

**O P JINDAL UNIVERSITY**

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

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**O P JINDAL UNIVERSITY**

**Scheme & Syllabus**  
**of**  
**Master OF Business Administration**  
**[MBA]**  
**(Two Years Full Time Programme)**

**Program Code - 02PG010**

**Programme Structure 2016-18**

## 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 behavior 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 analyze 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) – Masters of Business Administration (MBA)**

1. PSO – 1 - Instill fundamental managerial skills of marketing management, human resource management, financial management and production and operation management.
2. PSO – 2 - Ability to apply theoretical knowledge of management to resolve complex practical problems.
3. PSO – 3 - Ability to work in multi-disciplinary environment through planning, organizing and coordinating for achieving effective results.
4. PSO – 4 - Ability to adopt the rapid changing business environment through applications of managerial skills.

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## First Semester

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/3
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT 501	Fundamentals of Management	3	1		20	50	30	100	4
2	ODS 501	Quantitative Methods	3	1		20	50	30	100	4
3	ECO 501	Managerial Economics	3	1		20	50	30	100	4
4	FIN 501	Managerial Accounting	3	1		20	50	30	100	4
5	MKT 501	Marketing Management	3	1		20	50	30	100	4
6	SSL 501	LEAP: Leadership Enhancement and Professional Development-I	2	1		20	50	30	100	3
7	ITS 501	Information Technology For Managers	3	1		20	50	30	100	4
		Total	20	7		140	350	210	700	27

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Fundamentals of Management</b>	<b>Course Code:</b>	<b>MGT 501</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course is an introduction to the management function. It will focus on the theory and fundamental concepts of management including planning, organization, leadership, and control. This class will review the evolution of management thought, function and practice and will stress current approaches and emerging concepts.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand of management principles & practices in the modern management perspectives.
CO2	Apply the various concepts of management to enhance the efficiency and effectiveness of the organisation
CO3	Analyse the modern management principles and theories and applying them in real world situations
CO4	Develop various managerial skills for effective planning, organising and co-ordination

## **Syllabus:**

### **Unit- I: Introduction**

Concept, Managerial functions, Levels of Management, Skills and Roles of a Manager; School of Management thoughts – Pre- Scientific, Classical, Behavioural and Modern; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnand, McGregor, Rensis Likert and McKinsey.

### **Unit – II: Organization**

Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce Organizing Knowledge Resource.

## Unit – III: Planning, Controlling

Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making Controlling: Process, Standards and Bench Marking

## Unit-IV: Co-ordination & Leading

Co-ordination: Co-Ordination-Principles of Coordination-Inter-Dependence, Change Management. Leading: Leadership Theories, Leadership Styles. Communication - Types, process, barriers.

### Text Books:

1. Management: Text and Cases-VSP Rao, Excel Books
2. Principles and Practices of Management. L M Prasad, Sultan Chand & Sons

### Reference Books:

1. Management, Robbins, Coulter & Vohra, Pearson.
2. Management Theory & practice – Chandan J. S, Vikas
3. Management Theory & Practice – Subba Rao P & Hima Bindu, HPH
4. Principles and Practices of Management – Kaul, Vikas

### CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Quantitative Method</b>	<b>Course Code:</b>	<b>ODS 501</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description** This course will introduce concepts and fundamentals of basic quantitative techniques for decision making in business. These techniques include data collection, description, and presentation; measures of central tendencies, measures of dispersion, concepts of probability and probability distributions; sampling distributions etc. Class Project-Optional.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the definition of Statistics and also describes the two categories of Statistics and different levels of measurement in statistics.
CO2	Determine and explain random variables in both discrete and continuous distribution.
CO3	Identify the uses of binomial and Poisson distributions.
CO4	Develop the hypothesis and apply various statistical tools to test the hypothesis which is helpful in decision making.

## 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. Summarizing Data: Organize raw data into a frequency distribution, Portray the frequency distribution in a histogram, a frequency polygon, or a cumulative frequency polygon, develop a stem and leaf display, Present data using such common graphic techniques as line charts, bar charts, and pie charts, Calculation of mean, median and mode, Characteristics, uses, advantages and disadvantages of each measure of central tendency, Position of mean, median and mode for symmetrical distribution and skewed distribution, Compute the range, variance, standard deviation.

## **Unit-II: Discrete Probability Distributions and Normal Probability Distribution**

Discrete Probability Distributions: Define probability distribution, Distinguish between a discrete and continuous probability distribution, Calculation of the mean, median, mode, variance and standard deviation of a discrete probability distributions, Characteristics of a binomial and Poisson distributions.

Normal Probability Distribution: Need for sampling, sampling techniques, sampling error, Define and construct a sampling distribution of sample means, calculate point estimates and confidence intervals for means and proportions, Central limit theorem, determine sample size for means and proportions.

## **Unit-III: Tests of Hypothesis: Small and Large Samples**

Tests of Hypothesis: Hypothesis testing: Concept and procedure, null and alternate, Hypothesis testing: One and two tail tests, Hypothesis testing: Two population means, Hypothesis testing: Two population proportions. Test: Small Samples: Characteristics of Student, Hypothesis: One and two tail tests, Hypothesis testing: Two population means, Hypothesis testing: Two population proportions, Hypothesis testing: Paired observations. 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.

### **Text Books:**

1. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
2. Quantitative Methods for Business by Anderson, Sweeney, Williams, Camm, Martin,  
12th Edition.

### **Reference Books:**

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



## CO-PO & PSO Correlation

Course Name: Quantitative Methods												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1:</b>	3	2	2			1	3			3		2
<b>CO2:</b>	2	2			1		2	1		2		2
<b>CO3:</b>	2	2					3	2	2	2	2	
<b>CO4:</b>	1	3					2	1		3		2
<b>CO5:</b>		2	1	1	1	2	3		2	2		
<b>CO6:</b>	2	2			1		2			2		2

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Managerial Economics</b>	<b>Course Code:</b>	<b>ECO 501</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This courses aims to develop capability among students to apply various concepts and techniques used in microeconomics in making decisions pertaining to different business situations. Keeping in view the philosophy of experiential learning, the emphasis in this course will be on application of basic economics principles and topics such as goals of a firm, demand, supply and elasticity analysis; production and cost analysis; pricing under different market situations; and advanced pricing techniques. Class project required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the concepts of demand, supply, and market equilibrium and they will be able to analyze the impact of movements in supply and demand on price and quantity.
CO2	Analyze the different phases of business cycles and understand international trade, including balance of payments.
CO3	Analyze the macroeconomic policies including monetary and fiscal policy, consumption, savings, investments, exports, imports etc. and they will be able to compute the National Income.
CO4	Apply cost functions and production functions on determining the price and decisions under different market conditions.

## 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 and Pricing Analysis

Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Fixed and Variable, Sunk, Controllable and uncontrollable cost), short run and long run cost functions, Price and output decisions under different markets (Perfect, monopoly monopolistic and oligopoly). Methods of Price determination, Price discrimination, dumping

## Unit –III: 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.

## Unit –IV: Business Cycle

Causes of Inflation and Deflation; Business cycle, consequences and measures to solve the problems of business cycle. An introduction to International Trade, Foreign exchanges, Balance of payments,

### Text Books:

1. S.P.S. Chauhan-Micro Economics an Advanced Treatise-PHI
2. P.L. Mehta - Managerial Economics- Sultan Chand
3. Peterson, Jain - Managerial Economics- Pearson
4. Shapiro - Macro Economics, Tata McGraw Hill

### Reference Book:

1. R. Froyen- Macro Economics, Pearson

### CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Managerial Accounting</b>	<b>Course Code:</b>	<b>FIN 501</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course will introduce concepts and fundamentals of basic Financial Accounting techniques for decision making in business. These techniques include Accounting Concepts, Conventions, GAAP, Mechanics of accounting, Basic Terminologies, Preparation of financial statement, Accounting for Issue of Shares, Debentures. Understanding corporate financial statement as reported in Annual Report, Analyzing and Interpreting Financial statement, Cash Flow Statement and Financial Ratios, cost concept, Types of cost, Marginal costing techniques and applications in decision making. Emphasis will be placed on application of these tools in analyzing financial health of the business. Excel tools will be extensively used. Class Project: Required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the concept of managerial and financial accounting and principles of accounting.
CO2	Applying the rules for recording of business transactions.
CO3	Analyze and interpret financial statements using various tools.
CO4	Demonstrate the role of management accounts in planning and decision making in an organization.
CO5	Evaluate management accounting techniques to assess cost benefit analysis.

