Research-An Introduction, Prentice Hall, 9th Edition, 2010.

**CO-PO & PSO Correlation**

Course Name: Statistics for Business Decisions												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2		2	3		2	2	1	2		2	3
<b>CO2</b>		2	1	2	2		3	2		2		2
<b>CO3</b>	2				2	2			2		2	2
<b>CO4</b>		2	3	1		2	1	3		3	2	

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

<b>Program:</b>	EMBA	<b>Semester:</b>	I
<b>Name of the Course:</b>	Managerial Economics	<b>Course Code:</b>	SOM-E-MBA-24-103
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

This course offers lectures and case studies to impart teaching and learning to familiarizes the students with various micro and macroeconomic behavior in an organizational setup which will facilitate in the decision-making process.

## Course outcomes:

COs	Course Outcome
CO1	Understand basic concepts of consumer and producer behavior, along with the market features.
CO2	Identify the different structures of market in terms of competition.
CO3	Comprehend the short run and long run economic implication of production and cost.
CO4	Analyze the inferences of macroeconomic variable and policies to evaluate the economic cycle and able to understand business cycle for investment and expansion.

## Syllabus

### UNIT-I: Demand and Supply Analysis

Introduction to Managerial Economics, Demand Analysis for Decision Making- Determinants of demand, Law of demand, Law of supply; movement and shift of supply curve; elasticity of demand, Production Analysis, Laws of Return to scale, (Emphasis to be given on analyzing managerial implications and solving simple numerical problems).

### UNIT-II: Cost analysis

Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Fixed and Variable, Sunk, Controllable and uncontrollable cost), short run and long run cost functions.

### UNIT-III: Market Structure

Price and output decisions under different markets (Perfect, monopoly monopolistic and oligopoly). Methods of Price determination, Price discrimination, dumping.

### UNIT-IV: Macroeconomic policy

An overview of macroeconomic policy, a circular flow of Income, Aggregates of National Income, Methods of measuring National income, Concepts of consumption, Savings and Investment. Determinants of Consumption and Savings, Inflation and Deflation, Foreign Exchange, Balance of Payment.

**TEXT BOOKS**

- Managerial Economics (H) by M.L. Sharma & B.K. Kejriwal & Anupam Agrawal Agra Sahitya Bhawan
- Managerial Economics by Manoj Kumar Mishra New Delhi: Vayu Education of India ,
- Managerial Economics by M.L. Jhingan
- Ahuja, H. L. (2015), Managerial Economics, S. Chand Publications, 8th Revised Edition

**REFERENCE BOOKS**

- Hirschey, Mark (2016), Managerial Economics, Cenage Publication, 12th Edition.
- Geetika, Ghosh, Piyali and Choudhury, Purba Roy. (2017), Managerial Economics, McGraw Hill Publications, 3rd Edition.
- Baumol W.J. Economic Theory and Operation Analysis, New Delhi, Prentice Hall Inc.
- Chopra O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.

**CO-PO & PSO Correlation**

Course Name: Managerial Economics												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2	1			1	1	1	1	2			
<b>CO2</b>		2	1	1	1				3			
<b>CO3</b>		1	1		1			1		2		
<b>CO4</b>	1			1		2	3	1			2	3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	I
<b>Name of the Course:</b>	Managerial Accounting	<b>Course Code:</b>	SOM-E-MBA-24-104
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

This course offers lecture, practical problems, case studies to impart teaching and learning with the objective to understand managerial accounting concept for decision making and internal reporting and its significance in the business to analyze the financial statements. To develop and apply the techniques of managerial accounting in the financial decision making in the business corporate.

## Course outcomes:

COs	Course Outcome
CO1	Explain the fundamental accounting concepts and conventions, Principles, Indian Accounting Standards and International Standards.
CO2	Applying the rules for recording of business transactions including Journal, Ledger, Trial balance and Final Accounts.
CO3	Analyze and interpret financial statements using various tools.
CO4	Demonstrate the role of management accounts in planning and decision making in an organization.

## Syllabus

### UNIT-I: Introduction

Meaning and Definition, Nature and Need of accounting, Objectives of accounting, Types of accounting, Users of Accounting, Limitation of accounting, Concepts and Conventions of accounting, accounting standards, International Financial Reporting Standards [IFRS], Accounting Equation Accounting equation.

### UNIT-II: Elementary Preparation of Books of Accounts

Journal, Ledger, Trial balance, Final Accounts, Trading account, Profit and loss account and Balance Sheet with adjustments.

### UNIT-III: Analysis and Interpretation of Financial Statement

Comparative, Common Size, Trend Analysis, Ratio analysis, Cash Flow Statement as per AS 13, Fund Flow statement.

### UNIT-IV: Introduction to Management Accounting

Meaning, definition, nature and scope of Management Accounting, objectives, functions and importance, Management Accounting vs Cost Accounting and Financial Accounting. Cost concepts, Costing, Cost Accounting Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost Control, and Cost Reduction, Meaning and definition of Management Reporting, Objectives of Reporting, Requisites of good report.

**TEXT BOOKS**

- Mohd. Arif Pasha, Accounting for Managers, Vrinda Publication
- S.N. Maheshwari, Financial Accounting, Vikas Publishing
- Ravi M Kishore, Cost and Management Accounting, Taxman

**REFERENCE BOOKS**

- D.K Mittal Cost and Management Accounting, Galgotia Publication
- Tulsian: Financial Accounting, Pearson Education, New Delhi
- S. M Shukla, Financial Accounting, Sahitya Bhawan Publication.

**CO-PO & PSO Correlation**

Course Name: Managerial Accounting												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2	1			1	1	1	1	2			
<b>CO2</b>		2	1	1	1				3			
<b>CO3</b>		1	1		1			1		2		
<b>CO4</b>	1			1		2	3	1			2	3

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



<b>Program:</b>	EMBA	<b>Semester:</b>	I
<b>Name of the Course:</b>	Computer Applications for Managers	<b>Course Code:</b>	SOM-E-MBA-24-105
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through internet.

### Course outcomes:

COs	Course Outcome
CO1	Understand the functions of Computer and Software's.
CO2	Use MS Office.
CO3	Understand the network and internet functions.
CO4	Usage of database and application for E-Commerce.

## Syllabus

### UNIT-I: Computer Organization

Introduction, components, classification, capabilities characteristics & limitations. Operating systems; storage devices; application of computer in Business, Computer Languages, System Software, Application Software, Programming Software.

### UNIT-II: Introduction to MS-Office

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-Power Point; Applications in documentation preparation and making reports; preparation of questionnaires, presentations, tables and graphs.

### UNIT-III: Introduction to Networking

Exposure to LAN topology and protocols, Concept of Internet, Browser and Search Engine.

### UNIT-IV: Introduction to database

Concept, characteristics, objectives, Advantage & limitations, **Application of Computers in Business** - E-Commerce, Accounting and finance, and M-Commerce etc.

**TEXT BOOKS**

- Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi.
- June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay

**REFERENCE BOOKS**

- Balagurusamy, E. (2015), Fundamentals of Computers. McGraw Hill Publishing
- Goel, Anita (2016), Computer Fundamentals. Pearson Education Publishers
- Rajaraman, V. and Adabala, Neeharika (2014), Fundamentals of Computers. PHI Learning.

**CO-PO & PSO Correlation**

Course Name: Computer Applications for Managers												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2	2	2			3	2	2	3	2	2	
<b>CO2</b>	2	2	3	2	2			3	2	3	2	
<b>CO3</b>	2		3	3	2	2	2			2	3	2
<b>CO4</b>	2	2	2	2		2	2	3	2		2	3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	I
<b>Name of the Course:</b>	Corporate Communication	<b>Course Code:</b>	SOM-E-MBA-24-106
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

This course intends to develop good communication skills- oral and written both in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

## Course outcomes:

COs	Course Outcome
CO1	Perceive communication and demonstrate verbal communication skills and listening skills essential for effective Business communication.
CO2	Write internal and external business correspondence to convey and obtain information effectively.
CO3	Understand the significance of GDs in academic and professional settings.
CO4	Discuss and use the tools and structure of Corporate Communication and functions.

## Syllabus

### UNIT-I: Introduction to Communication

Introduction, definition of communication, nature, purpose and functions, levels and types of communication, 7 C's of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, Oral Communication, principles of successful oral communication, Grapevine.

### UNIT-II: Written communication

Introduction to communication and writing business reports; business letters; memorandum and minutes; Job application and C.V. writing, Letter of Complaint, Letter of bad news, Buffers, Notice, Circular and Memos.

### UNIT-III: Group discussions

Meaning, Importance, Objectives, Trends, Types, Structured, Strategies and guidelines for effective GD. Interviews: Process, Objectives, Formal & Informal, Interviewee vs Interviewer. Connecting with corporate goals, Blue Ocean strategy. Presentation skills, body language, handling the audience, presenting seminars, mock presentation followed by discussion, Team presentations: basics, coordination, strategies, Mentoring, Need, Importance, techniques, role. Problems and solutions.

### UNIT-IV: Corporate communication

Meaning, strategies, cross-cultural communication, press releases, language of advertisements, writing proposals, crisis communication, Ethics in business communication: values, ethics and communication, ethical dilemmas facing managers, internet and advertising ethics.

**TEXT BOOKS**

- Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press
- Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi,2014

**REFERENCE BOOKS**

- Sanjay Kumar and PushpLata, Communication Skills, New Delhi: Oxford University Press, 2011
- Sharma R.C., Mohan Krishna – Business: Correspondence and Report Writing (Tata McGraw Hill,3rd Edition).

**CO-PO & PSO Correlation**

Course Name: Corporate Communication												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	1	1	1		3	1	1		3		2	
<b>CO2</b>	3	1		1	3					2		
<b>CO3</b>	1		1			3			1		2	
<b>CO4</b>	1		1	1	2		1	2		2		2

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

**Year I, Semester - II**

S.N	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	SOM-E-MBA-24-201	Business Research Methodology	2	1	-	20	50	30	100	3
2	SOM-E- MBA-24-202	Business Analytics	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-203	Human Resource Management	2	1	-	20	50	30	100	3
4	SOM-E-MBA-24-204	Marketing Management	2	1	-	20	50	30	100	3
5	SOM-E-MBA-23-205	Financial Management	2	1	-	20	50	30	100	3
6	SOM-E-MBA-23-206	Operations Management	2	1	-	20	50	30	100	3
			<b>12</b>	<b>6</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>

<b>Program:</b>	EMBA	<b>Semester:</b>	II
<b>Name of the Course:</b>	Business Research Methodology	<b>Course Code:</b>	SOM-E-MBA-24-201
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The purpose of this course is to develop skills and knowledge among the students to undertake business Research. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

### Course outcomes:

COs	Course Outcome
CO1	Understand the concept/fundamentals for different types of research.
CO2	Applying relevant design and sampling framework for research.
CO3	Understanding relevant scaling & measurement techniques and use them to develop questionnaire for collection of data through appropriate source.
CO4	Evaluating descriptive and multivariate statistical analysis technique and prepare research report.

