

O P JINDAL UNIVERSITY

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



O P JINDAL UNIVERSITY

Scheme & Syllabus
of
Master of Business Administration
[MBA]
(Two Years Full Time Programme)
Program Code 02PG010
Programme Structure 2021-23

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)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	MGT 101	Principles & Practices of Management	2	1	-	20	30	50	100	3
2	MGT 102	Quantitative Techniques For Managers	2	1	-	20	30	50	100	3
3	MGT 103	Managerial Economics	2	1	-	20	30	50	100	3
4	MGT 104	Managerial Accounting	2	1	-	20	30	50	100	3
5	MGT 105	Organizational Behavior	2	1	-	20	30	50	100	3
6	MGT 106	Marketing Management	2	1	-	20	30	50	100	3
7	MGT 107	Business Communication	2	1	-	20	30	50	100	3
8	MGT 108	Information Technology and Data science	2	1	-	20	30	50	100	3
9	MGT 109	Positive Psychology	2	1	-	20	30	50	100	3
10	MGT 110	Quantitative Techniques Lab	-	-	1	-	-	50	50	1
11	MGT 111	Information Technology Lab	-	-	1	-	-	50	50	1
		Total	18	9	2	180	270	550	1000	29

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Programme:	MBA	Semester:	I
Name of the Course:	Principles & Practices of Management	Course Code:	MGT 101
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: The objective of this paper is to make the students familiar with the different organizational structures and systems.

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

CO Number	Course Outcome
CO1	Developing understanding of management principles & practices in the modern management perspectives.
CO2	Understanding and applying 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, Co-ordination

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 – Co-Ordination-Principles of Coordination-Inter-Dependence, Change Management

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 - SubbaRao P & HimaBindu, HPH
4. Principles and Practices of Management – Kaul, Vikas
5. Principles and practices of Management – Pillai, S Chand
6. Introduction to Management and OB- Sahoo, Kar & Sahoo, ENKAY

CO-PO & PSO Correlation

Course Name: Principles & Practices of Management												
	Program Outcomes								PSOs			
Course Out	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

Programme:	MBA	Semester:	I
Name of the Course:	Quantitative Techniques for Managers	Course Code:	MGT 102
Credits:	3	No of Hours:	3
Max Marks:	100		Classes/Week

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, waiting line analysis, etc. Emphasis will be placed on application of these tools in solving business problems in various business fields like finance, production, operations, transportation, marketing, etc.

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

CO Number	Course Outcome
CO1	Understand the definition of Statistics and also describes the two categories of Statistics and different levels of measurement in statistics.
CO2	Describe and elucidate the descriptive statistics.
CO3	Determine and explain random variables in both discrete and continuous distribution.
CO4	Identify the uses of binomial and Poisson distributions.
CO5	Develop the relative importance of sampling in case of studying large population
CO6	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. Student's t Test: Small Samples: Characteristics of Student's t test, 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, 12 th Edition

Reference Books:

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

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	I
Name of the Course:	Managerial Economics	Course Code:	MGT 103
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: To familiarizes the students with various micro and macroeconomic behavior in an organizational setup which will facilitate in the decision-making process.

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

CO Number	Course Outcomes
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	Apply cost functions and production functions on determining the price and decisions under different market conditions.
CO3	Describe 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	Analyze the different phases of business cycles and understand international trade, including balance of payments.

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												
Course Outcomes	Program Outcomes								PSOs			
	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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Programme:	MBA	Semester:	I
Name of the Course:	Managerial Accounting	Course Code:	MGT 104
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
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 swamy. 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

References 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												
Course Outcomes	Program Outcomes								PSOs			
	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

Programme:	MBA	Semester:	I
Name of the Course:	Organizational Behaviour	Course Code:	MGT 105
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
CO1	Understand a thorough knowledge and understanding of organizational behavior at individual, group and organizational level.
CO2	Demonstrate 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	Analyze the real work life organizational behaviour 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. PareekUdai, Organisational Behaviour, Oxford, IBH, Mumbai
4. Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
5. Greenberg & Baron, Behavior in Organization, 2004 Pearson India.
6. L.M. Prasad, Behavioral Science,
7. Chakraborty S.K Foundations of Managerial Work Contribution from Indian Thiught, 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	2	
CO3:	2			1			2		3			3
CO4:			3						3		3	
CO5:	1			2		2					2	

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

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Programme:	MBA	Semester:	I
Name of the Course:	Marketing Management	Course Code:	MGT 106
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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:

CO Number	Course Outcome
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 Management., 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	3		2	
CO4:	2		2		1		2	2		2	3	
CO5:	2	2	2		2	2	2	2			2	3

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

Programme:	MBA	Semester:	I
Name of the Course:	Business Communication	Course Code:	MGT 107
Credits	3	No of Hours:	3
Max Marks:	100		Classes/Week

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

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

CO Number	Course Outcomes
CO1	Understand communication and demonstrate verbal communication skills and listening skills essential for effective Business communication.
CO2	Describe internal and external business correspondence to convey and obtain information effectively.
CO3	Apply business proposals and reports; and demonstrate effective business writing skills.
CO4	Execute cultural values, modify cultural communication style to suit the cultural context and recognize features that influence verbal and non-verbal communication in cultural contexts.
CO5	Discuss and use the tools and structure of Corporate Communication and functions.

Syllabus:

Unit -I: Introduction

Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Oral Communication, principles of successful oral communication, Grapevine, Listening Skills.

Unit- II: Business Correspondence

Purpose of writing, pros & cons of written communication, Types of Writing, Principles of effective writing, Stages of writing, Introduction to business letters, Types of business letter, Structure and Layout of business letter, Writing Resume'/CV & Application Letter, Cover Letter, Thank You Letter, Letter of Complaint, Letter of bad news, Buffers, Notice, Circular, Memos.

Unit- III: Business Proposals and Reports

Quotation and Tenders, Project proposals- characteristics and structure, proposal writing; Reports: definition & purpose, types of business reports, reports writing-Structure, abstract - executive summary- recommendation.

Unit-IV: Cross-Cultural Communication

Introduction, Concept of Cross-cultural Communication, blocks to cross-cultural communication, Challenges of Cross-cultural Communication, Cross-cultural Communication at Workplace, Importance of Cross Communication in Business, Improving Cross-cultural Communication skills at workplace.

Unit -V: Corporate Communication

Introduction, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

Text Books:

1. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press

Reference Books

1. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and Pushp Lata, Communication Skills, New Delhi: Oxford University Press, 2011
3. Sharma R.C., Mohan Krishna – Business: Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition)

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	I
Name of the Course:	Information Technology and Data Science	Course Code:	MGT 108
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
CO1	To understand the need and importance of IT and analytics tools on business
CO2	To describe and use some IT tools applicable in businesses.
CO3	To apply MS office tools such as word processors, PPT and excel.
CO4	To execute the basic data analysis using excel and R software.
CO5	To analyze research on simple research problems and present the findings in a report.