## **Syllabus:**

### **Unit-I: Introduction**

Meaning and Definition of accounting, Functions of accounting, 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**

Management Accounting: Meaning, definition, nature and scope of Management Accounting; objectives of management accounting, functions of management accounting, importance of management accounting Comparison of Management Accounting with 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.

## **Unit-V: Marginal Costing and Standard Costing Variance Analysis**

Concept of Marginal costing, Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Breakeven Point, Decisions regarding make or buy decisions, Fixation of selling price, Profitable product mix, Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitation of Standard costing, Problems on material variances.

### **Text Books:**

1. Narayana swami. R: Financial Accounting: A managerial perspective, Prentice Hall,
2. Mohd. Arif Pasha, Accounting for Managers, Vrinda Publication
3. S.N Maheshwari, Financial Accounting, Vikas Publishing
4. Ravi M Kishore, Cost and Management Accounting, Taxman

### **Reference Books:**

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

## CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Marketing Management</b>	<b>Course Code:</b>	<b>MKT 501</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**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:** After Completion of the course Students will be able:

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Define Marketing Management Process and understand marketing environment.
CO2	Understand the use of Market Segmentation.
CO3	Determine Marketing Mix Strategy and Branding.
CO4	Illustrate and formulate product pricing strategy.
CO5	Analyze the Meaning and Importance of Distribution System.

## **Syllabus:**

### **Unit-I: Introduction to Marketing**

Meaning, Importance, Scope, Core Concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment.

### **Unit-II: Marketing Planning**

Identification of market, Market Segmentation, MIS, and M.R. Studying of Consumer Behaviour.

### **Unit-III: Product Pricing Strategy**

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

## Unit-IV: 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-V: Strategic Marketing in Practice

Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

### Text Books:

1. Grewal and Levy, Marketing, McGraw Hill Publication, New Delhi
2. Kotler Philip & Armstrong, Principles of Marketing, Pearson Education. /PHI

### Reference Books:

1. Arun Kumar, N Meenakshi, Marketing Management, VIKAS
2. V.S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
3. Philip Kotler, Keller, Koshy & Jha, Marketing Management, Pearson Education

### CO-PO & PSO Correlation

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

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



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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>LEAP: Leadership Enhancement and Professional Development -I</b>	<b>Course Code:</b>	<b>SSL 501</b>
<b>Credits:</b>	<b>3</b>	<b>No of Hours:</b>	<b>3 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** The course comprises of conceptual issues in communication, technology enabled communication, Cross cultural communication, social and Business etiquettes, email etiquettes, meetings and public speaking. Participation in outside class activities like corporate Interface, English movie analysis, organizing events, educational tour, community service, business news presentations explores the responsibilities and techniques of effective communication

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Familiarize with the nature of leaders and its components.
CO2	Gain knowledge, skills and experience that increase ability and motivation to effect positive change and contribute to society
CO3	Develop skills to succeed and grow your career, including communication
CO4	Develop their leadership, followership and teamwork skills through learning, observing and reflecting on the domains.

## Syllabus:

### Unit-I:

Introduction to Leadership (Roles, functions and characteristics of a leader; evolution and growth of leadership; Leadership traits and ethics; Attitude, Behaviour, Personality traits and leadership; Types and Styles of leadership)

## **Unit-II:**

Leadership and Management (Nature, Scope and Significance of Management; Levels of Management; Functions: Planning, Organizing, Staffing, Directing and Controlling; Skills: Conceptual, Human and Technical; Roles: Interpersonal, Informational and Decisional; difference between a leader and a manager)

## **Unit-III:**

Theories of Leadership (Trait Theory, Behavioural theories, Contingency Theories, Transactional Theories and Transformational Leadership Theory)

## **Unit-IV**

Issues and Challenges for Leaders (Immerging trends in leadership; Servant leadership, Situational leadership; Gender and leadership; Effective Leadership Communication; Emotional intelligence and leadership)

## **Text Books:**

1. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and Pushplata, Communication Skills, New Delhi: Oxford University Press, 2011
3. Pushplata and Sanjay Kumar, Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussion and Interviews, New Delhi: Prentice Hall of India, 2007

## **Reference Books:**

1. Stephen E. Lucas, The Art of Public Speaking, Third Edition, Singapore: McGraw-Hill, 1989
2. Sonya Hamlin, how to Talk so People Listen, New York: Throson, 1993
3. Jeff Davidson, The Complete Guide to Public Speaking, Manjul Books PVT. Bhopal, 2006
4. Turk, Cristopher, Effective Speaking, Second Indian Reprint, Taylor and Francis Group, Delhi, 2010
5. P.D. Chaturvedi – Business Communication (Pearson Education, 3st Edition 2006).
6. Rajendra Pal –Business Communication (Sultan Chand & Sons Publication)

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## CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>I</b>
<b>Name of the Course:</b>	<b>Information Technology For Managers</b>	<b>Course Code:</b>	<b>ITS 501</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course emphasizes on basics of computers, overview of computer system and also provides necessary skills in understanding MS- Office packages which are used in day-to-day business management applications, a sound knowledge about computer network, organizational computing process and an abstract of recent trends in organizational process.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand basic concepts and terminology of information technology.
CO2	Have a basic understanding of personal computers and their operations.
CO3	Identify issues related to information security.
CO4	Outline various application of IT.

## **Syllabus:**

### **Unit-I: Introduction to Computers**

Introduction, Definition, Characteristics of computer, Evolution of Computer, Block Diagram of a computer, Generations of Computer, Classification Of Computers, Applications of Computer, Capabilities and limitations of computer.

### **Unit-II: Basic Computer Organization**

Role of I/O devices in a computer system. Input Units: Keyboard, Terminals and its types. Pointing Devices, Scanners and its types, Voice Recognition Systems, Vision Input System, Touch Screen, Output Units: Monitors and its types. Printers: Impact

Printers and its types. Non-Impact Printers and its types, Plotters, types of plotters, Sound cards, Speakers.

## **Unit-III: Storage Fundamentals**

Primary Vs Secondary Storage, Data storage & retrieval methods. Primary Storage: RAM ROM, PROM, EPROM, EEPROM. Secondary Storage: Magnetic Tapes, Magnetic Disks. Cartridge tape, hard disks, Floppy disks Optical Disks, Compact Disks, Zip Drive, Flash Drives.

## **Unit-IV: Software**

Software and its needs, Types of S/W. System Software: Operating System, Utility Programs Programming Language: Machine Language, Assembly Language, High Level Language their advantages & disadvantages. Application S/W and its types: Word Processing, Spread Sheets Presentation, Graphics, DBMS s/w.

## **Unit-V: Operating System**

Functions, Measuring System Performance, Assemblers, Compilers and Interpreters. Batch Processing, Multiprogramming, Multi-Tasking, Multiprocessing, Time Sharing, DOS, Windows, Unix/Linux.

### **Text Books:**

1. Fundamentals of Computer by E Balagurusamy, Tata McGraw Hill Education Pvt. Ltd, New Delhi
2. Fundamentals of Computer by V Raja Raman; Prentice Hall of India Pvt. Ltd., New Delhi
3. Computer Fundamentals by RS Salaria; Khanna Book Publishing Co. (P) Ltd., New Delhi
4. Computer Fundamentals and Programming in C by Reema Thareja; Oxford University Press, New Delhi

### **Reference Books:**

1. Alexis Leon, Mathews Leon, "Fundamentals of Information Technology, 2/e", Vikas Publishing House Pvt. Limited, 2009
2. Peter Norton's "Introduction to Computers" 7th Edition, Tata McGraw-Hill, 2010

## CO-PO & PSO Correlation

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

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

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## SECOND SEMESTER

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			
HRM 501	Organization Behaviour	3	1		20	50	30	100	4
MGT 503	Research Methodology	3	1		20	50	30	100	4
ECO 502	Macroeconomics Fundamentals	3	1		20	50	30	100	4
FIN 502	Financial Management	3	1		20	50	30	100	4
ODS 502	Operation Management	3	1		20	50	30	100	4
HRM 502	Human Resource Management	3	1		20	50	30	100	4
SSL 502	LEAP: Leadership Enhancement and Professional Development-I	2	1		20	50	30	100	3
SUM 201	Summer Training (8 Weeks)	2	1		20	50	30	100	3
	<b>Total</b>	<b>22</b>	<b>8</b>		<b>160</b>	<b>400</b>	<b>240</b>	<b>800</b>	<b>30</b>

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Organizational Behaviour</b>	<b>Course Code:</b>	<b>HRM 501</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

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

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

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

## Syllabus:

### Unit-I: Introduction to OB

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

### Unit-II: Individual Dynamics

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



## Unit-III: Group Dynamics

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

## Unit-IV: Organizational Dynamics

Organizational Culture & Climate, Organizational Structure & Job Design, Conflict.