## Syllabus

### UNIT-I: Introduction

Definition, Meaning, Importance types and Qualities of Research, Formulation of Research Problem, Research Questions, Review of Literature, **Hypothesis** – Meaning, Types, Hypothesis development, **Research Proposal** - Elements of a Research Proposal, drafting a Research Proposal.

### UNIT-II: Research design

Concept, Features of a good research design, Types of Research Designs, **Sampling** - Basic Concepts, Probability and Non-Probability sample techniques, Determining sample size.

### UNIT-III: Data collection

Primary and Secondary data, Questionnaire design, Qualitative Techniques of data collection. **Measurement & Scaling Techniques** – Meaning, Types of Scales, Criteria for good measurement.

### UNIT-IV: Primary data analysis

Editing, Coding, Classification, Tabulation of data, Graphical representation of data, Descriptive statistics, T-test, F-test, Chi-square test, Correlation, Regression, Use of SPSS software in statistical data analysis, **Report Writing** – Components of research reports, Types of research report.

**TEXT BOOKS**

- Chawla, D., & Sondhi, N., (2016). Research Methodology, Vikas Publication
- Sekaran, U. & Bougie, R.J. (2013). Research Methods for Business. New Jersey: Wiley Publications.
- Saunders, M.N.K. (2012). Research Methods for Business students. New Delhi: Pearson Education

**REFERENCE BOOKS**

- Bajpai, N. (2011). Business Research Methods. New Delhi: Pearson Education.
- Alan, B. & Bell, E. (2011). Business Research Methods. Toronto: Oxford University Press.
- Kothari, C.R. (2014). Research Methodology Methods and Techniques. New Delhi: New Age Publishers.

**CO-PO & PSO Correlation**

Course Name: Business Research Methodology												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2			1	1			2	3	2	2	2
<b>CO2</b>		2	1	1		1	2			2		3
<b>CO3</b>	2		1		1		1	2	2		3	
<b>CO4</b>		3	2		2		1	2	2		2	3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	II
<b>Name of the Course:</b>	Business Analytics	<b>Course Code:</b>	SOM-E-MBA-24-202
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

**Course Description:**

This course is designed to expose students to basic concepts of Business Analytics and make them understand the Role of Business Analyst in Business.

**Course outcomes:**

<b>COs</b>	<b>Course Outcome</b>
CO1	Have an understanding of concepts of Business Analytics.
CO2	Apply the concepts of Machine Learning.
CO3	Analyze the implications of Analytics in various Functional Areas.
CO4	Assess data visually using Tools.

## Syllabus

**UNIT-I: Introduction**

Definition, Types - Descriptive, Predictive and Prescriptive Analytics, Ethics in Data Management, Business Analytics for Decision Making.

**UNIT-II: Machine Learning**

Machine Learning - Definition, Machine Learning workflow, Models – CRISP DM & SEMMA, Types - Supervised, Unsupervised and Reinforcement learning, Managerial applications of Machine Learning.

**UNIT-III: Applications of Analytics**

Applications of Analytics in various functional areas – Finance, Marketing, Human Resources and Operations.

**UNIT-IV: Fundamentals of Business Intelligence and Data Visualization**

Business Intelligence – Concept and Architecture, Role and significance in Business. Fundamentals of Visualization, Introduction to Visualization tool, Data ingestion, working with visualization tool, Excel, Power BI, R programming for Data Analytics.



**TEXT BOOKS**

- R N Prasad & Seema Acharya, Fundamentals of Business Analytics, Wiley
- Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
- Introduction to Data Science, Laura Igual Santi Seguí, Springer
- Introduction to Machine Learning with Python: A Guide for Data Scientists  
 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly

**REFERENCE BOOKS**

- An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019
- Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India.

**CO-PO & PSO Correlation**

Course Name: Business Analytics												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2	3	2			1	2	2	2	3	2	
<b>CO2</b>	2	2	3			2				2		3
<b>CO3</b>	3		2	2		2	3	2			3	
<b>CO4</b>	2	3	2			2		2	2	3		2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	II
<b>Name of the Course:</b>	Human Resource Management	<b>Course Code:</b>	SOM-E-MBA-24-203
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

**Course Description:**

The course facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices. 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:**

<b>COs</b>	<b>Course Outcome</b>
CO1	Understand the basic concepts, functions and processes of human resource management.
CO2	Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior.
CO3	Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy.
CO4	Evaluate the contribution of human resources through developing welfare measures.

## 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, Career Planning, Job Evaluation & Compensation Management.

**UNIT-IV: Maintaining HR**

Quality of Work life, Work Life Balance, Employee Welfare, Employee Empowerment & Engagement, Overview of Industrial Relations.

**TEXT BOOKS**

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

**REFERENCE BOOKS**

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

**CO-PO & PSO Correlation**

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

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

<b>Program:</b>	EMBA	<b>Semester:</b>	II
<b>Name of the Course:</b>	Marketing Management	<b>Course Code:</b>	SOM-E-MBA-24-204
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

**Course Description:**

The course throws lot of insight to major concepts and tools of marketing, the environment and how strategy savvy marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships.

**Course outcomes:**

<b>COs</b>	<b>Course Outcome</b>
CO1	Understand role of marketing in organizations.
CO2	Understanding the historical evolution and the role of context in marketing management.
CO3	Understanding the concepts related with products development, branding, marketing communication, and consumer behaviour.
CO4	Develop skills and ability to develop marketing strategies and tactics.

## Syllabus

**UNIT-I: Introduction to Marketing**

Meaning, Importance, Scope, Evaluation of marketing concept, Marketing Environment, Market Segmentation, Targeting, Positioning, Consumer Buying Behaviour.

**UNIT-II: Product & Pricing Strategy**

Product, Product Classifications, Product Mix, Product Strategies, Product Life Cycle and Product Development Process, Branding, Labeling and Packaging Strategies, Methods of Pricing and Strategy.

**UNIT-III: Promotion and Placement Management**

Meaning, importance, scope and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Strategic functions of whole seller and retailer.

**UNIT-IV: Strategic Marketing in Contemporary Marketing Practice**

Database marketing, Digital marketing, Interaction Marketing, Network Marketing, Social Media Marketing, Mobile Marketing, Neuromarketing, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

**TEXT BOOKS**

- Greg W. Marshall and Mark W. Johnston, Marketing Management, McGraw- Hill
- Kotler Philip & Armstrong, Principles of Marketing, Pearson Education, PHI

**REFERENCE BOOKS**

- Marketing and Consumer Behavior: Concepts, Methodologies, Tools, and Applications, IGI Publishers
- V.S. Ramaswamy & S. Namkumari, Essentials of Marketing, William Perreault, Jr., Joseph Cannon.

**CO-PO & PSO Correlation**

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

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

# OP JINDAL UNIVERSITY

OP Jindal Knowledge Park, Punjipathra, Raigarh-496109  
School of Management



<b>Program:</b>	EMBA	<b>Semester:</b>	II
<b>Name of the Course:</b>	Financial Management	<b>Course Code:</b>	SOM-E-MBA-24-205
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

The course will provide an in-depth view of the process in financial management of the firm. The course will develop knowledge on the allocation, management and funding of financial resources. It will also improve students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.

## Course outcomes:

COs	Course Outcome
CO1	Gain knowledge of principles and concepts used in financial decision making.
CO2	Comparing and selecting a capital budgeting technique.
CO3	Analyzing cost of capital and understanding risk & return.
CO4	Creating optimal capital structure and dividend policy.

## Syllabus

### UNIT-I: Introduction to Financial Management

Financial Management: Profit v/s Wealth Maximization; Financial management decisions, Financial Planning, Time Value of Money.

### UNIT-II: Capital Budgeting

Nature of Investment Decisions, Investment Evaluation Criteria, Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index; NPV and IRR Comparison.

### UNIT-III: Cost of Capital

Cost of Capital: Significance of Cost of Capital; Calculating Cost of debt; Preference Shares, Equity Capital, and Retained Earnings; Combined (Weighted) Cost of Capital. Leverage Analysis: Meaning, Types and Their Measures, Effects on Profit.

### UNIT-IV: Capital Structure

Theories and Determinants. Dividend Policies: Issues in Dividend Policies; Walter's Model; Gordon' Model; M.M. Hypothesis, Forms of Dividends and Stability in Dividends, Determinants, Working Capital Management.

**TEXT BOOKS**

- Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
- Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
- Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008

**REFERENCE BOOKS**

- Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.
- Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.

**CO-PO & PSO Correlation**

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

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

<b>Program:</b>	EMBA	<b>Semester:</b>	II
<b>Name of the Course:</b>	Operations Management	<b>Course Code:</b>	SOM-E-MBA-24-206
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

This course introduces concepts and fundamentals of basic operations management for decision making in business. It deals with the basics of design and operations of systems for production of goods and services along with different strategies and methods for capacity and material planning. The operations function helps in doing the organization's plan for long-range, medium-range, and controlling the same. Care is taken to strike a balance between theoretical and practical perspectives in manufacturing and service organizations.

## Course outcomes:

COs	Course Outcome
CO1	Understanding concepts of operations management to gain competitive advantage in the marketplace.
CO2	Planning and analyzing the resources used in executing the functions of production and service organizations.
CO3	Applying the operations strategies with emerging concepts using project-based approaches.
CO4	Evaluating the advantages of operations strategies in developing the robust and sustainable production and operations systems.

## Syllabus

### UNIT-I: Introduction

Introduction to OM, Competitiveness, strategy and productivity. **Operations System Design** - Forecasting, Product and Service Design, Process Selection and Facility Layout, Location, Planning and Analysis.

### UNIT-II: Capacity and Planning

Capacity Decisions, Aggregate Planning, Master production schedule, Master Requirement Planning, Capacity Requirement Planning, Production Planning & Scheduling, Inventory Management. Supply Chain Management - Managing Supply side, Managing Demand side, Logistic & Warehousing.

### UNIT-III: Quality Management

Introduction and Evolution, Quality Philosophy, Dimensions of quality, Quality Concepts, Quality Management System- Progress, Deming 's fourteen Points, JIT, TQM, LEAN, Six Sigma, ISO 9000, ISO 14000, ISO 18000 & OHSAS. Process Quality Control: 7 techniques, analysis & report. Awards & Recognition.