Syllabus:

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

Course Name: Information technology and data science												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
C01:	2		1			2			2			3
C02:	2								2		2	
C03:	2		2		1				2			
C04:		3					2		2	3		
C05:		3	3					1		3	3	2

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

Programme:	MBA	Semester:	I
Name of the Course:	Positive Psychology	Course Code:	MGT 109
Credits:	3	No of Hours:	3
Max Marks:	100		Classes/Week

Course Description: The course focuses on the psychological aspects of a fulfilling and flourishing life. Topics include happiness, self-esteem, empathy, friendship, goalsetting, love, achievement, creativity, mindfulness, spirituality, and humor.

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

CO Number	Course Outcome
CO1	Understand the scientific foundations of Positive Psychology.
CO2	Describe why mind and body flourish together.
CO3	Apply skills of well-being can be learned and taught.
CO4	Discuss inspiring new developments in the field of Positive Psychology.
CO5	Analyze possible interventions to enhance positive psychology.

Syllabus:

Unit –I: Introduction

Positive Psychology- Introduction, why do we need a Positive Psychology? Basic premises (what is this class about), Beliefs as self-fulfilling prophecies (psychology of success).

Unit-II: Emotional and Cognitive based Focus

Subjective well-being: The science of Happiness and Life Satisfaction, Positive Psychology of Emotional Intelligence - Emotional Creativity. Question of Focus, can we change? Yes, we can. Creativity - Role of personal control in Adaptive Functioning - Well-Being: Mindfulness versus positive Evaluation - Optimism - Hope Theory - Self Efficacy - Problem Solving, Appraisal and Psychological Adjustment - Setting Goals for Life and Happiness

Unit-III: Approaches to Positive Psychology

Self – Based Approaches: Reality Negotiation - Authenticity - Uniqueness seeking – Humility.
Interpersonal approaches: Relationship Connection Compassion - Forgiveness- Love- Empathy and Altruism- Sources of Moral Motivation Biological Approaches: From social structure to biology: Integrative science in pursuit of Human health and well-being.

Unit IV: Positive Psychology at work

Setting Goals, Mindfulness, Relationships (love, friendship and other good stuff), The good life. Pursuit of Meaningfulness in Life, Humour. Meditation and Positive Psychology - Spirituality.

Text Book:

1. Handbook of Positive Psychology – C. R. Snyder & Shane J. Lopez – Oxford University Press – 2002

Reference Book:

1. Authentic Happiness – Martin E.P. Seligman – 2002

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	I
Name of the Course:	Quantitative Techniques Lab	Course Code:	MGT 110
Credits:	1	No of Hours:	1 Class/Week
Max Marks:	50		

Course Description: An integral part of the managerial approach focuses on the quality of products manufactured or services provided by an organization. This approach requires the application of certain statistical methods and statistical thinking by the management of the organization. The objective of this Lab is to make the students familiar with some basic statistical techniques focusing their applications in business decision making. For the completion of the course, five experiments have to be completed related to QT application through MS Excel application.

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

CO Number	Course Outcome
CO1	Understand the basic statistical techniques for solving applied problems.
CO2	Apply various statistical tools to take appropriate decision making in business.
CO3	Implement Quantitative Technique application through MS Excel.

Syllabus:

1. Application of SPSS in research.
2. Interface of SPSS
3. Loading/Entering data in SPSS
4. Splitting data/Selecting data
5. Analyze frequency

6. Correlation, regression, Chi square test, t-test, anova, cluster analysis.

CO-PO & PSO Correlation

Course Name: Quantitative Technique Lab												
Course Outcomes	Program Outcomes								PSOs			
CO1:		2		1		1	2	1		2		3
CO2:	2	2					2	2	2			3
CO3:	2	2	1			2	2	1		2	2	3

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

Programme:	MBA	Semester:	I
Name of the Course:	Information Technology Lab	Course Code:	MGT 111
Credits:	1	No of Hours:	1 Class/Week
Max Marks:	50		

Course Description: To know the basics of MS Office application Practice: MS Word: word basics, mail merge etc., MS Excel: Spreadsheet basics, functions, Model Building and Analysis with spreadsheets etc., MS Power Point: Presentation basics, Animation effects, etc. use of SPSS for simple frequency analysis. Internet browsing and its use for research. Practical use of Internet applications: E-mail.

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

CO Number	Course Outcome
CO1	Understand and applying MS office tools for managerial productivity
CO2	Knowledge of software used in business Analytics
CO3	Understanding and applying SPSS, excel and R for data analysis

Syllabus:

Unit 1:

Practice: MS Word: word basics, mail merge etc., MS Excel: Spreadsheet interface, MS Power Point: Presentation basics. Internet browsing and its use for research. Practical use of Internet applications: E-mail. Excel, SPSS and R for data analysis.

Text Books:

1. U Dinesh Kumar (2017) Business Analytics: The Science of Data - Driven Decision Making, Publisher (WILEY)

Reference Books:

1. S. Christian Albright and Wayne L. Winston (2019) Business Analytics: Data Analysis & Decision Making, 6E (CENGAGE)

2. Bourgeois, David T.; Smith, James L.; Wang, Shouhong; and Mortati, Joseph, (2019)
"Information Systems for Business and Beyond" Open Textbook 1
<https://digitalcommons.biola.edu/open-textbooks/1>

CO-PO & PSO Correlation

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

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			
MGT 201	Digital Marketing	2	1	-	20	30	50	100	3
MGT 202	Business Research	2	1	-	20	30	50	100	3
MGT 203	Corporate Finance	2	1	-	20	30	50	100	3
MGT 204	Operation Management	2	1	-	20	30	50	100	3
MGT 205	Human Resources Management	2	1	-	20	30	50	100	3
MGT 206	Legal Environment of Business	2	1	-	20	30	50	100	3
MGT 207	Leadership and Management Development	2	1	-	20	30	50	100	3
MGT 208	Business Environment & Sustainability	2	1	-	20	30	50	100	3
MGT 209	Operation Research	2	1	-	20	30	50	100	3
MGT 210	Research Lab	-	-	1				50	1
	Total	18	9	1	180	270	500	950	28

Programme:	MBA	Semester:	II
Name of the Course:	Digital Marketing	Course Code:	MGT 201
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
CO1	Describe Basics of Digital Marketing: Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers.
CO2	Understand PPC and online marketing through social media, social media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master.
CO3	Apply Google Analytics, AdWords, Ad Sense: Display advertising, different type of ad tools, Display advertising terminology, types of display ads, different ad formats.
CO4	Application of the digital marketing in real life problems.

Syllabus:

Unit-I: Introduction

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

Unit- II: Content Development

Search Engine Marketing: PPC and online marketing through social media, social media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and

analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

Unit-III: Optimization & Analysis

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

Text Books:

1. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
2. Digital Marketing, V. Ahuja, Oxford University Press

Reference Books:

1. Digital Marketing, S.Gupta, McGraw-Hill
2. Digital Marketing –Kamat and Kamat-Himalaya
3. Quick win Digital Marketing, H. Annmarie, A. Joanna, Paperback
4. Using Google™ AdWords and AdSense, M. Miller, Que Publishers

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	II
Name of the Course:	Business Research	Course Code:	MGT 202
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
CO1	Understand the basic framework of research process.
CO2	Develop a comprehensive research methodology for a research question.
CO3	Demonstrate a sound knowledge of statistical terms at an introductory level.
CO4	Apply necessary critical thinking skills in order to apply descriptive statistics and inferential statistics.
CO5	Execute 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, AtanuAdhikari and Mitch Griffin, Cengage India.