### Text Books:

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

### Reference Books:

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

### CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Research Methodology</b>	<b>Course Code:</b>	<b>MGT 503</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

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

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

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

## Syllabus:

### Unit-I: Introduction to Business Research

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

## Unit-II: Measurement, Scales and Questionnaire Design

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

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

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

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

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

### Text Books:

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

### Reference Books:

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

### CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Macroeconomics Fundamentals</b>	<b>Course Code:</b>	<b>ECO 502</b>
<b>Credits:</b>	<b>4</b>	<b>No. of Hours</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** Objective of this course is to develop expertise among students to use macroeconomics concepts and advance tools and techniques in formulating and altering/changing business plan/policies according to macroeconomic conditions of the domestic and global economy. This may include-national income accounting and balance of payments; analysis of IS-LM model; technological progress and growth; money, banking and inflation; fiscal and monetary policies; exchange rates and the foreign exchange market. Class project required

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

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

## Syllabus:

### Unit-I: Nature and Scope of Macroeconomics

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

## Unit-II: Keynes theory of employment: Outline

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

## Unit-III: Consumption, Savings and Investment

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

## Unit-IV: Money, prices and Inflation

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

### Text Book:

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

### Reference Books:

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

### CO-PO & PSO Correlation

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

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

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School of Management



<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Financial Management</b>	<b>Course Code:</b>	<b>FIN 502</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course provides students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization. These techniques include Nature & Scope of finance. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems, Time Value of Money, Valuation of securities, Introduction to Risk and Return, Capital Budgeting Techniques, Cost of Capital, Leverage, Capital Structure Theories, Dividend Theory and Policy.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand basics of time value of money and valuation.
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

Discounted cash flow concept, time value of money, annuity, perpetuity, growing annuity and perpetuity, loan amortization, Valuation of equity, estimation of discounting rate, valuation of bond, yield to maturity, bond pricing using spreadsheet, clean- and dirty price.

### Unit-II

Capital Budgeting: Net present value method, Internal rate of return method, Profitability index method, Payback period method, estimation of cash flow and discounting rate, what can be the discounting rate? advantages and disadvantages of each method, hurdle rate, multiple IRRs, Risk and return, Capital gain yield, dividend yield, holding period return, average returns, measures of risk,

## Unit-III

Portfolio return and risk, systematic risk, unsystematic risk, optimal portfolio, efficient frontier, capital location line, Capital Asset Pricing Model, Capital Market Line, Beta, expected return of a security and cost of capital, Market risk premium. Cost of Capital, cost of equity capital using CAPM, Security Market Line, Dividend discount model, cost of debt, cost of preference share, weighted average cost of capital.

## Unit-IV

Capital structure, signaling theory, Pecking-order theory, factors affecting capital structure. Dividend Policy, types of payouts, process of cash dividend, price reaction to cash dividend in a perfect world, stock dividends.

### Text Books:

1. Ross, Wester field, Jaffe –Corporate Finance, Mc Graw Hill Publication.
2. Brealey, Myers–Principles of Corporate Finance, Mc Graw Hill Publication.

### Reference Books:

1. Prasanna Chandra–Financial Management, Mc Graw Hill Publication.
2. Sharpe, W.F. (1964), Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442.

### CO-PO & PSO Correlation

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

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

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School of Management



<b>Program:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Operation Management</b>	<b>Course Code:</b>	<b>ODS 502</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** Operation Management (OM) course 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. It will explore the approaches and analyze strategic decisions in operations management with a focus on designing products and processes, allocating scarce resources to strategic alternatives, and long-range capacity and facility 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:** After completion of the course, students will be able to:

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand concepts of operations management to gain competitive advantage in the marketplace.
CO2	Plan and analyze the resources used in executing the functions of production and service organizations.
CO3	Apply the operations strategies with emerging concepts using project approaches.
CO4	Evaluate the advantages of operations strategies in developing the robust sustainable production and operations systems.

## Syllabus:

### Unit-I: Introduction

Introduction of Operations Management: Competitiveness, strategy and productivity

### Unit-II: Operations System Design

Forecasting, Product and Service Design, Process Selection and Facility Layout, Location, Planning and Analysis.



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## **Unit-III: Capacity and Planning**

Capacity, Capacity Decisions, Aggregate Planning, Master production schedule, Master, Requirement Planning, Capacity Requirement Planning, Production Planning & Scheduling, Inventory Management.

## **Unit-IV: Quality Management**

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

## **Unit-V: Supply Chain Management**

Growth of SCM. Operational Planning across Supply Chain, Operation & Supply Chain, Strategy, Managing Supply side, Managing Demand side, Logistic & Warehousing.

## **Unit-VI: Service Operation Management**

Service Concept, Service Strategy, Service Delivery, Service Capacity & Facility, Managing waiting Lines.

### **Text Books:**

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

### **Reference Books:**

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

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## CO-PO&PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Human Resource Management</b>	<b>Course Code:</b>	<b>HRM 502</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course will examine the role of the human resource professional as a strategic function of business organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, sexual harassment policies, and rising benefit costs are analysed. Best practices of used in Indian companies are analysed. Class project required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	To have an understanding of the basic concepts, functions and processes of human resource management.
CO2	To be aware of the role, functions and functioning of human resource department of the organizations.
CO3	To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior.
CO4	Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy.
CO5	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:

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

### Reference Books:

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

### CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>LEAP: Leadership Enhancement and Professional Development –II</b>	<b>Course Code:</b>	<b>SSL 502</b>
<b>Credits:</b>	<b>3</b>	<b>No of Hours:</b>	<b>3 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Objective:** The focus is on business letter writing, Presentation skills, Group Discussion and personal interviews. The outdoor activities like organizing Business Idea competition, Company visits and corporate talks would develop personal skills and interpersonal skills to enhance leadership skills.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Familiarize with the personal value and belief
CO2	Understand the importance of team dynamics
CO3	Analyze Agile Leadership framework and Strategy
CO4	Develop their leadership skill with Critical Think.

## Syllabus:

### Unit-I

Self-Discovery(Awareness of personal values, beliefs and vision that motivates behaviour; Personal SWOT; Trust: Openness, confidentiality, blind spot and unknown part of personality; Self-disclosure, seeking feedback, self-reflection, introspection and self-management)

## **Unit-II**

Team Dynamics (Foundations of Group behaviour; Group development; Group properties: Roles, norms, status, size, design and cohesiveness, Group decision making; Group culture and dynamics; Managing group conflict, power, politics, change and management of diversity)

## **Unit-III**

Agile Leadership and Strategy, Building a Culture of Innovation for Hybrid and Virtual Teams, Change Management, Change Management Strategies for Team Leaders, Communication Skills

## **Unit-IV**

Critical Thinking, cultivating a Meaningful and Productive Mentor Relationship, Cultivating Diverse and Inclusive Teams

### **Text Books:**

1. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and Pushplata, Communication Skills, New Delhi: Oxford University Press, 2011
3. Pushplata and Sanjay Kumar, Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussion and Interviews, New Delhi: Prentice Hall of India, 2007

### **Reference Books:**

1. Stephen E. Lucas, The Art of Public Speaking, Third Edition, Singapore: McGraw-Hill, 1989
2. Sonya Hamlin, how to Talk so People Listen, New York: Throson, 1993
3. Jeff Davidson, The Complete Guide to Public Speaking, Manjul Books PVT. Bhopal, 2006
4. Turk, Cristopher, Effective Speaking, Second Indian Reprint, Taylor and Francis Group, Delhi, 2010
5. P.D. Chaturvedi – Business Communication (Pearson Education, 3st Edition 2006).
6. Rajendra Pal –Business Communication (Sultan Chand & Sons Publication)

## CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>II</b>
<b>Name of the Course:</b>	<b>Summer Training</b>	<b>Course Code:</b>	<b>SUM 201</b>
<b>Credits:</b>	<b>3</b>	<b>No of Hours:</b>	<b>3 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** Required business or industrial internship of minimum 8 weeks. External organization must be approved by the School of Management. Student should have an OPJU supervisor and well as external supervisor. Student should follow required University norms for Summer Internship.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Identify areas of interlink between theoretical and practical knowledge.
CO2	Application of theoretical knowledge in practical work fields.
CO3	An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organizational setting.
CO4	Pre-employment training opportunities and an opportunity for the company or organisation to assess the performance of the student.

## **Syllabus:**

An internship report should follow the following guidelines.