### UNIT-IV: Supply Chain Management

Growth of SCM. Operational Planning across Supply Chain, Operation & Supply Chain, Strategy.



**TEXT BOOKS**

- Stevenson Williams J, Operations Management, McGraw Hill Education.
- Operation & Supply Chain Management – Russel & Taylor – Wiley.
- Operations Management – Norman Gaither & Greg Frazier – CENGAGE

**REFERENCE BOOKS**

- Production and Operations Management – S N Chary – McGraw Hill
- Total Quality Management – Bester fields– Pearson
- Service Management – James A. Fitzsimmons & Mona J. Fitzsimmons. McGraw Hill
- Supply Chain Management – Strategy, Planning and Operation – Sunil Chopra, Peter Meindl & D V Kalra - PEARSON.

**CO-PO & PSO Correlation**

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

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

### Year II, Semester - III

S.N	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	SOM-E-MBA-24-301	Strategic Management	2	1	-	20	50	30	100	3
2	SOM-E-MBA-24-302	Law, Governance & Ethics	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-303	Leadership & Change Management	2	1	-	20	50	30	100	3
		Elective 1 (Major)	2	1	-	20	50	30	100	3
		Elective 2 (Major)	2	1	-	20	50	30	100	3
4	SOM-E-MBA-23-306	Summer Industry Immersion Project	-	3	-	20	50	30	100	3
			<b>10</b>	<b>8</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>

<b>Electives (III Semester)</b>		
<b>Operations</b>		
SOM-E-MBA-24-OM-304	Manufacturing Strategy	4
SOM-E-MBA-24-OM-305	Supply Chain Management	4
<b>Marketing</b>		
SOM-E-MBA-24-MKT-304	Consumer Behaviour	4
SOM-E-MBA-24-MKT-305	Industrial Marketing	4
<b>Finance</b>		
SOM-E-MBA-24-FIN-304	Security Analysis & Portfolio Management	4
SOM-E-MBA-24-FIN-305	Financial Derivatives	4
<b>HRM</b>		
SOM-E-MBA-24-HRM-304	Performance Management	4
SOM-E-MBA-24-HRM-305	Compensation Management	4
<b>Business Analytics</b>		
SOM-E-MBA-24-BA-404	Data Analysis & Visualization	4
SOM-E-MBA-24-BA-405	Data Mining & Business Intelligence	4

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Strategic Management	<b>Course Code:</b>	SOM-E-MBA-24-301
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

This course helps students to understand how organizational strategies are formulated and implemented in a changing global environment and the means to apply it.

### Course outcomes:

COs	Course Outcome
CO1	Students will comprehend the concepts, policies and strategies and their importance in the corporate world.
CO2	Students will be able to critically examine how the top management is formulating strategies.
CO3	Students will able to understand the methods for developing corporate level strategy so as to learn the selection of best alternative.
CO4	Recognize various issues and challenges in implementing strategy and able to learn taking corrective measures for organizational success and sustainability.

## Syllabus

### UNIT-I: Introduction

Strategy – concept, relevance and benefits; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance.

### UNIT-II: Strategy Formulation

Concept of environment, environmental sectors, environmental scanning; Grand strategy, Industry and Competition Analysis.

### UNIT-III: Corporate Level Strategies

Stability Strategy – BCG portfolio model, Generic strategies; Expansion strategies – Ansoff Matrix, Integration Strategies, Diversification Strategies, Cooperative Strategies; Retrenchment Strategies; Strategic Analysis and Choice.

### UNIT-IV: Strategy Implementation

Nature, barriers and inter relationship; Structural Implementation; Functional and Operational Implementation; Behavioural Implementation; Strategy Evaluation and Control.

**TEXT BOOKS**

- Strategic Management by Azhar Kazmi & Adela Kazmi, Fourth Edition, Tata- Mcgraw-Hill.
- Strategic Management by A. Nag, First Edition, Vikash Publishing.
- Strategic Management-The Indian Context by R. Srinivasan, PHI

**REFERENCE BOOKS**

- Rao, V.S.P & Krishna, V. H. (2009), Strategic Management, Excel Books, 5th Edition, 2009.
- Kim Warren, "Strategic Management Dynamics' John Wiley Publication, 2007
- Wheelen L. Thomos and Hunger J. David (2010), Concepts in Strategic Management and Business Policy, PHI publications, New Delhi.

**CO-PO & PSO Correlation**

Course Name: Strategic Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3		1			1	1		3		2	
<b>CO2</b>	3	2		1	2			1		3		2
<b>CO3</b>	2	3		1		2	1		2		3	2
<b>CO4</b>	3	2	1	2		3		1		2	3	3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Law, Governance & Ethics	<b>Course Code:</b>	SOM-E-MBA-24-302
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The objective of this course is to familiarize the students with the importance of legal compliance and risk management strategies in organizational governance, including methods for mitigating legal and ethical risks.

### Course outcomes:

COs	Course Outcome
CO1	Understand the foundational legal frameworks governing public and private sectors, including constitutional law, administrative law, and regulatory frameworks.
CO2	Critically assess the impact of legal and regulatory policies on societal welfare, individual rights, and economic outcomes.
CO3	Evaluate different models of governance and their impact on organizational behavior, accountability, and transparency.
CO4	Identify and analyze ethical issues and dilemmas in various governance contexts, applying ethical theories and frameworks to propose reasoned solutions.

## Syllabus

### UNIT-I: Introduction

Law of Contracts in India: Definition – types of contracts – Essential elements of a contract, offer and acceptance, Void and voidable agreements, Consideration, Legality of object, Multinational agreement, e-contracts, Quasi-contracts, contingent contracts, termination or discharge of contracts Laws relating to Sales of Good Act 1930- Definition, Transfer of ownership, Performance of the contract of sale.

### UNIT-II: Negotiable Instruments

Negotiable Instruments Act, 1881 - Definition, Acceptance and negotiation, Rights and liabilities of Parties, Dishonour of a Negotiable Instrument, Hundis, Bankers and Customers, Indian Partnership Act,1932- Rights and liabilities of Partners, Dissolution of Firms.

### UNIT-III: Corporate Governance

Basic understanding of Corporate Governance , Corporate governance practices in India, USA, UK, Japan and Germany ,Tools for ensuring Governance, Cost Audit Methodology and Corporate Governance, Internal Audit for Governance – nature, scope, function, planning process, investigation of fraud, internal audit reports , Statutory Audit for Governance , An introduction to e-governance and XBRL.

### UNIT-IV: Ethics

Introduction to Ethics: Evolution of Business Ethics, Ethics –Meaning, importance, nature and relevance to Features of ethics, the relationship between ethics and law, unethical behavior and its consequences. Code of ethics in Indian Industry.

## TEXT BOOKS

- Gulshan, S.S. & Kapoor, G.K. (2014), Business Law Including Company Law, New Age International Publishers, 16th Edition, 2014
- Kapoor. N.D (2015), An Introduction to Mercantile Laws, .Sultan chand & sons

## REFERENCE BOOKS

- Tulsian P.C. (2017), Business Law, McGraw Hill, 3rd edtionDaniel Albuquerque – Legal Aspects of Business – OXFORD Higher Education Publication
- S S Gulshan –Business Laws (EXCEL BOOKS, DELHI).

## CO-PO & PSO Correlation

Course Name: Law, Governance & Ethics												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3		2			1		2	3			
CO2		3	1	2		2	3			2		
CO3			2					2			3	
CO4					3			1				2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Leadership & Change Management	<b>Course Code:</b>	SOM-E-MBA-24-303
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

This course offers an understanding into Leadership Activities and its influence on the Management of change in the organizations.

### Course outcomes:

COs	Course Outcome
CO1	To get a conceptual understanding of Leader and distinguish between leaders and managers.
CO2	Analyse the need for organizations to imbibe Change Management.
CO3	Sketch out the factors that influence change and deduce solutions to overcome the resistance to change.
CO4	Outline the concept of organizational culture and establish its significance to Change Management.

## Syllabus

### UNIT-I: Leadership

Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organizational performance. Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Trait and Path – Goal theories of leadership.

### UNIT-II: Organisational Change

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model, Individual and organisational barriers to change management and overcoming the barriers to change management.

### UNIT-III: Influence of Change

Six belief changers that Influence change, organisational change through influencing individual change, Approaches: Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

### UNIT-IV: Organisational Culture & Change Management

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

**TEXT BOOKS**

- S. Chandan, “Organisational Behaviour”, Vikas Publishing House Pvt. Ltd. 3rd Edition
- Nilakant V and Ramnarayan, “Managing Organizational Change”, Response Books, 2006

**REFERENCE BOOKS**

- Herbert G. Hicks and C.Ray Gullett, “Theory and Behavior”, McGraw Hill.
- Andrew 1 Dubrin, “Research Findings, Practice and Skills”, Houghton Mifflin Company, Third Edition.
- Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.
- Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, “Managing Change – A Human Resource Strategy Approach”, Pearson Education, 2006.

**CO-PO & PSO Correlation**

Course Name: Leadership & Change Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2		3	3	2			1		2		2
<b>CO2</b>		2	1		1	2			3		2	
<b>CO3</b>	1	3		2	2		2			2	3	
<b>CO4</b>	2	2		1		2		1	1			2

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



### Electives (III Semester)

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Manufacturing Strategy (Operations Elective)	<b>Course Code:</b>	SOM-E-MBA-24-OM-304
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

**Course Description:**

The aim of this subject is to make students familiar with the various aspects of manufacturing and operations so as to make them able for crafting efficient manufacturing & operations strategy for the organization.

**Course outcomes:**

COs	Course Outcome
CO1	Understand the underlying concepts of making strategy for manufacturing and operations in the organization.
CO2	Align capacity planning decisions with overall operations strategy to ensure synchronization with production schedules, inventory management, and supply chain operations.
CO3	Develop strategies for integrating process technologies within manufacturing systems to optimize efficiency, quality, and flexibility.
CO4	Recognize and analyze alternative approaches and substitutes that organizations may employ in lieu of formal strategic planning and execution.

### Syllabus

**UNIT-I: Manufacturing/Operations Strategy**

Introduction, Meaning, Content, Manufacturing/Operations Strategy Mix, Manufacturing/Operations Performance: Introduction, Performance Objectives, Trade-offs, Targeting and Manufacturing/Operations Focus.

**UNIT-II: Capacity Strategy**

Introduction, Meaning, Overall Level of Capacity, Number & Size of Sites, Capacity Change, Location, Supply Network Strategy: Introduction, Meaning, Outsourcing Decision (make or buy), Network Behaviour, Network Management.