CO-PO & PSO Correlation

Course Name: Business Research												
	Program Outcomes								PSOs			
Course Outcomes	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	

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CO5:		2			1		1		2	2		3
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Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Corporate Finance	Course Code:	MGT 203
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: To familiarize the students with the concepts of Corporate Finance.

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

CO Number	Course Outcome
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.

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, Westerfield, 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 condition so frisk. The journal of finance, 19(3), 425-442.

CO-PO & PSO Correlation

Course Name: Corporate Finance												
	Program Outcomes								PSOs			
Course Outcomes												
CO1:	3	3	1	1	1	2	2	2	3	3		3
CO2:	3	2			1	3		1	3		3	2
CO3:	3	2	1			2	2	2		2	2	
CO4:	3	3		1		2		1	3		2	2

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

Program:	MBA	Semester:	II
Name of the Course:	Operation Management	Course Code:	MGT 204
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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:

CO Number	Course Outcome
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.

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

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		3	3			3		3	2
CO2:	1	2		2	2				2		3	
CO3:			2	2			3	2		2		3
CO4:	1	1	1	1	2	2	2	3	3		3	2

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

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

Course Description: The course facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices. The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

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

CO Number	Course Outcome
CO1	Understanding of the basic concepts, functions and processes of human resource management.
CO2	Aware of the role, functions and functioning of human resource department of the organizations.
CO3	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												
	Program Outcomes								PSOs			
Course Outcomes												
CO1:	2					2		1	3		2	
CO2:		2		1						2		2
CO3:									3		2	
CO4:			1		2		1					
CO5:		2				2		1	2	3		3

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

Programme:	MBA	Semester:	II
Name of the Course:	Legal Environment of Business	Course Code:	MGT 206
Credits:	3	No of Hours	3 Classes/Week
Max Marks:	100		

Course Description: This course offers lectures along with relevant cases to impart teaching and learning to develop problem solving techniques. It focuses on practical legal knowledge of general business law issues, with knowledge of the legal environment in which a consumer and businesses operates. An understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

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

CO Number	Course Outcome
CO1	Understand the basic concept of business legislations and able to identify the fundamental legal principles behind contractual agreements.
CO2	Apply sale of goods laws for conduction of smooth business.
CO3	Analyze the problems of partnership firm and acquire problem solving techniques and to be able to present coherent, concise legal argument.
CO4	Develop legal thinking for smooth establishment of business concern.
CO5	Evaluate the problems of consumers and to get knowledge to solve the issues related with the particular product.

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

Unit-II: The Sale of Goods Act, 1930

Formation of Contract of Sale, Contract of sale of goods, Sale and Agreement to Sell Distinction, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Rights of buyer

Unit-III: The Partnership Act, 1932

The Partnership Act, 1932: Definition, Partnership, Formation of Partnership, duration of Partnership, registration of Firm, Procedure of Registration of Firms, effects of non-Registration

Unit-IV: Companies Act (Amendment) Act, 2013

The Companies (Amendment) Act, 2013: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director

Unit-V: Consumer Protection Act, 1986 & Information Technology Act, 2000

The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, dispute Redressal, Consumers Forums District, State & National Forum, Rights of Consumers Information Technology Act, 2000: Digital signature, electronic governance, electronic records and cyber laws

Text Books:

1. Business Legislations for Management, M.C. Kuchhal, Vikas Publication
2. Elements of Mercantile Law, N.D. Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
4. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage Learning

References Books:

1. Business Laws, S. D. Geet
2. Business Laws, S.S. Gulshan
3. Legal Aspects of Business, Akhileshwar Pathak

CO-PO & PSO Correlation

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

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CO5:		2	1						3	2		
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Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Leadership & Management Development	Course Code:	MGT 207
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

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

Syllabus:

Unit I: 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 organisational Strategies-The capability and core competencies of organisation, Creation of strategy in different organisational settings, Contextual factors in leadership and management development, The nature of leadership and Management.

Unit III: Models and Theories of Management Development

The nature and value of theory in MD, Typologies of MD, Systems theory and MD, Critical Theory and MD, MD and strategy, Theoretical Modelling of MD as a strategic Link, Obstacle to Strategic Management, Elements of a strategic approach, Process in developing MD strategy, the organisation of MD Function, Assessing Development Need and Development Planning.

Unit IV: Understanding Learning of Leaders and Managers

Definition and Concept of learning, Typology of learning theories, Management Learning: Individual and Collective: Learning Theory, Formal & informal learning, Experiential Learning, Reflection, Reflexivity in Management learning, Individual differences in leadership and management development, Factors that influence managers and leaders, The big five factor model, Learning process, interventions and evaluation.

UNIT V: Contemporary issues in Leadership and Management Development

Developing leaders and Managers for a diverse workforce, developing ethical leaders and managers, Cross-cultural management development, International Management Development-Developing leaders and managers who operate in global context, developing leaders and managers with a global competence, International Leader competencies, Designing and Evaluation of IMD programmes, The Changing nature of Management and the context of MD, The future of management development (MD&IMD).

Text Book:

1. Jan Carmichael, Chris Collins, Peter Emsell, and Jon Haydon, Leadership and Management Development, Oxford University Press, 2011

Reference Book:

1. Kavin Dalton, Leadership and Management Development- Developing Tomorrow 's Managers, Pearson, 2013.

CO-PO & PSO Correlation

Course Name: Leadership & Management 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		

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CO3:		2	1				1			2		3
CO4:			2	2				2		2	3	

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

Programme:	MBA	Semester:	II
Name of the Course:	Business Environment & Sustainability	Course Code:	MGT – 208
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Objective: A sound understanding of economic environment is essential for the long-term success of any business. In today's fast changing and dynamic business environment and it is essential for students to relate the factors (internal/external) and gain better exposure in view of the changes.

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

CO Number	Course Outcome
CO1	Understand with the nature of business environment and its components.
CO2	Analyze the environment of a business from the regulatory, macroeconomic, cultural, political, technological and natural perspectives.
CO3	Demonstrate and develop conceptual framework of business environment and generate interest in international business.
CO4	Describe economic planning of India and Conduct an in-depth analysis of a specific component of the business environment and relate it to an own organization
CO5	Evaluate the global scale of environmental problems and Socio-cultural environment; and reflect critically on their roles, responsibilities, and identities as citizens, consumers and environmental actors in a complex, interconnected world.

Syllabus:

Unit-I: Business Environment

Meaning and characteristics of Business Environment, Micro environment: Value premises, Macro Business Environment: Domestic and Global macroeconomic environment.