Font type: Times New Roman, running text font size 12, heading text with font size 14 Bold, Paragraph spacing 12 pts, line spacing 1.5, uniformity in bullets and numbering, Uniformity in labelling picture as / images /graphs / tables etc. Number of pages of the report depends of the requirement of the project, but ideally it must be between 30 – 40 pages.

## **Note:**

1. Two copies of the report should be spiral binded and one copy has to be submitted to the guide duly signed by the student, guide and HOD.
2. Students have to appear in the viva-voice.



3. For viva student have to prepare a power point presentation by the consultation of guide.

The report for three types of internships i.e. company, research & online course has different table of contents which are mentioned below. Use as per your requirement to prepare the report with the consultation of your guide/supervisor.

**For Summer Training from any Company, the format of the report will be:**

Title Page  
Declaration by Student  
Internship Completion Certificate  
Acknowledgement  
Executive Summary  
Table of Contents  
Chapters  
Company Profile (About company, Organogram, Products / Services, Major Departments)  
Internship activities carried out  
Knowledge gained  
Skills Developed  
Findings, Recommendations and Conclusion  
Bibliography / References

**CO-PO & PSO Correlation**

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

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

## THIRD SEMESTER

Course Code	Course Title	Periods per Week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
					PRE		ESE	Total Marks	
		L	T	P	Mid Sem	TA			
MGT 601	Business Ethics & Corporate Social Responsibility	3	1		20	50	30	100	4
MGT 602	Legal Environment of Business	3	1		20	50	30	100	4
	Elective-1	3	1		20	50	30	100	4
	Elective-2	3	1		20	50	30	100	4
	Elective-3	3	1		20	50	30	100	4
SSL 601	LEAP: Leadership Enhancement and Professional Development-III	2	1		20	50	30	100	3
MGT 603	Entrepreneurship	3	1		20	50	30	100	4
	Total	20	7		140	350	210	700	27

## THIRD SEMESTER ELECTIVES:

### Finance

Course Code	Specializations	Course Title
FIN 701	Finance	Securities Analysis & Portfolio Management
FIN 702	Finance	Management of Financial services

### Human Resource Management

Course Code	Specializations	Course Title
HRM 703	Human Resource	Strategic Human Resource Management
HRM 705	Human Resource	Labour Relations and Laws

### Marketing Management

Course Code	Specializations	Course Title
MKT 701	Marketing	Consumer Behavior
MKT 702	Marketing	Sales & Distribution Management

### Operation Management

Course Code	Specializations	Course Title
ODS 701	Operation	Supply Chain Management
ODS 702	Operation	Total Quality Management

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Business Ethics &amp; Corporate Social Responsibility</b>	<b>Course Code:</b>	<b>MGT 601</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

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

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

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

## Unit-I

Definition & nature of Business ethics, Characteristics, Ethical theories; Relevance of ethics and values in business; Causes of unethical behavior; Work ethics; Code of conduct; Public good.

## **Unit-II**

Management of Ethics - Ethics analysis, Ethical dilemma; Ethics in practice- ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Competitiveness, organizational size, profitability and ethics; Business and ecological/ environmental issues in the Indian context and case studies.

## **Unit-III**

Overview of CSR- Philanthropy; Conventional and Strategic; Environmental issues; Social issues; Ethical and Governance issues. Corporate Social responsibility- Social responsibility of a business firm; Social responsibility of business stakeholders (owners, employees, consumers and community); response of Indian firms towards CSR.

## **Unit-IV**

CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); competitive strategy. Role of international trade and business organizations, Concept of Ombudsman.

## **Unit-V**

Wider concept of social responsibility: Cost-benefit analysis of corporate social responsibility and good corporate citizenship (Social / moral obligations and survival). Case analysis of failure of leading corporate and top auditing firms due to lapses in ethical and social responsibilities.

### **Text Books:**

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

### **Reference Books:**

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

5. William B. Werther and David B. Chandler, Strategic corporate social responsibility,
6. Sage Publications Inc., 2011

## CO-PO&PSO Correlation

Course Name: Business Ethics & Corporate Social Responsibility												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
C01:	2								2			
C02:	3	2			2					2		
C03:		2		1		2	3				3	
C04:												
C05:			2					2				2
C06:					3							3

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Legal Environment of Business</b>	<b>Course Code:</b>	<b>MGT 602</b>
<b>Credits:</b>	<b>4</b>	<b>No. of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** The aim of this course is to provide the students a brief idea about the frame work of Indian Business Laws, to orient the students about the legal aspects of business and to familiarize the students with case law studies related to Business Laws. Class project-required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the basic concept of Indian contract 1872 and fundamental legal principles behind contractual agreements.
CO2	Understand and analyze the concept of Indemnity, Guarantee and Agency its legal interpretation.
CO3	Apply sale of goods act for conduction of smooth business and analyze the legal issues to solve disputes.
CO4	Analyze the problems of partnership firm and evaluate the method for registration and termination of a partnership firm.
CO5	Demonstrate legal thinking for smooth establishment of business concern.
CO6	Evaluate all negotiable instruments.

## Syllabus:

### Unit-I: The Indian Contract Act, 1872

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

### Sale of Goods Act, 1930:

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

## **Unit-II: Patent Law**

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

## **Unit-III: The Partnership Act, 1932**

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

## **Unit-IV: Companies Act 1956**

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

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

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

### **Text Books:**

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

### **Reference Books:**

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



## CO-PO&PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Security Analysis and Portfolio Management</b>	<b>Course Code:</b>	<b>FIN 701</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course will enable the students to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities. It will cover the concept of Basics of Investment, Risk and Return, Risk return of portfolio, CAPM model, Portfolio selection.

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

<b>CO Number</b>	<b>Course Outcome</b>
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:

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

### Reference Books:

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

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

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<b>Programme</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Management of Financial Services</b>	<b>Course Code:</b>	<b>FIN 702</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course will familiarize the students with dynamics of financial market, financial instruments and financial services. It will cover Indian financial system, Money Market and Instruments, Capital Market, Primary and Secondary Market operations, Mutual Fund, Merchant Banking, Factoring Services, Credit Rating. Class project-required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand basics of financial service management.
CO2	Application of theoretical knowledge in practical work fields.
CO3	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
CO4	Evaluate and create strategies to promote financial products and services.

## Syllabus:

### Unit-I

Introducing various components of the Indian financial system: financial markets, financial institutions, financial services. Classification of the Indian financial market, characteristics and functions of the financial market, introducing the money market and capital market. Introduction to primary market, functions of primary market, Underwriting, methods of floating new issue, Principal steps of a public issue, Issue pricing, Case on IPO, what is a stock exchange? recognition of stock exchanges, listing of stocks, registration of brokers, online trading system, demutualization of stock exchanges. stock market trading, requirements for a retail investor to trade in stock market.

## Unit-II

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

## Unit-III

Merchant Banking, Origin, merchant banking in India, scope of merchant banking, categories of merchant banks, services of merchant banks, merchant banks in the market making process, Credit Rating, Importance of credit rating, factors affecting rating, instruments for rating, credit rating agencies and ratings, emerging avenues of rating services, Leasing, origin and development, classification, difference between Operating and Financial Lease, advantages & disadvantages of leasing, Hire Purchase, difference between leasing and hire-purchase, cases on leasing.

## Unit-IV

Mutual Fund, History, classification, structural arrangement, Net Asset Value, Advantages of investing in mutual funds, Depository Receipts, ADRs and GDRs, mechanism, features of depository receipts, Government Securities Market, features of government securities, terms and conditions applicable to government securities, types of government securities, repos, Primary Dealers, Retail Debt Market, Venture Capital, features, scope of venture capital, methods of venture financing in India, venture capital players in India, case on venture capitalism. Angel Investing.

### Text Books:

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

### Reference Books:

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

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## CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Strategic Human Resources Management</b>	<b>Course Code:</b>	<b>HRM 703</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course will investigate the strategic management process from the human resources perspective. Topics include strategic HR, strategic alignment, competitive strategic analysis, assessment of the global economic environment, organizational culture, analysis of skills and competencies, developing implementation plan of human resource, etc. Class project-required.

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

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

## **Syllabus:**

### **Unit-I: Introduction to Strategic HRM:**

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

### **Unit-II: Recruitment and Retention Strategies:**

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

### **Unit-III: Training and Development Strategies:**

Creating a learning organization; Competency mapping; Cross cultural training

## Unit-IV: Performance & Compensation Management Strategies:

Defining key result areas (KRA); Result based performance Linking performance to pay; Performance based pay; Profit sharing; Executive Compensation

### Text Books:

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

### Reference Books:

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

### CO-PO & PSO Correlation

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

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



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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Labour Relations &amp; Laws</b>	<b>Course Code:</b>	<b>HRM 705</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course that examines the legal framework of labour relations. It will also include collective relations like trade unions and their organizations. Labor's right to organize. Employee-employer relationship. The collective bargaining processes. Class project-required.