**UNIT-III: Process Technology Strategy**

Meaning, Degree of Automation, Degree of Coupling, Product-process Matrix, Evaluating Process Technology, **Improvement Strategy:** Development & Improvement, Setting the Direction, Performance Mapping, Deploying Capabilities, **Sustainable Alignment:** Meaning, Sustainable Alignment Over Time, Analysis for Formulation, Challenges.

**UNIT-IV: Substitutes For Strategy**

New Approaches to Manufacturing/Operations, Total Quality Management (TQM), Lean Manufacturing/Operations, Business Process Re-engineering (BPR), Enterprise Resource Planning (ERP), Six Sigma, Implementation: Introduction, Meaning, Purpose, Point of Entry, Process.

**TEXT BOOKS**

- Slack Nigel & Lewis Michael (2015): Operations Strategy. (2nd Edition). Pearson Publications

**REFERENCE BOOKS**

- Miltenberg John, Manufacturing Strategy, English paperback publications.

**CO-PO & PSO Correlation**

Course Name: Manufacturing Strategy												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2	1				2	2	3	2	1		
<b>CO2</b>	3	2		2		2			1		2	3
<b>CO3</b>	2		1		2		2				2	
<b>CO4</b>		2		1		3		2		2		3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Supply Chain Management (Operations Elective)	<b>Course Code:</b>	SOM-E-MBA-24-OM-305
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

To help understand the importance and major decisions in supply chain management for gaining competitive advantage.

### Course outcomes:

COs	Course Outcome
CO1	Understanding the concepts, functions and the importance of supply chain management.
CO2	Understanding different strategic sourcing alternatives available for an organisation.
CO3	Planning and designing the network for logistics and supply chain management.
CO4	Understanding and applying the analytical approaches in planning and managing inventory for coordination in a supply chain.

## Syllabus

### UNIT-I: Introduction

Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phase, Enablers/Drivers of Supply Chain Performance, Supply chain strategy, Supply Chain Performance Measures.

### UNIT-II: Strategic Sourcing

Outsourcing, Make Vs buy, Identifying core processes Market Vs Hierarchy, Sourcing strategy, Supplier Selection and Contract Negotiation.

### UNIT-III: Supply Chain Network

Distribution Network Design, Role, Factors Influencing Options, Value Addition, Distribution Strategies, Models for Facility Location and Capacity allocation, Supply Chain Network optimization models, Network Design decisions using Decision trees.

### UNIT-IV: Planning Demand, Inventory & Supply

Managing supply chain cycle inventory, Uncertainty in the supply chain, Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Multiple item -multiple location inventory management, Bullwhip Effect, Coordinating the supply chain.

**TEXT BOOKS**

- K. Shridhara Bhatt: Supply Chain Management – Himalaya Publishing House
- Supply Chain Management by Pankaj Madan New Delhi: Global Academic Publishers ,
- Supply Chain Management, A Balanced Approach: Wiser Tan Leorg
- Operations Management: Kumar Meenakshi
- Handbook for Supply Chain Risk Management: Khan
- Leading Effective Supply Chain Transformation: Lee

**REFERENCE BOOKS**

- Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2012.
- David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 3rd edition, 2007.

**CO-PO & PSO Correlation**

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

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Consumer Behaviour (Marketing Elective)	<b>Course Code:</b>	SOM-E-MBA-24-MKT-304
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

The course provides insight into significance of consumer behaviour, consumer decision-making process and analysis of various internal and external factors affecting consumer behaviour and their implications.

## Course outcomes:

COs	Course Outcome
CO1	Understand the nature and characteristics of consumer and identify the dynamics of human behaviour.
CO2	Analyse the decision-making process and basic factors that influence the consumers decision process.
CO3	Understand the different determinants of consumer behaviour for developing suitable strategies.
CO4	Analyze the buying behaviour of organization and different factors affecting decisions of purchasing.

## Syllabus

### UNIT-I: Introduction

Definition, Types of Consumers, Nature, Scope of Consumer Behaviour, Drivers of Successful Relationships between Marketers and Customers, Consumer Behaviour and Life-Style Marketing.

### UNIT-II: Consumer Decision & Buying

Levels of Consumer Decision Making, Consumer's Needs & Motivation, Models of Consumer Decision Making, Consumer Buying Process, Factors affecting buying process, Customer loyalty.

### UNIT-III: Determinants of Consumer Behaviour

Consumer motivation and involvement, Consumer perception, Information processing, Consumer Learning, Consumer attitude, Family decision making, Social class, Reference groups, Cultural and sub-cultural differences, Personality, Values and life-style.

### UNIT-IV: Organisational Buying Behaviour

Market Structure and Pattern of Demand, Organisational Buyer Characteristics, Decision Approach and Purchase Patterns, Factors Influencing Organisational Buyer Behaviour, Organisational Buyer Decision Process.

**TEXT BOOKS**

- Majumdar, R. (2009). Consumer Behaviour: Insight form Indian Market. New Delhi: Prentice Hall India Learning Private Limited.
- Schiffman, L. & Kanuk, L. (2011). Consumer Behaviour. New Delhi: Pearson Education

**REFERENCE BOOKS**

- Nair, S. R. (2016). Consumer Behaviour: Text and Cases. Mumbai: Himalaya Publishing House
- Loudon, D.L. & Della, B. (1992). Consumer Behaviour: Concepts and Applications. New Delhi: Tata Mc-Graw Hill.
- Wilkie, W. L. (1998). Consumer Behaviour. New York: John Willey & Sons.

**CO-PO & PSO Correlation**

Course Name: Consumer Behaviour												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3	2	2		2	1		2	3	2	3	2
<b>CO2</b>	2			1	2			2	2	2		3
<b>CO3</b>	3	1						1			3	3
<b>CO4</b>	2	2	1	2		2		1	3		3	

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Industrial Marketing (Marketing Elective)	<b>Course Code:</b>	SOM-E-MBA-24-MKT-305
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The course provides helps to differentiate methods adopted for Industrial goods marketing from Consumer goods and develops analytical skills required for marketing Industrial Goods.

### Course outcomes:

COs	Course Outcome
CO1	Understand the concept and dynamics of Industrial goods and their marketing.
CO2	Develop skills required for Industrial consumer studying buying process.
CO3	Develop and define New industrial product development, its branding and pricing policies.
CO4	Apply to design and implement various channel strategies and suitable promotional strategy for marketing of industrial goods.

## Syllabus

### UNIT-I: Introduction

Introduction to Industrial Markets, Industrial Marketing System, Concepts and Characteristics, Types of Industrial Markets, Buyer motives Industrial Buyer Behaviour.

### UNIT-II: Industrial Buying

BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, Value analysis & Vendor analysis.

### UNIT-III: Industrial Product & Pricing

Strategic Industrial Marketing (S.T.P.), Classification of Industrial Products and Services, New Product Development and Introduction, Industrial Product Management, Industrial product life cycle, product mix, Service component—The provision of parts, technical assistance, terms of sales, Pricing Decisions in Industrial Markets, Cost factor, Pricing policies.

### UNIT-IV: Channel & Promotion Decisions

Formulating Channel Strategies and Physical Distribution decisions, Channel Management, Promotional Strategies for Industrial Goods/ Services, Advertising functions, Personal Selling, Sales Promotion, Public Relations, Trade Shows and Exhibits.

**TEXT BOOKS**

- Cherunilam, Francis (2015), Industrial Marketing – Text & Cases. Himalaya Publishing House,
- Kulkarni, M.V. (2005), Industrial Marketing. Everest Publishing House, 1st Edition,
- Reeder, Robert R., Brierty, Edward G. and Reeder, betty H. (2015), Industrial Marketing. Prentice-Hall of India

**REFERENCE BOOKS**

- Hawaldar, K. Krishna, INDUSTRIAL MARKETING, TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008
- Milind T. Phadtare, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008
- Michael D Hatt and Thomas W Speh, INDUSTRIAL MARKETING MANAGEMENT, The Dyden Press.
- Peter M. Chisnall, STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International
- Robert R. Reeder, Briety & Betty H. reeder, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008.

**CO-PO & PSO Correlation**

Course Name: Industrial Marketing												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO2</b>	1	1	2	2	2		3		2		2	
<b>CO3</b>	1		2	3	2			1	2		2	2
<b>CO4</b>	2	2	2	2	2	2	2	2	2	2	3	2

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



<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Security Analysis & Portfolio Management (Finance Elective)	<b>Course Code:</b>	SOM-E-MBA-24-FIN-304
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

This course will familiarize the students with the concepts of Security Analysis and acquaint them to managing a portfolio. The course will describe the students regarding various aspects of risk and return. It will also help the students to understand the methodology to create the optional portfolio. It will help students to know various asset pricing models.

### Course outcomes:

COs	Course Outcome
CO1	Understand basics of investment management- Risk and return.
CO2	Understand risk and its measures.
CO3	Create own optimal portfolio.
CO4	Using asset pricing models to generate returns.

## Syllabus

### UNIT-I

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, measures of risk, Normal distribution and its importance, standardized returns.

### UNIT-II

Risk premium, risk aversion, investor's degree of risk aversion, Sharpe ratio, inflation and interest rates, nominal and real interest rates, risk and return of a portfolio, capital allocation line, diversification and portfolio risk, systematic and unsystematic risk, three rules of two risky assets portfolio.

### UNIT-III

Mean-variance criterion, portfolio optimization, Markowitz model, efficient frontier, optimal portfolio with a risk-free asset, the preferred complete portfolio and the separation property, security characteristic line. Capital asset pricing model, assumptions, implications of assumptions, market portfolio, market risk premium, beta.

### UNIT-IV

Security market line, alpha stock, 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.

**TEXT BOOKS**

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

**REFERENCE BOOKS**

- Sharpe, Alexander & Bailey–Investments-Prentice Hall of India.
- Markowitz, H. (1952). Portfolio selection. The journal of finance, 7(1),77-91.
- 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: Security Analysis & Portfolio Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3	2	1		1	2	2	2	3	3	2	3
<b>CO2</b>	3	2			1	3					3	
<b>CO3</b>		2	1				2	2	3	2		3
<b>CO4</b>	3	3		1		3			3	2	2	2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Financial Derivatives (Finance Elective)	<b>Course Code:</b>	SOM-E-MBA-24- FIN-305
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

**Course Description:**

This course offers lectures and case studies to impart teaching and learning to familiarize the students on various tools and techniques of risk management through financial derivatives instruments.