Unit-II: Economic and Technological Environment

Nature of Economic environment, Structure of economy, changes in sectoral composition of GDP and Occupation structure. Economic policies, Economic stability and instability, Economic opportunities and threats. Determinants of Technological Environment, Indicators of Technological progress, Technology and Economic Growth.

Unit-III: Economic Planning and Development

India's Economic system, India's Development strategies- Objectives and assessment of Indian economic planning, Industrial development policy, New economic policy – Liberalization, Privatization, Globalization.

Unit-IV: Sociocultural Environment and Sustainable Development

Society and Business, Social class structure, social mobility, Types of society. Meaning of Culture, Factors influencing culture, Culture gaps and international business, Demographic characteristics and business, Demographic transition and Business decisions. Meaning of sustainable development and economic growth.

Text Books:

1. B.N. Ghosh-Business Environment, Oxford Higher Education.
2. Paul, Justin-Business Environment, Tata McGraw Hill Company.

Reference Book:

1. Shaikh, Salim, Business Environment, Pearson, New Delhi.

CO-PO & PSO Correlation

Course Name: Business Environment & Sustainability												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2							1	2			2
CO2:	2	2				2			2	3		

CO3:		2		1	1	2	2			2		
CO4:	2							2	3		2	2
CO5:		2	2	2		1	1				3	

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

Programme:	MBA	Semester:	II
Name of the Course:	Operation Research	Course Code:	MGT-209
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: The basic objective is to make the student familiarize with the concepts of operations research under the various scenario. This concept of operations research outlines the practical problem for distinct business firm under linear and non-linear decision model. Main objectives of this subject are to design and formulate an effective mathematical model to find the best possible outcome with various resource constraints.

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

CO Number	Course Outcome
CO1	Understand the origin of operation research. Explain the practical uses of operation research in dealing with the competitive market scenario.
CO2	Examine the mathematical model in form of linear programming problem for optimizing the outcomes.
CO3	Analyze Linear programming model along with assumptions and limitations. Estimate the solution of LPP by simplex method.
CO4	Apply the concept of duality and practical application in case of complex Linear programming. Elaborate the practical application of sensitivity analysis.
CO5	Evaluate the concept of transportation model. Apply different approaches for finding out the optimal allocation to optimize the total cost of transportation.

Syllabus:

Unit-I Introduction

The Origins of Operations Research, The Nature of Operations Research, The Impact of Operations Research, Algorithms and OR Courseware. Defining the Problem and Gathering Data, formulating a Mathematical Model, Deriving Solutions from the Model, Testing the Model, preparing to Apply the Model, Implementation, Problems.

Unit-II Introduction to Linear Programming

Prototype Example, The Linear Programming Model, Assumptions of Linear Programming, Simplex Method, Duality of problem, Sensitivity analysis, Additional Examples, Some Case Studies, Displaying and Solving Linear Programming Models on a Spreadsheet, Formulating Very Large Linear Programming Models, The LINGO Modelling Language.

Unit-III The Transportation and Assignment Problems

The Transportation Problem, Model development of Transportation Problem, A Streamlined Simplex Method for the Transportation Problem, The Assignment Problem, Hungarian Method, problems for practice.

Text Book:

1. Introduction to Operations Research, SIE | 10th Edition by Frederick S. Hillier , Gerald J. Lieberman.

Reference Book:

1. Operations Research by J.K. Sharma

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	II
Name of the Course:	Research Lab	Course Code:	MGT-210
Credits:	1	No of Hours:	1 Class/Week
Max Marks:	50		

Course Description:

1. Use of SPSS in Business Research
2. Variables specification and Data Entry
3. Descriptive Statistics
4. Test of Significance of group differences
5. Multivariate Analysis.

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

CO Number	Course Outcome
CO1	Understanding and applying MS office tools for managerial productivity
CO2	Knowledge of software used in business Analytics
CO3	Understanding and applying SPSS, excel and R for data analysis

Syllabus:

7. Application of SPSS in research.
8. Interface of SPSS

9. Loading/Entering data in SPSS
10. Splitting data/Selecting data
11. Analyze frequency
12. Correlation, regression, Chi square test, t-test, anova, cluster analysis.

CO-PO & PSO Correlation

Course Name: Research Lab												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			2		2	3	1				2
CO2:	2	1		2		1	2			2		2
CO3:	1	2	1		2		2	2	2	2		
CO4:	2	1		1			2			2	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 301	Business Ethics & Corporate Social Responsibility	2	1		20	30	50	100	3
MGT 302	Entrepreneurship & Innovation	2	1		20	30	50	100	3
MGT 303	Indian Financial systems and Institution	2	1		20	30	50	100	3
MGT 304	Professional development	2	1		20	30	50	100	3
	Elective-1	2	1		20	30	50	100	3
	Elective-2	2	1		20	30	50	100	3
	Elective-3	2	1		20	30	50	100	3
	Elective-4	2	1		20	30	50	100	3
	Elective-5	2	1		20	30	50	100	3
MGT 305	Summer Internship Project			6			100	100	6
	Total	18	9	6	180	270	550	1000	33

THIRD SEMESTER ELECTIVES:

Finance

Course Code	Specializations	Course Title
FIN 301	Finance	Securities Analysis & Portfolio Management
FIN 302	Finance	Personal Financial Planning
FIN 303	Finance	Investment Banking

Marketing

Course Code	Specializations	Course Title
MKT 301	Marketing	Consumer Behavior
MKT 302	Marketing	Advertising & Brand Management
MKT 303	Marketing	Retail Marketing

Human Resource Management

Course Code	Specializations	Course Title
HRM 301	Human Resource	Strategic Human Resource Management
HRM 302	Human Resource	Industrial Relations
HRM 303	Human Resource	International Human Resource Management

Operation

Course Code	Specializations	Course Title
OM301	Operation	Logistics & Supply Chain Management
OM 302	Operation	Total Quality Management
OM 303	Operation	Decision Modeling for Managers

Programme:	MBA	Semester:	III
Name of the Course:	Business Ethics & Corporate Social Responsibility	Course Code:	MGT-301
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

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

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

CO Number	Course Outcomes
CO1	Understand ethical theories and evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business.
CO2	Evaluate 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	Evaluate theoretical perspectives of Corporate Social Responsibility (CSR) and the role of business in sustainable development.

Unit-I: Moral Values and Ethics

Values-Concepts, Types and Formation of Values, Values of Indian Managers; Business Ethics- Definition, Nature & Characteristics, Ethical theories; Relevance of ethics and values in business; Ethical Decision Making; Causes of Unethical Behavior; Work Ethics; Code of Conduct; Public Good; Management of Ethics - Ethical dilemma; Ethics in Practice- Ethics for Managers; Role and Function of Ethical Managers-Comparative ethical behavior of managers.