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

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

## Syllabus:

### Unit-I: Introduction to 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

Worker's participation in Management - Meaning, objectives, Essential Conditions, forms, Reasons for limited success and suggestions for improvement; 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: Introduction to Labour Laws

Labour Law Origin - Purpose - Role of the State - Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy

## Unit-IV: Employment Related Laws

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

## Unit-V: Employee Benefits and Social Security related laws

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:

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

### Reference Books:

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

### CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Consumer Behavior</b>	<b>Course Code:</b>	<b>MKT 701</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

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

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

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

## Syllabus:

### Unit-I

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

### Unit-II

Motivation, perception, attitude and leaning; motivation theories and their application; measurement of motivation and motivation research; meaning and application of perception; perceptual selection, perceptual organization, application of absolute and

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

### **Unit-III**

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

### **Unit-IV**

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

### **Text Books:**

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

### **Reference Books:**

2. Consumer Behaviour, Roger D. Blackwell, Paul W. Miniard, James F. Engel, Zillur Rahman, Cengage India Private Limited
3. Consumer Behaviour: Building Marketing Strategy, Del I Hawkins, David L Mother Baugh and Amit Mukherjee, McGraw Hill Education
4. Consumer Behaviour: Buying Having and Being, Michael R Solomon, Pearson Education India.

## CO-PO & PSO Correlation

Course Name: Consumer Behavior												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>C01:</b>	3					2			2			
<b>C02:</b>	3	2								2		
<b>C03:</b>						2					3	
<b>C04:</b>	2		2				3	2		3		2
<b>C05:</b>							3			2		

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Sales &amp; Distribution Management</b>	<b>Course Code:</b>	<b>MKT 702</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** The reason of learning of this course is to expose the students to get the knowledge of salesmanship and train them to face the challenge of sales. The students will learn the techniques of selling.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understanding of the various roles, responsibilities and policies of sales function.
CO2	To plan and implement an effective sales strategy for their organizations.
CO3	Ability to design and implement various channel strategies.
CO4	Understanding to manage, motivate and lead sales force.
CO5	Framing policies and plan for sales organization and channels.
CO6	Overview the issues of power and conflict in the organization.

## **Syllabus:**

### **Unit-I**

Concept of sales, evolution of sales department, objectives of sales management, sales executive as a coordinator, types of personal selling objectives, analysing market potential, market indexes.

## **Unit-II**

Organising sales effort- Nature of sales management position, function of sales executive, relationship with managers, compensation for sales executive. Sales organization- Purpose of sales organization, setting up a sales organization, sales organizational structure.

## **Unit-III**

Sales force management- Recruiting sales personnel-sources of sales force recruitment, recruiting effort, organisation for recruitment, selecting sales force, planning sales training programs, evaluation sales training programs.

## **Unit-IV**

Motivating sales personnel- Motivational help from management, need gratification & motivation, motivation and leadership, motivation and communication. Compensating sales personnel- Requirements of a good sales compensation plan, devising a sales compensation plan, types of compensation plans, fringe benefits.

## **Unit-V**

Controlling the sales effort- Sales budget- purpose of sales budget, content, budgetary process. Quotas-Objectives, types and administering the sales quotas. Sales territories- Concept of sales territory, reason for establishing sales territories, setting sales territories, assigning the sales personnel to territories.

## **Text Books**

1. R.R. Still, E.W. Cundiff & N.A.P. Govoni, Sales Management, Pearson, 5th Edition, 2014.

## **Reference Books:**

1. T.K. Panda & S. Sahadev, Sales and Distribution Management, Oxford, 2nd Edition, 2014.
2. K. Havaldar & V. Cavale, Sales and Distribution Management, McGrawHill, 2011.

## CO-PO & PSO Correlation

Course Name: Sales & Distribution Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
<b>CO1:</b>	1		2	2		1		2	3			2
<b>CO2:</b>	1	2			1	2				3	2	
<b>CO3:</b>	1	2			1	2	2				2	
<b>CO4:</b>	2	1			1	1		1	3	2		
<b>CO5:</b>	1		2	2				2		2	2	2
<b>CO6:</b>		2		1		2			2	2		2

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



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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Supply Chain Management</b>	<b>Course Code:</b>	<b>ODS 701</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

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

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Students will build a strategic framework to analyze supply chains
CO2	Students will design the supply chain network.
CO3	Students will plan demand and supply in a supply chain.
CO4	Students will measure the performance of the supply chain by Managing cross functional supply chain.

## Syllabus:

### Unit-I: Building a strategic framework to analyze supply chains

Understanding the Supply Chain: What Is a Supply Chain? The Objective of a Supply Chain, The Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Examples of Supply Chains. Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope Supply Chain Drivers and Metrics: Drivers of Supply Chain Performance, Framework for Structuring Drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to Achieving.

## **Unit-II: Designing the supply chain network**

Network Design in the Supply Chain: The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, Framework for Network Design Decisions, Models for Facility Location and Capacity Allocation, The Role of IT in Network Design, Making Network Design Decisions in Practice. Network Design in an Uncertain Environment: The Impact of Uncertainty on Network Design, Representations of Uncertainty, Evaluating Network Design Decisions Using Decision Trees, AM Tires: Evaluation of Supply Chain Design Decisions Under Uncertainty, Making Supply Chain Decisions Under Uncertainty in Practice. Designing Distribution Networks and Applications to e-Business.

## **Unit-III: Planning demand and supply in a supply chain**

Demand Forecasting in a Supply Chain: Measures of Forecast Error, Forecasting Demand at Tahoe Salt, The Role of IT in Forecasting, Risk Management in Forecasting, Forecasting in Practice. Aggregate Planning in a Supply Chain: The Role of Aggregate Planning in a Supply Chain, The Aggregate Planning Problem, Aggregate Planning Strategies, Aggregate Planning Using Linear Programming, Aggregate Planning in Excel, The Role of IT in Aggregate Planning, Implementing Aggregate Planning in Practice. Planning Supply and Demand in a Supply Chain: Managing Predictable Variability. Make or Buy Decision

## **Unit-IV: Managing cross-functional drivers in a supply chain**

Sourcing Decisions in a Supply Chain: The Role of Sourcing in a Supply Chain, In-House or Outsource, Third- and Fourth-Party Logistics Providers, Supplier Scoring and Assessment, Supplier Selection-Auctions and Negotiations, Contracts and Supply Chain Performance, Sourcing Planning and Analysis. Pricing and Revenue Management in a Supply Chain: The Role of Pricing and Revenue Management in a Supply Chain, Pricing and Revenue Management for Multiple Customer Segments, Pricing and Revenue Management for Perishable Product. Coordination in a Supply Chain: Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Forecasting, and Replenishment (CPFR)

## **Text Books:**

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

## **Reference Books:**

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

## **CO-PO&PSO Correlation**

Course Name: Logistics & Supply chain management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		2							3		
CO2:		3			2				1		3	
CO3:						2	1					3
CO4:				3				2			3	

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

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<b>Program:</b>	<b>MBA</b>	<b>Semester:</b>	<b>III</b>
<b>Name of the Course:</b>	<b>Total Quality Management</b>	<b>Course Code:</b>	<b>ODS 702</b>
<b>Credits</b>	<b>4</b>	<b>No of Hours:</b>	<b>4</b> <b>Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** Total quality management (TQM) is a philosophy, methodology and system of tools aimed to create and maintain mechanism of organization's continuous improvement. It involves all departments and employees into improvement of processes and products. It helps to reduce costs and to meet and exceed needs and expectations of customers and other stakeholders of an organization. This course will help students understand concept of total quality and techniques for managing, controlling, and improving quality. This course exposes participants to contemporary knowledge and techniques of TQM. This would in turn enable the participant to articulate and implement quality improvement processes in the workplace, in line with the philosophy of Total Quality Management.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand concepts of quality management with a total perspective.
CO2	Plan and analyze the quality movement for continuous improvement.
CO3	Apply the quality concepts like Quality Circle, Six Sigma, TQM, and ISO.
CO4	Evaluate the benefits of implementing quality management in products, processes, and services.

## Syllabus

### Unit-I

Defining Total Quality Management and its Principal 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 circle 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:

1. Total Quality Management: Key Concepts and Case Studies: - Book by D. R Kiran.
2. Total Quality Management: Text and Cases 1st Edition: By B. Janakiraman and R.K. Gopal.