**Course outcomes:**

<b>COs</b>	<b>Course Outcome</b>
CO1	Defining and Identifying the sources of financial risks.
CO2	Understanding the use of financial derivatives instruments for the reduction of risk in the derivative market.
CO3	Apply the options and trading strategies in derivatives market.
CO4	Analyze the options of pricing models to calculate the real option upfront premium, and then evaluating hedging the schemes in the market.

## Syllabus

**UNIT-I: Introduction**

Introduction to derivatives: Definition, Products, Types of traders, Exchange trade vs. OTC derivatives markets, Derivatives market at NSE (including turnover). Source of Financial Risk: Credit vs market, default; risk foreign exchange; risk, interest rate; risk, purchasing power risk etc; Systematic and non-systematic risk.

**UNIT-II: Future and Forward**

Introduction to futures: Forward contracts, Limitations of forward markets, Introduction to futures, Distinction between futures and forwards contracts, Futures terminology. Future contracts: Stock future, commodity future, and Index future.

**UNIT-III: Application of Futures**

Hedging, Arbitrage and speculation, Payoff for derivatives contracts (futures and options), difference between trading securities and trading futures on individual securities, Use of Futures: Index futures, Stock futures.

**UNIT-IV: Options and Swap**

Introduction to options, types of option, delivery and settlement, Valuation of options; Binomial Option Pricing Model; Black Scholes model for Call Options, Evaluation and Features of Swap – Types of Financial Swaps – Basic of Interest Rate Swaps and Currency Swap.

**TEXT BOOKS**

- Rajiv Srivastava: Derivatives & Risk Management, Oxford University Press
- Financial Derivatives: S.L. Gupta, PHI

**REFERENCE BOOKS**

- Marshall John F and V.K. Bansal: Financial Engineering- A complete guide to Financial Innovation, Prentice Hall Inc. New Delhi.
- Chance Don M. An Introduction to Derivatives, Dryden Press. International Edition.

**CO-PO & PSO Correlation**

Course Name: Financial Derivatives												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3	2	1	1	1	2	2	2	3	3	2	3
<b>CO2</b>	3	2			1	3		1	2	2	3	2
<b>CO3</b>	3	2	1			2	2	2	3	2	2	3
<b>CO4</b>	3	3		1		3		1	3	2	2	2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Performance Management (HRM Elective)	<b>Course Code:</b>	SOM-E-MBA-24-HRM-304
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The objective of this course is to familiarize the students with the theoretical concepts of performance management system and also develop practical skills necessary for effective performance management in various organizational contexts.

### Course outcomes:

COs	Course Outcome
CO1	Understand the concept, purpose, and importance of performance management in organizational success.
CO2	Develop frameworks for designing and implementing performance management system.
CO3	Analyze performance data to make informed decisions related to performance of all levels of management.
CO4	Evaluate the effectiveness of performance management practices and systems, and propose improvements based on best practices and emerging trends in the field.

## Syllabus

### UNIT-I: Introduction to Performance Management System

Meaning, uses, significance and purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management and its challenges in current scenario.

### UNIT-II: Performance management as a System and Process

Performance Planning and goal setting, performance and training, performance feedback coaching and counseling, establishing Performance Criterion of developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI).

### UNIT-III: Managing Performance

Methods of managing performance of all the levels of Management (including labor), 360 degree Performance Appraisal, Performance Feedback & Counseling methods, Performance analysis for Individual and organizational development.

### UNIT-IV: Contemporary Issues

Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations, Advantage & Disadvantage of online appraisal, Case Studies.

**TEXT BOOKS**

- Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi.
- Aguinis, Herman, Performance Management, Pearson Education, Inc. Kandula,
- Srinivas R., Performance Management, PHI, New Delhi

**REFERENCE BOOKS**

- Sahu, R.K., Performance Management System, Excel Books, New Delhi.
- Kohli, Performance Management, ISBN: 9780195693379, Oxford University Press.

**CO-PO & PSO Correlation**

Course Name: Performance Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3		2			1		2	3			
<b>CO2</b>		3	1	2		2	3			2		
<b>CO3</b>			2					2			3	
<b>CO4</b>					3			1				2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Compensation Management (HRM Elective)	<b>Course Code:</b>	SOM-E-MBA-24-HRM-305
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The objective of this course is to familiarize the students with the different compensation and benefits which can be given to employees and also maintain a healthy environment in the organization whether public or private.

### Course outcomes:

COs	Course Outcome
CO1	Understand the concept and philosophies of compensation.
CO2	Analyze the economic and behavioural dimensions of compensation management.
CO3	Develop and designing a framework of compensation policy.
CO4	Identify the contemporary strategic compensation.

## Syllabus

### UNIT-I: Introduction to Compensation Management

Nature and objectives of compensation, Factors influencing effective compensation, elements of compensation structure, Wage concepts: Minimum, Fair and Living wage; Compensation Philosophies, Laws relating to compensation.

### UNIT-II: Economic and Behavioural Dimensions of Compensation Management

Economic theory of wages and its limitations. Motivational issues in compensation management, organizational justice and compensation, impact of Compensation on employee behaviors, consequences of dissatisfaction with compensation.

### UNIT-III: Managing and Designing Compensation

Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, Job evaluation and compensation, Compensation as a retention strategy.

### UNIT-IV: Contemporary Strategic Compensation

Executive Compensation, components of executive compensation, Compensating the Flexible Workforce, Contingent Employees – core and fringe compensation.

**TEXT BOOKS**

- Bhattacharya, Compensation Management, ISBN: 9780195698374, Oxford University Press
- P.R.N. Sinha, “Industrial Relations, Trade Unions & labor Legislations”, Pearson Education

**REFERENCE BOOKS**

- P.S. Rao, “Personnel & Human Resource Management”, Himalaya Publishing house.
- Joe Martocchio, Strategic Compensation: A Human Resource Management Approach, 6/e, Pearson Education
- Sharma Dr. A M, Compensation Management and Labour Legislation, Himalaya Publishing House.

**CO-PO & PSO Correlation**

Course Name: Compensation Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3	1	2		1		1	1	1	1		1
<b>CO2</b>	2			2		2		1			2	
<b>CO3</b>		2	2		2		1			1		2
<b>CO4</b>		3						1				

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



<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Data Analysis & Visualization (BA Elective)	<b>Course Code:</b>	SOM-E-MBA-24-BA-304
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

Data driven decision making and technologies related to data are transforming the way organizations function. Huge amount of data is available and organizations can get competitive advantage by utilizing this resource efficiently. This course provides an introduction to the use of analytics as a strategic resource specifically in the context of big data. Participants should be able to develop skills in integrating the knowledge of analytics tools with organizational strategies and processes.

## Course outcomes:

COs	Course Outcome
CO1	Understand the basics of big data analytics.
CO2	Able to apply analytics methods and techniques in solving business problems.
CO3	Ability to use technical skills in predictive modeling to support business decision-making.
CO4	Able to communicate analytics results to diverse audience.

## Syllabus

### UNIT-I Introduction to Data Visualization

The role of data visualization in data analysis and communication, Types of data visualizations (e.g., charts, graphs, maps), Data visualization tools and software, Overview of popular data visualization tools and software (e.g., Tableau, Excel, Python libraries).

### UNIT-II: Data Visualization Principles

Design principles for effective data visualization, Color theory and usage in data visualization, Human perception and cognition in visualization design, Tools and Techniques, Introduction to data visualization tools (e.g., Tableau, Python libraries), Creating basic charts and graphs, Interactive and dynamic visualizations.

### UNIT-III: Exploratory Data Visualization

Data exploration and visual data profiling, Univariate and multivariate data visualization, visualizing patterns, outliers, and distributions, Storytelling with Data, Narrative structure in data storytelling, building data-driven narratives, using visualizations to support storytelling.

### UNIT-IV: Advanced Topics

Geographic and spatial data visualization (e.g., maps and geospatial analysis), Network and hierarchical data visualization, Visualizing time series and temporal data, Future Trends and Emerging Technologies, Exploration of future trends in data visualization, Discussion of emerging technologies (e.g., VR, AR) in data visualization.

**TEXT BOOKS**

- "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic: Focuses on the art of storytelling through data visualization.
- "The Visual Display of Quantitative Information" by Edward R. Tufte: A classic book on data visualization principles

**REFERENCE BOOKS**

- "Data Points: Visualization That Means Something" by Nathan Yau: Explores the principles of meaningful data visualization.

**CO-PO & PSO Correlation**

Course Name: Data Analysis & Visualization												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2		2	3		2	2	1	2		1	1
<b>CO2</b>		2		2	2		3	1		2		2
<b>CO3</b>	1		1		2	2			1		2	
<b>CO4</b>		2		1		1	1	3		3	3	2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Data Mining and Business Intelligence (BA Elective)	<b>Course Code:</b>	SOM-E-MBA-24-BA-305
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

This course provides an insights of various data mining and business intelligence techniques in the context of big data. Participants should be able to develop skills in integrating data mining and business intelligence techniques with analytics tools for developing strategies and processes.

### Course outcomes:

COs	Course Outcome
CO1	Understand the basics of data mining in business.
CO2	Able to apply data mining methods and techniques in solving business problems.
CO3	Ability to use technical skills related with data mining to support business decision-making.
CO4	Able to apply the data mining tools for effective decision making.

## Syllabus

### UNIT-I: Introduction to data mining (DM)

Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data, Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process.

### UNIT-II: Data Pre-processing

Why to pre-process data? - Data cleaning: Missing Values, Noisy Data – Data Integration and transformation - Data Reduction: Data cube aggregation, Dimensionality reduction - Data Compression - Numerosity Reduction – Data Mining Primitives - Languages and System Architectures: Task relevant data - Kind of Knowledge to be mined - Discretization and Concept Hierarchy.

### UNIT-III: Concept Description and Association Rule Mining

What is concept description? - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining: Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm - generating rules – Improved Apriori algorithm – Incremental ARM – Associative Classification – Rule Mining.

### UNIT-IV: Data Mining for Business Intelligence Applications

Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance and CRM etc.,

### TEXT BOOKS

- J. Han, M. Kamber, “Data Mining Concepts and Techniques”, Morgan Kaufmann
- M. Kantardzic, “Data mining: Concepts, models, methods and algorithms, John Wiley & Sons Inc.
- Paulraj Ponnian, “Data Warehousing Fundamentals”, John Willey

## REFERENCE BOOKS

- M. Dunham, “Data Mining: Introductory and Advanced Topics”, Pearson Education.
- G. Shmueli, N.R. Patel, P.C. Bruce, “Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner”, Wiley India.