Unit-II: Overview of CSR

Philanthropy; Conventional and Strategic; Environmental issues; Social issues; Ethical and Governance issues. Corporate Social responsibility- Social responsibility of a Business Firm; Current CSR Practices of the Firm in India and Abroad, Response of Indian firms towards CSR; 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-III: Wider Concept of Social Responsibility

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

Text Book:

1. Ghosh, B. N, Business Ethics and Corporate Governance, McGraw Hill Education
2. Fernando, A.C, Business Ethics and Corporate Governance, Pearson Education India; 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, Sage Publications Inc., 2011

CO-PO & PSO Correlation

Course Name: Business Ethics & Corporate Social Responsibility												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2								2		3	
CO2:	3	2			2					2		3

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CO3:		2		1		2	3		3		3	
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Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Entrepreneurship & Innovation	Course Code:	MGT-302
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Objective: The aim of this course is to facilitate the development of skills and a knowledge base that will enhance the student's ability to more effectively understand, interpret and implement entrepreneurial acts and new venture creation. The objective is to prepare MBA students to start and nurture their own businesses.

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

CO Number	Course Outcomes
CO1:	Understand the mindset, characteristics and skills of an entrepreneur and analyze the role of a robust entrepreneurial culture on economic development of a nation.
CO2:	Evaluate the business ideas to convert them into opportunities, evaluate the role of innovation in creating entrepreneurial ventures and analyze the role of IPR in protecting the innovation.
CO3:	Create a business plan for a start-up venture
CO4:	Evaluate the various sources of capital for funding the venture.
CO5:	Understand the process of launching and growing the new venture.

Syllabus:

Unit I: Introduction to Entrepreneurial

Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioral; entrepreneurial challenges

Unit-II: Innovation and the Opportunity

Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process. Innovation and the Business Idea, Opportunities Recognition, Identifying and Evaluating business opportunities, Characteristics of business opportunities and feasibility.

Unit III: The Business Plan & the Start-up

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

Unit-IV: Funding the Venture

Financing Entrepreneurial activity, Implementation of the decision to adopt Sources of Capital.

Text Books:

1. Robert D. Hisrich, Mathew J. Manimala, Michael P. Peters and Dean A Shepherd, Entrepreneurship, 9th edition, McGraw Education, 2014, New Delhi
2. Entrepreneur's Tool Kit: Tools & Techniques to launch and grow your business, Harvard business school press
3. Entrepreneurship by Rajeeb Roy, Oxford University Press.
4. Entrepreneurship Development by Vasant Desai, Himalaya Publishing House, New Delhi.

Reference Books:

1. Timmons, J.A, New Venture Creation: Entrepreneurship for the 21st century. McGraw- Hill.
2. Poornima M. Charantimath, "Entrepreneurship Development and Small Business Enterprise", Pearson Education.

CO-PO & PSO Correlation

Course Name: Entrepreneurship & Innovation												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2			3				3	2		

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CO2:		3					3	2			3	2
CO3:		3		2	2					3	2	
CO4:		3		2		2			3	2		3
CO5:			3			3					3	2

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

Programme:	MBA	Semester:	III Semester
Name of the Course:	Indian Financial System and Institution	Course Code:	MGT 303
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: The Indian Financial system and institution is equipped with the thorough information about the different financial institutions and markets which channelizes the money from household and firm and ultimately contributes in the economic growth of India. It will help students to understand the financial eco-system altogether.

Course Outcomes:

After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the Concepts & Practical dynamics of the Indian Financial System, Markets, Financial Regulator, Financial Institution and Financial Services
CO2	Develop and identify thorough grasp of Money Market and its Instrument, Capital Market, Merchant Banks and Mutual fund.

CO3	Analyze, discover and survey merchant banking, Financial Market, Depository Receipt, hire purchase and leasing system and explain the credit rating process adopted by the various institution.
CO4	Demonstrate Mutual Fund works, synthesis and develop many ideas of Investment like Depository Receipt, Venture Capitalist and Angel Investing.

Syllabus:

Unit-I: Financial System

Meaning of financial system. Function of financial system, role and importance of financial system in economic growth and development, structure of Indian financial system, growth and development of Indian financial system.

Unit-II: Money Market

Foreign Exchange Market, Meaning of money market, functions of money market, importance of money market, composition/structure of money market, money market instruments, participants in the Indian money market, Discount and finance house of India (DFHI), recent developments in the Indian money market.

Unit-III: Capital Market

Meaning of capital market, characteristics and functions of capital market, Primary market: Functions of primary market, methods of raising fund in the primary market, methods of determination of prices of new shares, procedure of public issue, Secondary Market: Stock exchange & its functions, listing of securities, classification of listed securities, procedure of listing, method of trading on a stock exchange, rolling settlement, members in a stock exchange, factor influencing prices on stock exchange, mutual fund, Government security market, financial institutions, major stock exchanges in India: BSE, NSE, OCTCEI, Stock Indices, Merchant banking and its functions, Depository services: NSDL, CDSL.

Unit-IV: Financial Institutions

Role of financial institutions in financial system, classification of financial institutions, state-level financial institutions, investment institutions, Banking and Non-Banking financial institutions, NBFC, difference between banks and NBFC, types of services provided by NBFC.

Unit-V: Regulatory Institutions.

RBI: Objective and functions of RBI, role of RBI in credit control, role of RBI in money market, SEBI: objectives, role of SEBI in primary market, reforms by SEBI in primary market, role of SEBI in secondary market, reforms by SEBI in secondary market.

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	III
Name of the Course:	Professional Development	Course Code:	MGT-304
Credits:	3	No of Hours:	3
			Classes/Week
Max Marks:	100		

Course Description: This personal development course is activity based and practical oriented designed to help students to discover and achieve goals. Students will learn techniques that will increase abilities in key areas; including setting and achieving goals, communication skills, self-motivation and positive mental attitude. This course will help to develop skills to get the best performance from oneself and others.

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

CO Number	Course Outcome
CO1	Understand the dynamics of communication and professional speaking; and deliver the different types of speeches.
CO2	Describe effective PPT and make effective presentation using audio-visual aids on a topic.
CO3	Develop creative thinking skills, and demonstrate verbal ability and numerical ability.
CO4	Evaluate Non-verbal communication and functions of Body Language.

CO5	Apply a healthy personality – being clean, well-dressed and well-represented, which in turn increases their confidence and their chances of success in professional as well as social lives.
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Syllabus:

Unit I: Dynamics of Professional Speaking

Introduction, speaking: An Overview, Art of Persuasion, Platform Behaviour, Stage Fright, Describing Objects/Situations/People, Delivering Just-a-minute Sessions, Delivering Different Types of Speeches.

Unit II: Presentation Skills

What is a presentation: elements of presentation–planning a presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit III: Aptitude

Verbal Ability: English grammar, sentence completion, verbal analogies, word groups, instructions, critical reasoning and verbal deduction. Numerical Ability: Numerical computation, numerical estimation, numerical reasoning and data interpretation.

Unit IV: Body Language

Non-Verbal Communication, Types of Body Language, Functions of Body Language, Role of Body Language, Proxemics

Unit V: Personal Grooming

Personal Hygiene, Social Effectiveness, Business Etiquettes (Power Dressing)

Text Books:

1. Soft Skills, 2015, Career Development Centre, Green Pearl Publications.
2. Jeff Butterfield, Soft Skills for Everyone, Cenage Learning, Delhi, 2014
3. R.S. Agrawal, A Modern Approach to Verbal & Non-Verbal Reasoning, S.Chand

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

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	III
Name of the Course:	Security Analysis and Portfolio Management	Course Code:	FIN 301
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: To familiarize the students with the concepts of Security Analysis and acquaint them to managing a portfolio.