### Reference Books:

1. Total Quality Management Paperback – 1 Jan 2016 by R.S. Naagarazan, New age International Publisher.
2. 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												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		3				3	2	3	2		3
CO2:	2	3			2		3	2	2		3	
CO3:	2		2		2	3				3		2
CO4:	2		3	2		3		2		2		2

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

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## FOURTH SEMESTER

Course Code	Course Title	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
					PRE		ESE	Total Marks	
		L	T	P	Mid Sem	TA			
MGT 604	Strategic Management	3	1		20	50	30	100	4
MGT 605	International Business	3	1		20	50	30	100	4
	Elective-4	3	1		20	50	30	100	4
	Elective-5	3	1		20	50	30	100	4
	Elective-6	3	1		20	50	30	100	4
SSL 602	LEAP: Leadership Enhancement and Professional Development-IV	2	1		20	50	30	100	3
MTH 690	Master Thesis	2	1		20	50	30	100	3
	<b>Total</b>	<b>19</b>	<b>7</b>		<b>140</b>	<b>350</b>	<b>210</b>	<b>700</b>	<b>26</b>

## FOURTH SEMESTER ELECTIVES:

### Finance

Course Code	Specializations	Course Title
FIN 703	Finance	Financial Derivatives
FIN 705	Finance	Working Capital management

### Human Resource Management

Course Code	Specializations	Course Title
HRM 702	Human Resource	International HRM
HRM 799	Human Resource	Special Topics in Human Resources Management

### Marketing Management

Course Code	Specializations	Course Title
MKT 704	Marketing	Services Marketing & Retail Management
MKT 705	Marketing	Advertising and Brand Management



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## Operation Management

Course Code	Specializations	Course Title
ODS 703	Operation	Lean SIX Sigma
ODS 704	Operation	Operation Planning & Control

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<b>Program:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Strategic Management</b>	<b>Course Code:</b>	<b>MGT 604</b>
<b>Credits</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment. It is designed to let students understand the relationships between Purpose, People, and Process. This also highlights the relationship between Content and Process schools of thought, Environmental and Resource-based view, the Strategic Programming, and Learning Organization Perspectives, and the integration of Strategic Intent and Strategic Architecture. Class Project: Required.

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

<b>CO Number</b>	<b>Course Outcome</b>
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 can demonstrate the implementation of strategies, strategic analysis, and strategic choice decisions making.
CO4	Students will be able to evaluate various strategies, and take corrective measures independently.

## Syllabus:

### Unit-I: Foundations of Strategic Management

Introduction to Strategic Management, The Architecture of Strategy, Strategic decision making, Process of strategic management and levels at which strategy operates, Hierarchy of Strategic Intent, Strategic Management for Sustainability

## **Unit-II: Strategy Formulation-I**

Environmental Scanning techniques – ETOP, QUEST and SWOT (TOWS), The global Environment, Organizational Appraisal- The Internal Environment, Organizational capabilities in various functional areas and Strategic Advantage Profile, Methods and Techniques used for organizational appraisal. Identification of Critical Success Factors. Drucker's theory of business, Resource based view and Dynamic view, Blue Ocean Strategy.

## **Unit-III: Strategy Formulation – II**

Corporate Level Strategies, Business Level Strategies, Methods for Pursuing Strategies, Strategic Analysis and Choice-Corporate level analysis (BCG, GE Nine Cell, Hofer's product market evolution and Shell directional policy matrix). Industry level analysis: Porter's five forces model, Qualitative factors in strategic choice.

## **Unit-IV: Strategy Implementation, Control and Innovation**

Strategy Implementation: Resource allocation, Policies, Organizational structure and systems, Leadership and Culture, Strategic Control and operational controls, Techniques of strategic evaluation, Innovation and Entrepreneurship.

### **Text Books:**

1. Strategic Management: Formulation, Implementation and Control by John A.
2. Thompson & Arthur A and Others, Crafting and Executing Strategy, Tata McGraw Hill.
3. Pankaj Ghemawat: Strategy & The Business Landscape, Pearson Education Asia

### **Reference Books:**

1. T. Wheelen and K. Rangarajan, "Concepts in Strategic Management and Business Policy", Pearson.
2. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

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## CO-PO & PSO Correlation

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

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

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<b>Program:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>International Business</b>	<b>Course Code:</b>	<b>MGT 605</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Descriptive:** In the present economic situation, world economies are more integrated and interdependent. Therefore, it is absolute mandatory for every student of international business to recognize the importance of international economic events and international dimension of subject surround us every day. This course aims to equip the students with the tool, framework, and basic institutional knowledge that will permit the student to make sense of the increasingly interdependent economic environment. Class Project: Required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the concepts of globalization and the national difference in the political, economic and legal systems of different countries.
CO2	Analyze the role of FDI in economic growth of a country and evaluate the effectiveness of regional economic integrations.
CO3	Understand the international monetary system, the foreign exchange markets and the global capital markets and evaluate the foreign exchange risks involved.
CO4	Apply their understanding of business strategy and structures in the context of international business.
CO5	Analyze the promises and pitfalls of exporting, importing and countertrade and create strategies to effectively manage global supply chains, evaluate location decisions and make or buy decisions.

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

### **Text Books:**

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

### **Reference Books:**

1. International Business: Environment and Operations, 12th Ed./ by Daniels John D, Radebaugh Lee H., Sullivan Daniel P, Salwan Prashant: Pearson, 2010
2. Elements of International Business, 1st Ed./by Chary S.N.-Wiley India, 2006

3. International Business Environment: Text and cases, 1st Ed./ by Black J Stewart, Sundaram Anant K –Prentice Hall, 1994
4. 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												
Course Outcomes	Program Outcomes								PSOs			
Cos	1	2	3	4	5	6	7	8	1	2	3	4
C01:				2				1			3	
C02:	3									3		
C03:		2							2			3
C04:					2		2				1	3
C05:			1			2				3		

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

<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV Sem</b>
<b>Name of the Course:</b>	<b>Financial Derivatives</b>	<b>Course Code:</b>	<b>FIN 703</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives. This will cover overview of derivative market, Concept of future, Index Future, Stock future, option, Index option, stock option, Option pricing and strategy and Currency swap.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Define sources of financial risks.
CO2	Understand the use of financial derivatives instruments to reduce the risk.
CO3	Determine the type of traders in the derivative market and the purpose of participation in the market.
CO4	Apply the concepts of options trading strategies in the derivatives market.
CO5	Analyze the option pricing model to calculate the real option upfront premium.
CO6	Evaluate the hedging schemes prevailing in the derivative market.

## **Syllabus:**

### **Unit-I: Introduction**

Meaning and purpose of derivatives. Forward contracts, future contracts, options, swaps and other derivatives, Types of traders, Trading future contracts, specification of the future contracts, operation of margins, settlement and regulations. 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

Hedgers and speculation: Future contracts: Future markets-cleaning house, margins, trading future positions and taxation; Future prices; and spot prices. Forward; prices vs.; future prices. Future vs. options.

## Unit-III: Options and Option Pricing

Options: Types of options, option trading, margins, valuation of options, Binomial Option Pricing Model, Black Scholes model for all options, Valuation of put; options, Index options, option market-exchange traded options, over and counter options, quotes, trading, margins, clearing, regulation. Future prices and spot prices, Forward prices vs future prices. Future vs options.

## Unit-IV: Managing Market Risk

Hedging Schemes- delta hedging, theta, gamma, relationship in delta, theta and gamma, vega and Roth, Mechanics of interest rate swaps, Currency swaps and its valuation, Credit risk and swaps.

### Text Books:

1. Rajiv Srivastava: Derivatives and Risk Management, Oxford University Press
2. Financial Derivatives: S.L.Gupta, PHI

### Reference Books:

1. Marshall John F and V.K.Bansal: Financial Engineering- A complete guide to Financial innovation, Prentice hall inc. New Delhi.
2. Chance.Don M. An introduction to Derivatives, Dryden Press. International Edition.

### CO-PO & PSO Correlation

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

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

<b>Programme</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Working Capital management</b>	<b>Course Code:</b>	<b>FIN 705</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course provides the student to acquaint with the understanding of business working capital management and efficient utilization of inventory, receivables and cash. This paper will cover nature and scope of working capital, Types, Need and Estimation of Working capital, Working Capital Financing, Receivable Management, Cash Management, Inventory Management. Class project required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility also evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
CO2	Investigate funds flow cycles and their impact on working capital management objectives.
CO3	Plan analytical skills, tools and techniques to enhance the decision-making process.
CO4	Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.
CO5	Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.