## CO-PO & PSO Correlation

Course Name: Data Mining and Business Intelligence												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2		2	3		2	2	1	2		2	3
CO2		2	1	2	2		3	2		2		2
CO3	2				2	2			2		2	2
CO4		2	3	1		2	1	3		3	2	

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

<b>Program:</b>	EMBA	<b>Semester:</b>	III
<b>Name of the Course:</b>	Summer Industry-Immersion Program	<b>Course Code:</b>	SOM-E- MBA-24-306
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

A summer industry-immersion program needs to be carried out by the students. During this program, an executive is expected to work on an industry specific project.

- This program is carried during third semester of the Executive MBA.
- A detailed project report has to be prepared reflecting the entire work systematically.
- The work needs to be presented in the School/Department before a panel followed by viva.

### Course outcomes:

COs	Course Outcome
CO1	Understand the business processes, the tricks and strategies adopted by the practicing people for progress.
CO2	Identify the key factors affecting the success and/or failure and their extent of impact on a business.
CO3	Suggest with justification some techniques and tricks to solve few business problems or issues in the assigned area of training.
CO4	Develop a framework or standard procedure during the SIP.

### CO-PO & PSO Correlation

Course Name: Summer Industry - Immersion Program												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3	3	3	2	2	3	3	3	3	2	2	2
CO2	2	3	1	1	1	2	3	3	1	2	2	2
CO3	2	2	2	2	2	2	3	2	1	2	3	3
CO4	3	3	1	1	2	1	2	2	1	2	3	2

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

**Year II, Semester - IV**

S.N	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	SOM-E-MBA-24-401	International Business	2	1	-	20	50	30	100	3
2	SOM-E-MBA-24-402	Knowledge Management	2	1	-	20	50	30	100	3
3	SOM-E-MBA-24-403	Sustainable Business & Development	2	1	-	20	50	30	100	3
		Elective 3 (Major)	2	1	-	20	50	30	100	3
		Elective 4 (Major)	2	1	-	20	50	30	100	3
4	SOM-E-MBA-23-406	Major Project	-	3	-	20	50	30	100	3
			<b>10</b>	<b>8</b>		<b>120</b>	<b>300</b>	<b>180</b>	<b>600</b>	<b>18</b>

<b>Electives (IV Semester)</b>		
<b>Operations</b>		
SOM-E-MBA-24-OM-404	Total Quality Management	4
SOM-E-MBA-24-OM-405	Project Management	4
<b>Marketing</b>		
SOM-E-MBA-24-MKT-404	Product & Brand Management	4
SOM-E-MBA-24-MKT-405	Digital Marketing	4
<b>Finance</b>		
SOM-E-MBA-24-FIN-404	Behavioural Finance	4
SOM-E-MBA-24-FIN-405	International Financial Management	4
<b>HRM</b>		
SOM-E-MBA-24-HRM-404	Human Resource Development	4
SOM-E-MBA-24-HRM-405	Industrial Relations	4
<b>Business Analytics</b>		
SOM-E-MBA-24-BA-404	AI & Machine Learning for Business	4
SOM-E-MBA-24-BA-405	Predictive Analysis & Big Data	4

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	International Business	<b>Course Code:</b>	SOM-E-MBA-24-401
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The International Business Management is equipped with the tool, framework, and basic institutional knowledge that will permit the student to make sense of the increasingly interdependent economic environment. It helps them to understand the impact of global financial environment on businesses decision making process worldwide, to understand global strategy, structure and implementation.

### Course outcomes:

COs	Course Outcome
CO1	Understanding the concepts of globalization and the national difference in the political, economic and legal systems of different countries.
CO2	Analyzing the role of FDI in economic growth of a country and evaluate the effectiveness of regional economic integrations.
CO3	Understanding the international monetary system, the foreign exchange markets and the global capital markets and evaluate the foreign exchange risks involved.
CO4	Applying their understanding of business strategy and structures, analyze the promises and pitfalls and create strategies to effectively manage production and global supply chains.

## Syllabus

### UNIT-I: Global Trade and Investment Environment

Globalization, National Differences in Political, Economic, and Legal Systems, National Differences in Economic Development, International Trade Theory, Government Policy and International Trade, Foreign Direct Investment, Regional Economic Integration.

### UNIT-II: 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-III: 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-IV: International Business Functions

Exporting, Importing and Counter Trade, Global Production and Supply Chain Management. Global Production Strategy, Make-or-Buy Decisions, Managing Global Supply Chains.

## TEXT BOOKS

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

## REFERENCE BOOKS

- International Business: Environment and Operations,12th Ed./ by Daniels John D, Radebaugh Lee H., Sullivan Daniel P, Salwan Prashant:Pearson ,2010
- Elements of International Business,1st Ed./by Chary S.N.-Wiley India,2006
- International Business Environment: Text and cases,1st Ed./ by Black J Stewart, Sundaram Anant K –Prentice Hall,1994
- International Business: Strategy, Management, and the new realities, 1st Ed./ by Cavusgil S Tamer, Knight Gary, Riesenberger John R: Pearson,2009.

## CO-PO & PSO Correlation

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

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



<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Knowledge Management	<b>Course Code:</b>	SOM-E-MBA-24-402
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The objective of this course is to familiarize the students with the importance of capturing knowledge elements and its structures application as a competitive advantage to business.

### Course outcomes:

COs	Course Outcome
CO1	Understand the concepts, principles and process of Knowledge Management.
CO2	Analyze the knowledge system and its application in knowledge creation.
CO3	Evaluate the effectiveness of knowledge management metrics.
CO4	Develop an understanding on the trends and issues in knowledge management.

## Syllabus

### UNIT-I: Introduction to KM

Concept, Principles and processes of KM, Industrial Economy to Knowledge Economy ,KM system life cycle ,aligning KM and business strategy ,KM Cycle: Knowledge creation ,capturing tacit knowledge ,Types of knowledge and its implications for KM.

### UNIT-II: Knowledge creation

Knowledge toolbox, Communities of Practice (COP) , knowledge centres , the role of culture and structure , Analysis design and development - Knowledge infrastructure , Knowledge audit and knowledge team.

### UNIT-III: Knowledge Management Metrics

KM tools and Portals: inferences from data, data mining and knowledge portals , Evaluation of KM effectiveness: Tools and metrics KM Strategy, KM Tools, Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

### UNIT-IV: Trends in Knowledge Management

KM experiences from Indian companies ,KM innovation and Learning organization, Knowledge audit , GAP Analysis, Road Map , KM Metrics , Balance Score Card - Ethical, legal and managerial issues , The future of KM.

**TEXT BOOKS**

- Stuart Barnes: Knowledge management system theory and practice, Thomson learning, 5TH Edition, 2015
- Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi

**REFERENCE BOOKS**

- Awad, E.M (2007). Knowledge Management. Pearson India, Delhi.

**CO-PO & PSO Correlation**

Course Name: Knowledge Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3		2			1		2	3			
<b>CO2</b>		3	1	2		2	3			2		
<b>CO3</b>			2					2			3	
<b>CO4</b>					3			1				2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Sustainable Business & Development	<b>Course Code:</b>	SOM-E-MBA-24-403
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

**Course Description:**

The major aim of this course is to enhance students’ understanding of sustainable development and the need to adopt more sustainable practices along with understanding the challenges posed by sustainable development for companies and their associated responsibilities and the scope of their actions.

**Course outcomes:**

<b>COs</b>	<b>Course Outcome</b>
CO1	Understanding of the concept of sustainable development and the discourse associated with the same.
CO2	Understanding of the issues pertaining to sustainable businesses and the myriad perspectives pertaining to the role of business in sustainability.
CO3	Understanding of the business risks and opportunities created by the new global order and the need to adopt more sustainable practices along with understanding the challenges posed by sustainable development for companies and their associated responsibilities and the scope of their actions.
CO4	Understanding of the concepts of sustainability at the individual, organizational and societal level and various sustainable business management practices and international legal environment pertaining to sustainable business.

## Syllabus

**UNIT-I: Climate Change and Sustainable Development**

Introduction to Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Business Case for Sustainability.

**UNIT-II: Sustainable Firm**

Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable Retail; Supply Chain Restructuring.

**UNIT-III: Sustainable Business Management**

Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance.

**UNIT-IV: (Re)Transformation of Business**

Sustainable Infrastructure; Re-working Transportation Networks; Energy Efficiency; Green Buildings. International Legal Environment of Sustainable Business – International Trade Laws; Climate Change Treaties and their Impact on Business.

**TEXT BOOKS**

- McDonough, W., Braungart, M. (2002). Cradle to Cradle: Remaking the Way We Make Things. North Point Press
- Kaplan, R., Norton, D. The Balanced Scoreboard. Harvard Business Review

**REFERENCE BOOKS**

- York University-Research Report No. 32/2010: Global Warming: A Tragedy of the Commons-Maebh O'Gorman Blackburn, W. R. (2007). The Sustainability Handbook: The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility. Environmental Law Institute.

**CO-PO & PSO Correlation**

Course Name: Sustainable Business & Development												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	1	1			1	2	1				1	1
<b>CO2</b>				1		1		1		2	2	
<b>CO3</b>	1	1	1			2	1	2	1	2		
<b>CO4</b>		2	3	2			2	2	2		1	3

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

### Electives (IV Semester)

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Total Quality Management (Operations Elective)	<b>Course Code:</b>	SOM-E-MBA-24-OM-404
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

**Course Description:**

The basic aim of this subject is to acquaint the students with the fundamental aspects of quality so that they will be able to work upon it for sustainable growth and enhancing overall productivity.

**Course outcomes:**

COs	Course Outcome
CO1	Understanding concepts of quality management with a total perspective.
CO2	Planning and analyzing the quality movement for continuous improvement.
CO3	Applying the quality concepts like Quality Circle, Six Sigma, TQM, and ISO.
CO4	Evaluating the benefits of implementing quality management in products, processes, and services.

### Syllabus

**UNIT-I: Overview of Quality**

Defining Total Quality Management and its principle Background of study: The concept of Total Quality Management, the philosophy behind Total Quality Management, Leadership - Strategic quality planning, Quality Councils - Employee and their involvement of Team and Teamwork.

**UNIT-II: TQM tools and techniques**

Quality circles Recognition and Reward, PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating, The seven traditional tools of quality – FMEA – Stages.

**UNIT-III: Six Sigma and Control Charts**

Six Sigma: New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process. Control Charts: Types. Control Charts - Process Capability, Quality Function Development (QFD).

**UNIT-IV: Quality loss function and Quality Systems**

Quality loss function: Taguchi quality loss function –Robust design of Taguchi, TPM –Concepts, improvement needs - Performance measures. Quality Systems: Need for ISO 9000 – ISO 9001-2008 Quality System – Elements, Documentation, Quality Auditing, QS 9000 - ISO 14000 - Concepts, Requirements and Benefits – TQM Implementation in manufacturing and service sectors.