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

CO Number	Course Outcome
CO1	Understand basics of investment management-risk and return.
CO2	Describe risk and its measures.
CO3	Evaluate own optimal portfolio.
CO4	Apply asset pricing models to generate returns.

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).Capitalassetprices:Atheoryofmarketequilibriumunderconditionsofrisk. The journal of finance, 19(3), 425-442.

CO-PO & PSO Correlation

Course Name: Security Analysis and Portfolio 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

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CO2:	3	2			1	3		1		2	3	
CO3:	3	2	1			2	2	2	3		2	
CO4:	3	3		1		2		1	3	3		2

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

Programme:	MBA	Semester:	III Semester
Name of the Course:	Personal Financial Planning	Course Code:	FIN 302
Credits:	4	No of Hours:	4 Classes/Week
Max Marks:	100		

Course Description: This course develops students understanding and skills in such areas as money management, budgeting, financial goal attainment, the wise use of credit, insurance, investments, and consumer rights and responsibilities.

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

CO Number	Course Outcome
CO1	Understand list various ways of Personal Financial Planning.
CO2	Apply various financial plan.
CO3	Describe Tax, Credit, Insurance, Investment, Retirement and Estate
CO4	Evaluate various alternatives.

Syllabus:

Unit- I: Financial Planning Process

Introduction to financial planning process, Reward of financial planning, Steps in financial planning, Environment, Determinants of personal income, Role of financial statement, Time Value of Money, Ratio analysis, Cash Budget, Basic concept of Income Tax, Personal taxation, Heads of Income tax, Deductions, Exemptions, Tax Planning, Cash Management and Channels of savings.

Unit -II: Credit Decisions

Decisions regarding House and Automobile, Financing, Major Housing Finance Institutions in India, Basic concept of credit, Types and Features, Kind of credit card, Advantage and Disadvantages, Credit Scoring, Use of consumer loan, Home loan, Personal loan, Auto loan, Mortgage loan.

Unit- III: Insurance Decisions

Insurance planning, Benefits of life insurance, Calculation of insurance need, Choosing life insurance policy, Health insurance and its significance, Types of health plan, Long term care and disability insurance, Principles of property insurance, Motor insurance.

Unit- IV: Investment Decisions

Meaning and purpose of investment, Various investment vehicles, Choice of investment, Investment Strategy, investing in Equities, Primary and Secondary market, trading mechanism, PMS, investing in Fixed income securities, investing in bond, Types of bond, Investment strategy, Calculation of bond return, Risk in bond investment, Investing in Mutual Fund, Types of fund, Advantages and Disadvantages, Selection of fund, NAV calculation.

Unit- V: Retirement and Estate Planning

Importance of retirement plan, Sources of retirement income, Annuities, Pension Funds, Objective and need of Estate Planning, Estate Planning Process, Using will and trust for Estate Planning.

Text Book:

1. Walker and Walker: Personal Finance, McGraw Hill Education.

Reference Book:

1. Amar Pandit: The only Financial Planning Book, Bestseller 18

CO-PO & PSO Correlation

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

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Investment Bankin	Course Code:	FIN-303
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: The course will provide an overview about typical transaction-related situations in the investment banking industry. Thereby you will either assume the perspective of a bank or a bank's client: We will discuss transactions in the areas of - among others - equity and debt capital markets, M&A, and restructuring all with a focus on the case study format.

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

CO Number	Course Outcome
CO1	Understand major investment banking products and services & internal procedures and decision making to deliver such products and services
CO2	Explain how the investment industry and the capital markets interact
CO3	Describe the impact of financial innovation, advances in technology, and changes in regulations has had on the structure and dynamics of the investment banking industry

CO4	Describe dimensions of performance and risk
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Syllabus:

Unit-I Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue Obligations-Changing landscape of Investment Banking. Regulation of the Capital Market- SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers.

Unit-II Depository System: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants. Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996- Registration of depository and participant- Rights and Obligations of depositories and Participants.

Unit-III Housing Finance: Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan.

Non-Banking Finance Companies: Types, Growth, Functions, RBI Guidelines, Prudential Norms.

Unit-IV Leasing: Concept, Steps in Leasing Transactions, Types of Leases, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.

Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.

Text Books:

1. Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions
2. Investment Banking: Institutions, Politics, and Law

Reference books:

1. Joshua Rosenbaum and Joshua Pearl, Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions, Wiley, second edition

2. Tom Lott, Investment Banking, 4th Edition (July 7, 2003), 4th edition

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	III
Name of the Course:	Consumer Behavior	Course Code:	MKT 301
Credits:	3	No of Hours:	4
Max Marks:	100		Classes/Week

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

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

CO Number	Course Outcome
CO1	Understand how knowledge of consumer behaviour can be applied to marketing.
CO2	Identify and explain factors which influence consumer behaviour.
CO3	Evaluate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
CO4	Apply appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.

CO5	Execute effectively to prepare a research report on consumer behaviour issues within a specific context.
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Syllabus:

Unit I:

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

Unit II:

Motivation, perception, attitude and learning; 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 behaviour; meaning and nature of personality; theories of personality (with emphasis on measurement of big five traits) and their application in consumer behaviour; 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 behaviour.

Unit III:

Influences on Consumer Behaviour Culture and Characteristics of Culture, Values, Subcultures, Cross-cultural Influence, Social Class and Group Influences on Consumer Behaviour. Group Influences, Types of Reference Groups, Nature of Reference Groups, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, 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 Behaviour, organizational Buyer Decision Process, Organizational Buying Roles.

Text Book:

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

Reference Books:

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

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	III
Name of the Course:	Advertising and Brand Management	Course Code:	MKT 302
Credits	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
CO1	Describe the concepts, nature and trends of advertising and understand the working of modern advertising agency.
CO2	Apply the various advertising model in the development of an overall advertising and promotional plan.
CO3	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

Reference Books:

1. Lehman Donald, winer Russell, Product Management, TMH
2. Kazmi & Batra, - Advertising and Sales Promotion, Excel Books
3. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI

CO-PO & PSO Correlation

Course Name: Advertising & Brand Management		
	Program Outcomes	PSOs

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Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2				2				2			2
CO2:	1	2			2		2	2	2	2	2	
CO3:					1		2		3			2
CO4:		2			1				2			3

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

Programme:	MBA	Semester:	III
Name of the Course:	Retail Marketing	Course Code:	MKT 303
Credits	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: As retailing is expanding in large scale, the course is designed to focus on the perspectives of manufacturers on retailers and understanding of retail business.

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

CO Number	Course Outcome
CO1	Understand the basic concept of Retail Management
CO2	Identify the component of retail location and designing of retail Layout.
CO3	Elucidate the function of retail marketing
CO4	Analyse the key functional areas of Retail strategies.