## **Syllabus:**

### **Unit-I**

Introduction, meaning, concepts, classification and importance of working capital, Relevance of current assets and current liabilities in the balance sheet, Objectives of WCM. Factors determining working capital requirements, Assessment and forecasting of working capital requirements, operating cycle, Weighted Operating Cycle Relevance of current assets and current liabilities and their inter-relationship, Management of different current assets.

### **Unit-II**

Financing working capital- Hedging approach, conservative approach and aggressive approach. Sources of finance, Tondon and Chore committees on Bank finance.

### **Unit-III**

Inventory- meaning of inventory, nature, motives for holding inventory, Risk and cost of holding inventory, Inventory management models, determining stock levels and safety stocks, Types of organizations holding inventory, Inventory strategies & techniques, Inventory strategies & techniques. Cases on Inventory Management,

### **Unit-IV**

Receivable- Meaning, concept and features, Creation and size of accounts receivables, Motives of extending credit, Limitations of A/Rs, determining maximum length of credit period, Credit terms, Factoring- concept, features, process of factoring, advantages and disadvantages.

### **Unit-V**

Meaning and concept, Motives for holding cash, Cash flow presentation as per IFRS, NOCF & priority outflows, Management of liquidity, Measurement of liquidity, Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cash flow forecasting, Cash collection system.

## **Text Books:**

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

## Reference Book:

1. Rustagi. R.P: Working Capital Management, TaxMan.

## CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>International Human Resource Management</b>	<b>Course Code:</b>	<b>HRM 702</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** Study of international business in context of current and emerging international HRM theory. Study of cross-cultural differences with respect to the integration of international business activity and international human resource management practice. Evaluation of differences and similarities in human resource management practices among countries. Hiring and training of employees for international business. Class project-required.

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

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

## Syllabus:

### Unit-I: Introduction to IHRM

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

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## **Unit-II: Selecting and Managing an International Workforce**

The influences of cross-cultural issues on organizations; Selection, evaluation and coaching of international employees; Developing planning, communications and intercultural skills; Types of international companies and the role of the corporate HR function; Global training and appraisal systems for a cross-cultural workforce; Training, monitoring and development of international staff.

## **Unit-III: International Compensation & Benefits**

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

## **Unit-IV: Expatriation and Repatriation**

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

## **Unit-V: Understanding Cross Culture: Issues & Perspectives**

Understanding Culture, Introduction, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Managing Workforce diversity, Adjusting to the New Culture; Competencies for Global Manager

### **Text Books:**

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

### **Reference Books:**

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

## CO-PO & PSO Correlation

Course Name: International Human Resource Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
C01:	3		2				2		2			
C02:	2	2			2			2	3			2
C03:	2					2			2	2	3	
C04:			2		2			2	2	2		

Note:1: Low 2: Moderate 3: High

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Special Topics in Human Resources Management</b>	<b>Course Code:</b>	<b>HRM 799</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** Special topics course will reflect current and emerging trends in the area of Human Resources Management with strategic outlook and topics are outside of the current catalog. Open to graduate student only. Class project-required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the latest emerging concepts of HRM in business world
CO2	Relate it with real world problems and provide viable solutions
CO3	Demonstrate capabilities to manage human resource with new techniques
CO4	Apply innovative methods to- make human resource more productive

## **Syllabus:**

### **Unit-I:**

Changing Environment Human Resource Management, Changing Role of HRM, New practice in International Human Resource Management, Perspective of International HRM

### **Unit-II:**

Managing Human Resource in Virtual Organization: Types of Virtual Organizations, Difference between traditional and virtual organization, Advantages and disadvantages. Human Resource Audit-components, process, benefits and scope in Globalization.

### **Unit-III:**

Managing Human Resource in Virtual Organization: Types of Virtual Organizations, Difference between traditional and virtual organization, Advantages and disadvantages. Human Resource Audit-components, process, benefits and scope in Globalization.



## Unit-IV:

Managing Human Resource in Virtual Organization: Types of Virtual Organizations, Difference between traditional and virtual organization, Advantages and disadvantages. Human Resource Audit-components, process, benefits and scope in Globalization.

## Unit-V:

Evaluation of Performance for Development: Competency Mapping, 360 Degree Concept, Six Sigma Practices, Flexi Work and Benefit to Organization, Induction Programme and its importance in Globalized Era.

## Text Books:

1. Luis R, Gomez Mejia, Managing Human Resource, Pearson Education
2. Michel V P, Human Resource Management & Relation, Himalaya Publication
3. Punnett, International Perspectives on Organizational Behavior and Human Resource Management, ISBN: 978- 81-203-2615-6, PHI
4. Rao T V, HRD Instruments, Response Books, New Delhi
5. Subba Rao P, Essential of HRM and Industrial Relation, Himalaya Publication
6. Wayne Mondy, Human Resource Management, Pearson Education
7. Rao T V, HR Audit, Response Books, New Delhi

## Reference Books:

1. Bhattacharya S K, Achieving Managerial Excellence, McMillan India, New Delhi
2. Satish Pai Ed., "HRD Skills for Organizational Excellence", Bombay, Himalaya
3. McNurlin, Information Systems management in Practice, Pearson Education.
4. Khanka, S.S. Human Resource Management, S. Chand Publications

## CO-PO & PSO Correlation

Course Name: Special Topics in Human Resources Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3			2		2		1		2		3
CO2:		3	2		2		2		3		3	
CO3:						2		2				2
CO4:	2	2	2			1			3	2		
CO5:					2		3			2	3	

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

<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Services Marketing &amp; Retail Management</b>	<b>Course Code:</b>	<b>MKT 704</b>
<b>Credits:</b>	<b>4</b>	<b>No. of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

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

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

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

## **Syllabus:**

### **Unit-I**

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

### **Unit-II**

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

## Unit-III

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

## Unit-IV

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

### Text Books:

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

### Reference Books:

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

### CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Advertising and Brand Management</b>	<b>Course Code:</b>	<b>MKT 705</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** The objective of this course is to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept and the operational aspects of managing a brand. Class project-required.

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

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

## Syllabus:

### Unit-I

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

### Unit-II

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

## Unit-III

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

## Unit-IV

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

### Text Books:

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

### Reference Book:

1. Batra, Myers & Aaker- Advertising Management, Pearson education/PHI

### CO-PO & PSO Correlation

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

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

<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Lean Six Sigma</b>	<b>Course Code:</b>	<b>ODS 703</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This course introduces the fundamental Lean Six Sigma principles that underlay modern continuous improvement approaches for industry, government and other organizations. Lean emerged from the Japanese automotive industry, particularly Toyota, and is focused on the creation of value through the relentless elimination of waste. Six Sigma is a quality system developed at Motorola which focuses on elimination of variation from all processes. The basic principles have been applied to a wide range of organizations and sectors to improve quality, productivity, customer satisfaction, employee satisfaction, time-to-market and financial performance. Class project-required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the concepts, nature and trends of Lean Six Sigma.
CO2	Analyze the various wastes related to Process.
CO3	Plan for Process improvement & lean practices.
CO4	Implement the Lean Six Sigma & Quality control.

## **Unit-I: The Basics of Six Sigma**

Meanings of Six Sigma, General History of Six Sigma & Continuous Improvement, deliverables of a Lean Six Sigma Project, The Problem Solving Strategy  $Y = f(x)$ , Voice of the Customer, Business, and Employee Six Sigma Roles & Responsibilities.

## **Unit-II: The Fundamentals of Six Sigma**

Defining a Process, Critical to Quality Characteristics (CTQ's), Cost of Poor Quality (COPQ), Pareto Analysis (80:20 rule), Basic Six Sigma Metrics (Includes DPU, DPMO, FTY, RTY Cycle Time; deriving these metrics).

## Unit-III: Selecting Lean Six Sigma Projects

Building a Business Case & Project Charter, Developing Project Metrics, Financial, valuation & Benefits Capture, The Lean Enterprise Understanding Lean, The History of Lean & Six Sigma.

## Unit-IV: The Seven Elements of Waste

(Includes Overproduction, Correction, Inventory, Motion, over processing, Conveyance, Waiting), 5S (Includes Sort, Straighten, Shine, Standardize, Self-Discipline)

### Text Books:

1. The Certified Six Sigma Black Belt Handbook, 3rd Edition, (With CD-ROM) (English, Hardcover, Donald W. Benbow, T.M. Kubiak).
2. The Six Sigma Handbook A Complete Guide for Green Belts, Black Belts, and Managers at All Levels Thomas Pyzdek Paul A. Keller, 3<sup>rd</sup> Edition, TMH, New Delhi.