**TEXT BOOKS**

- Total Quality Management: Key Concepts and Case studies: - Book by D.R Kiran.
- Total Quality Management: Text and Cases 1<sup>st</sup> Edition: By B. Janakiraman and R.K. Gopal

**REFERENCE BOOKS**

- Total Quality Management Paperback – 1 Jan 2016 by R.S. Naagarazan, New age International Publisher.
- James R. Evans & William M. Lindsay “The Management and Control of Quality” 6th Edition, Thomson Press, 2006.

**CO-PO & PSO Correlation**

Course Name: Total Quality Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3		3	2		2	3	2	3	2	3	
<b>CO2</b>	2	3		2	2	2	3		2		3	3
<b>CO3</b>		2	2		2		3	2	2	3		2
<b>CO4</b>	2	3	3	2		3		2		2	3	2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Project Management (Operations Elective)	<b>Course Code:</b>	SOM-E-MBA-24-OM-405
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

This course will introduce concepts and fundamentals of project management for selection of projects, planning, implementation, and controlling projects. These techniques include CPM, PERT, crashing, and resource levelling, etc. MS-project and MS-Excel type software are extensively used to demonstrate the Project Management.

### Course outcomes:

COs	Course Outcome
CO1	Understanding concepts of project management for efficient and effective operations.
CO2	Planning and analyzing economic utilization of the project resources.
CO3	Applying the scheduling, controlling techniques in project operations.
CO4	Evaluating the satisfaction of various stakeholders of the project and assessing their risks.

## Syllabus

### UNIT-I: Theoretical Framework for Managing Projects

Introduction of Project Management, Project Management Process, and Project stakeholder. Risk Management in Projects, Solving Project Management Decision Problem. Project risk management analysis.

### UNIT-II: Project Management and Decision Analysis

Analytic Hierarchy Process for Project Selection, Decision Tree Analysis, Decision Tree Analysis and Risk Management, Application of Utility Theory in Project Management- I, Work Breakdown Structure in Project Management, Activity networks used in Project Management, Problems.

### UNIT-III: Project Scheduling and Control-I

Concept of CPM and Introduction to PERT, Program Evaluation Review Technique (PERT) I, Program Evaluation Review Technique (PERT) II, Aspects and Applications of CPM and PERT, Concepts of a Project Life Cycle.

### UNIT-IV: Project Scheduling and Control-II

Important Example of PERT Network Involving Probabilistic time and Variance. Important Example of PERT Network Involving Probabilistic time and Variance. Scheduling and Crashing of Jobs, Resource Levelling and resource constraints.

**TEXT BOOKS**

- Prasanna Chandra, Projects, CFM-TMH Professional Series in Finance.
- Lewis R., Project Management, McGraw-Hill

**REFERENCE BOOKS**

- Badiru, A. B., Project Management, CRC Press, Taylor & Francis Group.
- Choudhary, S., Project Management, Tata McGraw-Hill, New Delhi.

**CO-PO & PSO Correlation**

Course Name: Project Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3	2	3		2	3	2		3		3	2
<b>CO2</b>	2	3	2				3	2	2	3	3	
<b>CO3</b>	2		3	2		2		2	3		3	3
<b>CO4</b>		2	2	2	2	2	3			3	3	3

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



<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Product and Brand Management (Marketing Elective)	<b>Course Code:</b>	SOM-E-MBA-24-MKT-404
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

The objective of this course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered. The objective of Brand Management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

## Course outcomes:

COs	Course Outcome
CO1	Understand the concepts and apply the branding knowledge to the various marketing problems to identify, and understand complex problems.
CO2	Analyze and Estimating Market Opportunity, Test Marketing.
CO3	Evaluate and interpret Brand Performance. Branding Research: Designing and Implementation.
CO4	Apply, design and formulate Branding strategies including Brand Rejuvenation and Re-launch.

## Syllabus

### UNIT-I: Product Management

Meaning, Importance of the Product Manager's Job, Planning and Control Systems, Product Portfolio Planning and Analysis, Mapping, Understanding Company Product/Brands and Competitive Brand Market Position, Impact of Global Forces on Products.

### UNIT-II: Product Planning and Development

Meaning, Objectives, Strategic Reasons, Processes Challenges and Issues, Forecasting Demand, Estimating Market Opportunity, Test Marketing, Types, Design Issues, Evaluation of Test Marketing Results, Market Entry Decisions-Launching New Product Programs, National Launching of New Products, Tracking the Launch, Absorbing the New Product in the Mix.

### UNIT-III: Basic Understanding of Brands

Concepts and Process, Significance of a Brand, Brand Mark and Trade Mark, Different Types of Brand, Selecting a Brand Name, Functions of a Brand, Branding Decisions, Influencing Factors, Understanding Customer-Cased Brand Equity, Monitoring Brand Performance, Branding Research: Designing and Implementing Branding Research, Brand Design and Structures.

### UNIT-IV: Brand Loyalty

Loyalty Programs, Building Strong Brands, Measuring Brand Performance, Brand Extensions, Brand Equity Management: Brand Equity Measurement, Brand Leverage, Global Branding

Strategies, Brand Audit, Role of Brand Manager, Branding Challenges & Opportunities, Brand Rejuvenation and Re-launch, Brand Development through Acquisition Takes Over and Merger, Relaunching the Brand, Need, Methods and Success Rate.

**TEXT BOOKS**

- Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
- Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition

**REFERENCE BOOKS**

- Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH.
- Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson.
- Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited.

**CO-PO & PSO Correlation**

Course Name: Product and Brand Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3	2		2	2	2	2	2	3	3		2
<b>CO2</b>	2	3	1	2			2	2		2	3	
<b>CO3</b>	2	2	2	2		2	2		2			3
<b>CO4</b>	2	2		2	1	2		2	2	2	2	3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Digital Marketing (Marketing Elective)	<b>Course Code:</b>	SOM-E-MBA-24- MKT-405
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

## Course Description:

The course structure is designed to give an understanding on online consumer behaviour and concept of cyber branding, the technological importance of SEO, creation Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight future trends that will affect future development of digital marketing.

## Course outcomes:

COs	Course Outcome
CO1	Define Basics of Digital and Social media marketing: Evolution of practice and theory.
CO2	Planning digital marketing strategies by paid and organic campaigns.
CO3	Executing digital and social marketing strategies.
CO4	Analyzing, evaluating and iterating for digital and social media marketing campaigns.

## 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, GenY & 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, Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

### UNIT-III: Optimization & Analysis

Google Analytics, AdWords, Ad Sense: Display advertising, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing: Best practices of mobile marketing, types of mobile marketing.

### UNIT-IV: Social media marketing, planning, organising and analyzing

Introduction to Social Media Marketing, planning and organising organic campaigns on Facebook, LinkedIn, Twitter, Pinterest, instagram, and YouTube. Planning and organising paid campaigns on Facebook, LinkedIn, Twitter, Pinterest, Instagram, and YouTube. trends in social media marketing. Analytics for social media marketing.

**TEXT BOOKS**

- Digital Marketing, Seema Gupta, McGraw-Hill

**REFERENCE BOOKS**

- Digital Marketing –Kamat and Kamat-Himalaya
- Quick win Digital Marketing, H. Annmarie, A. Joanna, Paperback.

**CO-PO & PSO Correlation**

Course Name: Digital Marketing												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2	1			2	3		3	3		2	2
<b>CO2</b>		3		1			3		3		3	2
<b>CO3</b>			3		2	2	2			2	2	
<b>CO4</b>			2	3				2	2	3		3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Behavioural Finance (Finance Elective)	<b>Course Code:</b>	SOM-E-MBA-24- FIN-404
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The broad objective of the Course is to provide an opportunity for the participants to learn concepts, models and methodologies of Behavioural Finance and Investment Management.

### Course outcomes:

COs	Course Outcome
CO1	Understanding the Basics of Behavioral Finance.
CO2	Understanding Behavioural Corporate Finance.
CO3	Implications of Dimensions of Behavioural Finance.
CO4	Analyse Investor's behavior.

## Syllabus

### UNIT-I: Introduction of Behavior

Theoretical framework of BF Behavior models, cause of behavior difference, behavior decision making. Evolution of behavior finance.

### UNIT-II: Theories of Behavioral Finance

Heuristics, biases, prospect theory, use of behavioral finance, Emotional Bias. Forecasting Biases Emotion and Neuro-finance.

### UNIT-III: Behavioral Corporate Finance

Approaches to behavioral and corporate finance, Market bubbles: stock market bubbles in the recent years, classification of bubbles.

### UNIT-IV: Investor's Behavior

Influence of behavioural biases on investment decision making, Portrait of an Individual Investor & Institutional Investors, **Group Behavior:** Conformism, herding, fatal attractions Investing Styles and Behavioral Finance.

**TEXT BOOKS**

- Sulphery M.M, Behavioural finance, PHI learning Private Ltd, 2014 edition
- Chandra Prasanna , behavioral finance, Mc Graw hill publishing, edition2016

**REFERENCE BOOKS**

- Forbes William, Behavioral finance, John Wiley and sons LTD.

**CO-PO & PSO Correlation**

Course Name: Behavioural Finance												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO2</b>	3	2	1	1	1	2	2	2	3	3	2	3
<b>CO3</b>	3	2			1	3		1	2	2	3	2
<b>CO4</b>	3	2	1			2	2	2	3	2	2	3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	International Financial Management (Finance Elective)	<b>Course Code:</b>	SOM-E-MBA-24-FIN-405
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The course aims to provide students with a foundational understanding of managing financial operations in a global context, focusing on international financial markets, risk assessment, and strategic decision-making for multinational organizations.

### Course outcomes:

COs	Course Outcome
CO1	A comprehensive understanding of Globalization and its importance for the Multinational Financial Manager. Conceptual understanding of the International Monetary System.
CO2	Functions and how Foreign Exchange Markets work, Theories of Foreign Exchange Rate Movements and International Parity Conditions.
CO3	To create awareness about the different financing methods and financial management in the MNCs.
CO4	Understanding the Problems and Issues in Foreign Investment Analysis, Calculating NPV, IRR and APV for Foreign Investment Decisions; Management of Cash for a Multinational Firm, Techniques of Country Risk Assessment.

## Syllabus

### UNIT-I: Multinational Business Finance

An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

### UNIT-II: The Foreign Exchange Markets

Functions, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid-Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Theories of Foreign Exchange Rate Movement and International Parity Conditions.