Syllabus

Unit I: Introduction to Retail Management

Definition of Retail Management, internationalization of Retail, Retail Theories, The Indian Retail Scape – trends in Indian Retailing and practices.

Unit II Retail Location and Layout

Retail location decisions, Location techniques, Retail store Classification, Retail store layout, Visual Merchandize

Unit III Merchandise Management

Merchandise Management, Category Management, Merchandise assortment and support, Geographic Information System (GIS), Integrated supply chain management, RFID, Collaborative planning, forecasting and replenishment (CPFR) systems, Decision Support Systems (DSS), Customer Relationship Management (CRM), Reverse logistics.

Unit IV Retail Promotion

Retail communication and promotion, Retail communication mix, Retail Branding, , Private Labels, Positioning of a Retail Brand, Managing brand over their life cycle, Corporate branding

Unit V Retail Store Operations

Channel relationship and partnership, Distribution logistics and stock control, Computerized replenishment system, Internet and direct distribution system, Application of IT to Retail, Database Marketing, Data mining and Business Intelligence, E-tailing, Ethics in Retail, Product misuse and safety issues, Imitation and Counterfeits

Text Books

1. Pradhan Swapna, Retailing Management (Text & Cases), TMH
2. Berman Barry & Evans Joel R., Retail Management: A Strategic Approach, Pearson/PHI

Reference Books

1. Levy, Michael & Barton A. Weitz, Retailing Management, TMH.
2. Gilbert David, Retail Marketing Management, Pearson.

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	III
Name of the Course:	Strategic Human Resources Management	Course Code:	HRM 301
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
CO1	Understand HR value chain, business strategy in a disruptive context.
CO2	Describe next-gen talent management strategy to enable business transformation.
CO3	Execute leadership approaches to drive inclusive, evidence-based, technologically-forward HR strategy.
CO4	Apply business strategies that drive those, measure financial impact; communicate insights.
CO5	Evaluate 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												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3			2		2			3	2	2	
CO2:			2		2	1				3		3
CO3:				2		2			2	2	3	
CO4:	2	2	2			1				3		2
CO5:		1	1			1	2	2	3	3	3	

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

Programme:	MBA	Semester:	III
Name of the Course:	Industrial Relations	Course Code:	HRM 302
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

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

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

CO Number	Course Outcome
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 Industrial relation strategies.
CO4	Evaluate various Industrial relation strategies and implement in real life processes.

Syllabus:

Unit I: Introduction to Industrial Relations

Meaning and Objectives, Importance and approaches to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations, developing sound industrial Relations, The Actors in Employee Relations, Ethical Approaches to Industrial Relations, Role of trade Union in Industrial Relations, Changing profiles of major stakeholders of Industrial Relations in India.

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, Prerequisites and recent trends in collective bargaining, positive employee relations, Grievance - Definition, and Grievance Handling, Grievance Redressal Machinery, Disciplinary procedures- Meaning, Need and Procedure.

Unit III: Emerging Scenario of Industrial relations

Industrial Relations & Technical Change, Adjustment Process and Voluntary Retirement Schemes, Main Recommendations of The National Labor Commission, International Labor Organization (ILO): Objectives, Structure and major role. Managing without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

Course Name: Industrial Relations		
	Program Outcomes	PSOs

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Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2		2					3		2	
CO2:		3			2				2	3		
CO3:				2		3	2			3	2	
CO4:			3					3			2	3

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

Programme:	MBA	Semester:	III
Name of the Course:	International Human Resource Management	Course Code:	HRM 303
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

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

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

CO Number	Course Outcome
CO1	Understand 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	Apply critical and reflective in the process of evaluating all knowledge.

CO4	Demonstrate competence in communicating and exchanging ideas in large and small group contexts.
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Syllabus:

Unit I: Introduction to IHRM

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

Unit II: Selecting and Managing an International Workforce

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

Unit III: International compensation and benefits

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

Unit IV: Expatriation and Repatriation

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

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

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

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CO2:	2	2			2			2	3			2
CO3:	2					2			2	2	3	
CO4:			2		2			2	2	2		

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

Program:	MBA	Semester:	III
Name of the Course:	Logistics & Supply Chain Management	Course Code:	OM 301
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description:

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

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

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

Syllabus:

UNIT-I:

Building a strategic framework to 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. 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 Book:

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

Note: Correlation Matrix Values of: 1= Low, 2= Moderate, and 3= High.

Program:	MBA	Semester:	III
Name of the Course:	Total Quality Management	Course Code:	OM 302
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

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:

COs	Course Outcome
CO1	Understanding the tools and techniques to control the quality.
CO2	Planning and analyzing the methods of building quality into products and processes.
CO3	Applying the quality control tools and techniques for managing quality.

CO4	Developing and evaluating the level of quality level for form and function.
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Syllabus:

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

UNIT-II: TQM tools and techniques. Quality circles Recognition and Reward, PDCA cycle, 5S, Kaizen - Supplier partnership partnering, Supplier selection, Supplier Rating, The seven traditional tools of quality, – FMEA Stages. Quality loss function.

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

Text Books:

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

Reference Books:

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

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

Program:	MBA	Semester:	III
Name of the Course:	Inventory Management	Course Code:	OM 303
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description: The basic objective is to make the student familiarize with the concepts of inventory management under the supplying network of make to stock. This concept of inventory management outlines the formulation of stock while capturing the demand fluctuation of market and ensure the timely delivery of requisite product under different business firm. Main objectives of inventory 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:

COs	Course Outcome
CO1	Understanding the decision-making issues in the inventory management.
CO2	Planning and analyzing the importance of drivers in the inventory.
CO3	Applying optimization techniques in inventory management decision making.
CO4	Modelling and evaluating the benefits of software in inventory management.

Syllabus:

Unit-I Basics of Procurement Process

Business Scenario, Organizational Levels in the Procurement Process, Client, Company Code, Plant, Storage Location, Organizational Levels in Inventory Management, Purchasing Organization / Group, Plant-Specific Purchasing Organization, Cross-Plant Purchasing Organization, Cross-Company-Code Purchasing Organization, Procurement Cycle, Purchase Order, Goods Receipt, Invoice Processing, Exercises. Introduction- Definition and Function- Goals and Objectives of Materials Management- Materials Cycle- Functions of Materials.

Unit-II Understanding of Inventory Management

Receipt without reference to purchase order or production order, Goods receipt, blocked stock and release, Goods receipt in Quality inspection without Quality Management, Reversals and Return Deliveries, Reservations and Goods issues, Stock transfer/Transfer posting, Special Inventory Management topics, Pipeline material handling, Consignment and subcontracting material purchasing, Exercises.

Unit-III Scientific Inventory system and control

Codification and Standardization-Value Analysis- Inventory Control- Lead Time, Safety Stock and Reorder Level, derivation and basic understanding of Economic Order Quantity (EOQ), Selective Inventory Controls-ABC, FSN, and VED analysis. Concept of stock-out, Inventory control under uncertain demand, P-system, Q-system- Case Studies on Inventory Control.