### Reference Book:

1. Lean Enterprise: A Step-by-Step Guide to Building a Lean Business Using 5s Methodologies, Kanban, & Six Sigma by Galvin, Bill, Lee Digital Ltd. Liability Company.

### CO-PO & PSO Correlation

Course Name: Lean Six Sigma												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			2		2			
CO2:	1		2			2		1		2	3	2
CO3:		3		1		3	1	2				3
CO4:	1		2	1		2			3	2		2

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Operation Planning &amp; Control</b>	<b>Course Code:</b>	<b>ODS 704</b>
<b>Credits:</b>	<b>4</b>	<b>No of Hours:</b>	<b>4 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** Surveys the design, development, implementation and management of production planning systems, including master production scheduling, aggregate planning, lean philosophy, and supply chain management in both manufacturing and service context, ethics in industrial management, capacity and inventory planning and production activity control. Students will be exposed to contemporary approaches such as just-in time, theory of constraints and the relationship of enterprise-level planning and control systems to the overall materials flow. Class project-required.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand the elements of operations management and various transformation processes to enhance productivity and competitiveness
CO2	Analyze and evaluate various facility alternatives and their capacity decisions to develop a balanced line of production & scheduling
CO3	Develop aggregate capacity plans and MPS in operation environments.
CO4	Implement suitable Operation handling principles and practices and quality control measures in Quality Circles.

## Syllabus:

### Unit-I: Introduction

Introduction to operations and Materials Management, Evolution Scope and Development Stages of OM, strategy: productivity as a competitive weapon & Concept.

### Unit-II: Forecasting

Introduction to Forecasting Time Series Introduction, Components of Time Series, Types of Forecasting, Regression Method, Moving Average, Exponential method, Forecasting errors.



## Unit-III: Facility Location & Layout

Facility location: Parameters & Criterion for selection of a location, Different types of layouts, their planning and production systems, Service Layouts & Operations.

## Unit-IV: Assembly Line Balancing & Scheduling

Networking of Process Flow, Assembly Line Balancing, Scheduling of Operations.

### Text Books:

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

### Reference Books:

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

### CO-PO & PSO Correlation

Course Name: Operation Planning & Control												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
C01:	2		1			2			2			
C02:	2	2		2						2		
C03:						2					3	
C04:	2		2				2	2		3		2
C05:		1			2		2			2		

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>LEAP: Leadership Enhancement and Personality development IV</b>	<b>Course Code:</b>	<b>SSL 602</b>
<b>Credits:</b>	<b>3</b>	<b>No of Hours:</b>	<b>3 Classes/Week</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** The objective of the course is to gain understanding of theories and models of leadership in organizations. To enable learners, evaluate, select and apply a range of approaches to identifying leadership and personality development needs in differing organizational contexts.

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

<b>CO Number</b>	<b>Course Outcome</b>
CO1	Understand theories & styles of Leadership.
CO2	Acquire greater understanding of their own personal identities & how Leadership Models are put into practice personally, locally & globally.
CO3	Understand different aspects of personality development
CO4	Communicate effectively to develop relationships, manage conflicts & work across differences.

## Syllabus:

### Unit-I: Fundamentals of Leadership and Management

Leadership-Definitions of Leadership, Qualities of a Good Leader, Leadership Theories Leadership Types / Styles, Leadership and Power, How to Lead Yourself, How to Lead Other Individuals, How to Lead Groups, How to Lead Organizations, Executive Leadership, Pragmatic Leadership, what is Management? Theories in Management, "Leading" Versus "Managing", New Paradigm in Management (driving forces and traits of new paradigm).

## **Unit-II: LMD Context and Strategy**

The history of leadership and management Development, Leadership and Management Development and organizational Strategies-The capability and core competencies of organisation, Creation of strategy in different organizational settings, Contextual factors in leadership and management development, The nature of leadership and Management.

## **Unit-III: Introduction to Personality Development**

The concept of personality - Dimensions of personality – Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analysis.

## **UNIT IV: Other Aspects of Personality Development**

Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics –Good manners and etiquette.

### **Text Books:**

1. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and Pushplata, Communication Skills, New Delhi: Oxford University Press, 2011
3. Pushplata and Sanjay Kumar, Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussion and Interviews, New Delhi: Prentice Hall of India, 2007

### **Reference Books:**

1. Stephen E. Lucas, The Art of Public Speaking, Third Edition, Singapore: McGraw-Hill, 1989
2. Sonya Hamlin, how to Talk so People Listen, New York: Throson, 1993
3. Jeff Davidson, The Complete Guide to Public Speaking, Manjul Books PVT. Bhopal, 2006
4. Turk, Cristopher, Effective Speaking, Second Indian Reprint, Taylor and Francis Group, Delhi, 2010
5. P.D. Chaturvedi – Business Communication (Pearson Education, 3st Edition 2006).
6. Rajendra Pal –Business Communication (Sultan Chand & Sons Publication)

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## CO-PO & PSO Correlation

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

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

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<b>Programme:</b>	<b>MBA</b>	<b>Semester:</b>	<b>IV</b>
<b>Name of the Course:</b>	<b>Master Thesis</b>	<b>Course Code:</b>	<b>MTH 690</b>
<b>Credits:</b>	<b>3</b>	<b>No of Hours:</b>	<b>....</b>
<b>Max Marks:</b>	<b>100</b>		

**Course Description:** This is capstone business project. It will be assigned to every student by a faculty member of School of Management. This project will aim synthesizing different aspects of business in one large problem. Student should be able to apply knowledge from different business functional areas. Student will produce a report and defend the project in front of faculty members.

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

<b>CO Number</b>	<b>Course Outcomes</b>
CO1	Identify the research problem in various field of study
CO2	Able to conduct field research
CO3	Able to analyze and report field research
CO4	Develop the writing skill of students

**Syllabus:** Every student shall, in his/ her final semester, carry out thesis work under the overall supervision of a supervisor (allotted). Normally only regular faculty of the SOM concerned shall be allowed to supervise a thesis work.

1. The topic of a thesis must be finalized with the consent of supervisor (faculty) allocated to the particular students based upon at least two research papers (reviewed journals such as UGC recognized).
2. No person, other than a faculty of the School (SOM), shall be permitted to supervise the thesis work.
3. Every student shall, before the end of final semester, apply to the Co-coordinator concerned based up on allotment of suitable topic for carrying out thesis work.
4. The student shall indicate clearly and extensively in the preface to his/her thesis and specially in notes:
  - A. The source from which referred information is taken;
  - B. The extent to which he/she has availed himself/ herself of the work of others and the portion of the thesis he/she claims to be his/ her original.

- C. Declare, if allocable, whether his/ her thesis work has been conducted independently or in collaboration with others.
- D. No student shall be allowed to submit his/her interim thesis (at the end of the final semester) or to deliver the seminar on thesis/ interim thesis, as the case may be, unless he/ she was present and actually carried out thesis related work on 75% of the working days during the semester concerned.
- E. Submission of Term Paper
  - A. Students are required to submit thesis Paper within the date mentioned in the Academic Calendar of each Academic Session.
  - B. An Assessment Committee consisting of HOD or a senior member of the faculty as Chairman and at least three faculty members of the department shall conduct the seminar on thesis Paper.
  - C. The final grade on Term Paper shall be computed by the Assessment Committee and shall be forwarded to the Examination Section of the School.

## **Format of Thesis:**

- A. **Format AND Article Length:** - Article files should be provided in Microsoft Word format. The thesis r will normally be of 30 to 40 pages and will not exceed 50 pages.
- B. **Abstract:** - Maximum is 250 words in total (including keywords and article classification).
- C. **Keywords:** - The maximum number of keywords is 4.
- D. **References:** - References to other publications must be in **APA** style and carefully checked for completeness, accuracy and consistency.

## **A master thesis should follow the following guidelines:**

Font type: Times New Roman, running text font size 12, heading text font size 14 Bold, Paragraph spacing 12 pts, line spacing 1.5, uniformity in bullets and numbering, Uniformity in labelling picture /images /graphs / tables etc. APA style in references must be followed.

The report should have the following contents in case of empirical research. It may vary in case of theoretical/conceptual research work.

- Title Page
- Declaration by Student
- Certificate from Supervisor
- Acknowledgement
- Abstract
- List of Tables
- List of Figures
- Table of Contents

Chapters:

Introduction  
Literature Review  
Research Methodology  
Data Analysis  
Result & Discussion  
Findings & Recommendations  
Conclusion  
References  
Annexure

## CO-PO & PSO Correlation

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

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