### UNIT-III: Management of Foreign Exchange Risk

Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure- Measurement and Management of Transaction Exposure, Economic Exposure; Transaction Exposure versus Economic Exposure. **Financial Management of the Multinational Firm** - Cost of Capital and Capital Structure of the Multinational Firm, MNCs v/s Domestic firms, international experiences, Capital Budgeting : NPV, IRR, APV.

**UNIT-IV: Multinational Cash management**

Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk.

**TEXT BOOKS**

- Shapiro, A.C. (2013). Multinational Financial Management. (10thed.).John, Inc.
- Brigham, E.F., & Daves, P.R. (2016). Intermediate Financial Management. (12thed.).South-Western.
- Resnick, B.G., & Eun, C.S. (2014). International Financial Management. (7thed.).McGraw Hill International.

**REFERENCE BOOKS**

- Hull, J.C., & Basu, S. (2018). Options futures and other derivatives. (10thed.). Prentice Hall of India.
- Madura, J. (2018). International Financial Management. (13thed.). Cengage Learning India Pvt Ltd.
- Butler, K.C. (2012). Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations. (5thed.). Thomson South-Western.

**CO-PO & PSO Correlation**

Course Name: International Financial Management												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO2</b>	3	2	1	1	1	2	2	2	3	3	2	3
<b>CO3</b>	3	2			1	3		1	2	2	3	2
<b>CO4</b>	3	2	1			2	2	2	3	2	2	3

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



<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Human Resource Development (HRM Elective)	<b>Course Code:</b>	SOM-E-MBA-24-HRM-404
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The objective of this course is to aware the students with the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

### Course outcomes:

COs	Course Outcome
CO1	Understand the concept and interventions of HRD.
CO2	Evaluate the process and effectiveness of HRD programs.
CO3	Analyze the approaches and activities of HRD mechanism.
CO4	Understand the HRD practices in various organizations.

## Syllabus

### UNIT-I: Introduction to Human Resource Development

Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

### UNIT-II: HRD Process

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

### UNIT-III: HRD Activities

Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.

### UNIT-IV: HRD in Organisations

Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

**TEXT BOOKS**

- Sen K. Alope (2008) “Human Resource: Development Planning & Deployment”, Asian Books Private Limited.
- Human Resource Development by Lalitha Balakrishnan & S. Srividhya Mumbai Himalaya Publishing House.

**REFERENCE BOOKS**

- Human Resource Development by P. Subba Rao Mumbai Himalaya Publishing House
- Human Resource Development by R.K. Ghai New Delhi Vrinda Publication.

**CO-PO & PSO Correlation**

Course Name: Human Resource Development												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3		2			1		2	3			
<b>CO2</b>		3	1	2		2	3			2		
<b>CO3</b>			2					2			3	
<b>CO4</b>					3			1				2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Industrial Relations (HRM Elective)	<b>Course Code:</b>	SOM-E-MBA-24-HRM-405
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

The objective of the course is to acquaint students with the main provisions of labor 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 industrial relations.

### Course outcomes:

COs	Course Outcome
CO1	Understanding the concepts, functions and the importance of various industrial relation.
CO2	Analyzing the process of workers' participation in management and grievance settlement mechanisms.
CO3	Implementing industrial relation strategies.
CO4	Evaluating various theories of industrial relations in real life processes.

## Syllabus

### UNIT-I: Introduction to Industrial Relations

Meaning and Objectives, Importance and approaches to Industrial Relations, Developing sound industrial Relations, Ethical Approaches to Industrial Relations. Procedure, Emergence and objectives of Labor laws and socio –economic environment.

### UNIT-II: Techniques to Industrial Relations

Workers participation in Management - Meaning, objectives, Essential Conditions, forms, Collective Bargaining - Meaning, Functions, Process and Prerequisites; Grievance - Definition, and Grievance Handling, Grievance Redressal Machinery, Disciplinary procedures- Meaning, Need and Procedure; Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926.

### UNIT-III: Industrial Regulations - I

Factories Act, 1948, Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act 1947; Contract Labour (Regulation & Abolition) Act, 1970.

### UNIT-IV: Industrial Regulations - II

Payment of Gratuity Act, 1972: Provident Fund Act 1952, Workmen's Compensation Act 1923, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, The Apprentices Act 1961.

**TEXT BOOKS**

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

**REFERENCE BOOKS**

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

**CO-PO & PSO Correlation**

Course Name: Industrial Relations												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	3		2		2			2	3		2	
<b>CO2</b>	2	2			2		2		2	3		2
<b>CO3</b>				2		3	2				3	
<b>CO4</b>	2	2	3	1		1		3			2	3

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	AI & Machine Learning for Business (BA Elective)	<b>Course Code:</b>	SOM-E-MBA-24-BA-404
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

Through artificial intelligence, autonomous systems can be designed that can learn, plan, and solve problems. This capability is changing business processes and the role of managers. This will be an introductory course on artificial intelligence in business management, where students would learn the fundamentals and basic methods. Aspects of human computer interaction, limitations of the present technological capabilities and avenues for future developments would also be discussed.

### Course outcomes:

COs	Course Outcome
CO1	Understand the meaning of the term "artificial intelligence".
CO2	Identify capabilities in systems with artificial intelligence and how they are different from conventional technology enabled systems.
CO3	Ability to select appropriate technique for solving problems.
CO4	Understand the present technological progress and develop a perspective for future.

## Syllabus

### UNIT-I: Introduction

Introduction and motivation for use artificial intelligence in business and industry, Artificial Intelligence methodology and fundamentals.

### UNIT-II: Search Algorithms

Population based search; Supervised and unsupervised learning; Decision tree learning; Neural networks.

### UNIT-III: Clustering

Support vector machines; probabilistic reasoning in artificial intelligence; Bayesian networks; statistical learning; fuzzy logic.

### UNIT-IV: Human-Computer Interaction

Human-computer interaction (HCI); Knowledge management and its application in manufacturing and service industries.

**TEXT BOOKS**

- Goodfellow, I., Bengio, Y., Courville, A., & Bengio, Y. (2016). Deep learning. Cambridge: MIT press.
- Neapolitan, R.E., & Jiang, X. (2018). Artificial Intelligence: With an Introduction to Machine Learning. Chapman and Hall/CRC.

**REFERENCE BOOKS**

- Russel, S., & Norvig, P. (2015). Artificial intelligence: A modern approach. India: Pearson Education.

**CO-PO & PSO Correlation**

Course Name: AI & Machine Learning for Business												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	1		1	1		2	2	1	2		1	1
<b>CO2</b>		2		2	2		3	1		2		2
<b>CO3</b>		2	2		2	2			1		2	
<b>CO4</b>	2			3		1	1	3		3	3	2

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

<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Predictive Analytics & Big Data (BA Elective)	<b>Course Code:</b>	SOM-E-MBA-24-BA-405
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

Data driven decision making and technologies related to data are transforming the way organizations function. Huge amount of data is available and organizations can get competitive advantage by utilizing this resource efficiently. This course provides an introduction to the use of analytics as a strategic resource specifically in the context of big data. Participants should be able to develop skills in integrating the knowledge of analytics tools with organizational strategies and processes.

### Course outcomes:

COs	Course Outcome
CO1	Understand the basics of big data analytics.
CO2	Able to apply analytics methods and techniques in solving business problems.
CO3	Ability to use technical skills in predictive modeling to support business decision-making.
CO4	Able to communicate analytics results to diverse audience.

## Syllabus

### UNIT-I: Introduction

Introduction to Business intelligence and analytics, Types of data, data warehouse and data-marts, Data quality; Data cleaning, handling missing data and outliers. Overview of 'big data'. Social and business implications of 'big data'.

### UNIT-II: Predictive Analysis

Linear and logistics regression, Decision tree, Model comparison. Clustering, Association rules, Classification, Market basket analysis.

### UNIT-III: Predictive analytics and its Use

Predictive analytics and its use in marketing, healthcare, operations and finance. Text analytics, Application of text analytics in the discovery of facts and relationships in unstructured data. In-database analytics.

### UNIT-IV: Technology (analytics)

Technology (analytics) solutions and management of their implementation in organizations.

**TEXT BOOKS**

- Provost, F., & Fawcett, T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. O'Reilly Media, Inc.
- Gareth, J., Witten, D., Hastie, T., & Tibshirani, R. (2013). An Introduction to Statistical Learning with Applications in R. Springer.
- Marz, N., & Warren, J. (2015). Big Data: Principles and best practices of scalable real-time data systems. Dreamtech Co C.

**REFERENCE BOOKS**

- Miller, T.W. (2014). Modeling Techniques in Predictive Analytics: Business Problems and Solutions with R. Pearson FT Press.
- Nisbet, R., Elder, J., & Miner, G. (2009). Handbook of statistical analysis and data mining applications. Academic Press.
- Siegel, E. (2013). Predictive analytics: The power to predict who will click, buy, lie, or die. John Wiley & Sons.

**CO-PO & PSO Correlation**

Course Name: Predictive Analytics & Big Data												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1</b>	2		2	3		2	2	1	2		2	3
<b>CO2</b>		2	1	2	2		3	2		2		2
<b>CO3</b>	2				2	2			2		2	2
<b>CO4</b>		2	3	1		2	1	3		3	2	

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



<b>Program:</b>	EMBA	<b>Semester:</b>	IV
<b>Name of the Course:</b>	Major Project	<b>Course Code:</b>	SOM-E-MBA-24-406
<b>Credits:</b>	3	<b>No of Hours:</b>	30
<b>Max Marks:</b>	100	<b>L-T-P:</b>	2-1-0

### Course Description:

Dissertation as a Mini-Research project is done under the supervision of a faculty member. The work needs to be reported, presented and defended before a panel by following a structured approach laid by the school/department of the university. As a master's thesis, it provides an opportunity to develop the intellectual ability of a learner in the chosen field. This work can revolve around a business problem or issue, involving a systematic investigation and analysis culminating with a structured report accomplished in two parts – Synopsis and Final Report. The synopsis is furnished in the first half of the semester; and the final report in the second half. The successful completion of a dissertation project is a scholarly work leading to qualify for the end semester examination.

### Course outcomes:

COs	Course Outcome
CO1	Understanding research project approach to Business problems.
CO2	Analyzing the content and context based data to explore the opportunities hidden behind a fact in a business.
CO3	Applying systematic review, analysis, testing of the fact-based data and finding to come up with valuable recommendations.
CO4	Evaluating the growth prospective of the project undertaken.

### CO-PO & PSO Correlation

Course Name: Major Project												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3			1		1			3	2	2	
CO2	2	3		1	2	2	3	3	2	3		3
CO3	2	3	3			2	3	3		2	3	3
CO4						1	1	1	2		3	

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