Text Books:

1. Tony Arnold, Steve Chapman, and Lloyd Clive, Introduction to Materials Management (6th Edition), Prentice Hall; 2007, ISBN-10: 0132337614, ISBN-13: 978-0132337618..
2. Essentials of Inventory Management by Max Muller

Reference Book:

1. Orlicky, Joseph.G, Material Requirement planning, New way of life in Production Inventory Management, McGraw-Hill, New York, 1975.

CO-PO & PSO Correlation

Course Name: Inventory Management												
Course Outcomes	POs								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4

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CO1		2	3				2	1	3	2	3	
CO2	2	3		1	1					3		2
CO3	2	2					2	2	3		3	3
CO4	1		2	2	2	2		1	2	3		3

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

Program:	MBA	Semester:	III
Name of the Course:	Summer Internship Project	Course Code:	MGT 305
Credits:	6	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description: It aims for Career readiness of students by attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace

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

CO Number	Course Outcome
CO1	Identify areas of interlink between theoretical and practical knowledge.
CO2	Application of theoretical knowledge in practical work fields.

Syllabus:

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The

internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc. In order to achieve these objectives, each student will maintain and submit a file (Internship File) and a report (Internship Report). The duration of the programme is 45 days.

CO-PO & PSO Correlation

Course Name: Summer Internship Project												
	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

Note: 1: Low 2: Moderate 3: High

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 401	Strategic Management	2	1		20	30	50	100	3
MGT 402	International Business	2	1		20	30	50	100	3
MGT 403	LEAP	2	1		20	30	50	100	3
MGT 404	Campus to Corporate	2	1		20	30	50	100	3
	Elective-1	2	1		20	30	50	100	3
	Elective-2	2	1		20	30	50	100	3
	Elective-3	2	1		20	30	50	100	3
	Elective-4	2	1		20	30	50	100	3
	Elective-5	2	1		20	30	50	100	3

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AND MANAGEMENT

MGT 405	Master Thesis			4			100	100	4
	Total	18	9	4	180	270	550	1000	31

FOURTH SEMESTER ELECTIVES:

Finance

Course Code	Specializations	Course Title
FIN 401	Finance	Financial Derivatives
FIN 402	Finance	Financial Data Analytics
FIN 403	Finance	International Financial Management

Marketing

Course Code	Specializations	Course Title
MKT 401	Marketing	Service Marketing
MKT 402	Marketing	Business to Business Marketing
MKT 403	Marketing	Marketing Analytics

Human Resource Management

Course Code	Specializations	Course Title
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Program:	MBA	Semester:	IV
Name of the Course:	Strategic Management	Course Code:	MGT 401
Credits	3	No of Hours:	3 Classes/week
Max Marks:	100		

HRM 401	Human Resource	Labour Laws
HRM 402	Human Resource	Human Resource Analytics
HRM 403	Human Resource	Performance Management

Operation

Course Code	Specializations	Course Title
OM401	Operation	Project Management
OM 402	Operation	Service Operation Management
OM 403	Operation	Decision Modelling Using Software

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.

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

CO Number	Course Outcome
CO1	Comprehend the concepts, policies and strategies and their importance in the corporate world.
CO2	Critically examine how the top management is formulating strategies.

CO3	Demonstrate the implementation of strategies, strategic analysis, and strategic choice decisions making.
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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.

Unit-II: Strategy Formulation-I

Environmental Scanning techniques – ETOP, 3 Circle Analysis and SWOT analysis, 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.

Unit-III: Strategy Formulation – II

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

Text Books:

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

Reference Books:

1. Fred R. David, |Strategic Management|, Pearson Education

- 2.Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill
3.Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill

CO-PO & PSO Correlation

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

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

Program:	MBA	Semester:	IV
Name of the Course:	International Business	Course Code:	MGT 402
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

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

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

CO Number	Course Outcome
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.
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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

Foreign Exchange Market, Intricacies of 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). Quotations and Market Rules

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; Choice process gap Analysis, ETOP-SAP, GE Nine cell Matrix, Portfolio Matrix, Contingency Strategies), 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). Regulatory Bodies. Directions and Trends in India's balance of payment position since reform period

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

Reference Books

1. International business, 1st Ed./By Joshi Rakesh Mohan, Oxford University Press, 2009
2. International business ,4th Ed./ by Paul Justin –New delhi: PHI, 2009

CO-PO & PSO Correlation

Course Name: International Business

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

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

Programme:	MBA	Semester:	IV
Name of the Course:	Leadership Enhancement & Professional Development (LEAP)	Course Code:	MGT 403
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description: This course intends to develop good communication skills in students and enable them to acquire the art of public speaking for their future jobs and endeavors in the corporate world. The course is heavily practice oriented and has been designed to develop the skills of speech through presenting papers, giving seminars, participating in group discussions and appearing at interviews, etc.

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

CO Number	Course Outcome
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CO1	Remove stage fear, Speak fluently on various topics, Deliver speech of different types, Improve on communication skills .
CO2	Able to Do Group discussion on various current topics, Official communications, etiquettes, Improvement in confidence and Leadership skills.
CO3	Ability to deliver Professional Presentation, Improvement in Body language, communication.
CO4	Logical thinking ability, Negotiation skills.
CO5	Ability to crack Job Interview, Critical thinking, Interview Etiquettes, communication.

Syllabus:

Unit-I: Dynamics of Professional Speaking

Introduction, speaking: An Overview, Art of Persuasion, Platform Behaviour, Stage Fright, Describing Objects/Situations/People, Delivering Just-a-minute Sessions, Delivering Different Types of Speeches.

Unit-II: Group Communication

GD and Debate, Types of GD, Personality Traits to be evaluated, Dynamics of Group Behaviour, DOs and DON'Ts of GD. Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, Business etiquettes – netiquettes, telephonic & table etiquettes.

Unit-III: Presentation Skills

What is a presentation: elements of presentation–planning a presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit- IV: Negotiation Skills

Negotiation, Communication and effective negotiation, the need for negotiation, factors affecting negotiation, Basic approaches to negotiation, six basic steps of Negotiations, Planning and preparation, Barriers to the negotiation process, guidelines for successful negotiations, intercultural negotiation, Five Intercultural Negotiation Skills, Case Study

Unit- V: Interview and Etiquettes

Job Interview, Types of Interviews, Preparations for the interview, Interview Questions & Answers, Analysis and Interpretation of responses, Interview Etiquettes, Tips for Success, Mock Interview.

Text Books:

1. Jeff Butterfield, *Soft Skills for Everyone*, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and Pushp Lata, *Communication Skills*, New Delhi: Oxford University Press, 2011
3. Pushp Lata 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, 3rd Edition 2006).
6. Rajendra Pal –Business Communication (Sultan chand & Sons Publication)

CO-PO & PSO Correlation

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

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

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Program:	MBA	Semester:	IV
Name of the Course:	Campus to Corporate	Course Code:	MGT 404
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description:

Campus to Corporate Training is a soft skill program that helps students transition smoothly into Corporate life. It enhances the confidence in fresher's and offer tool like goal setting, team work and stress management.

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

COs	Course Outcome
CO1	Understanding the importance of corporate skills and roles.

CO2	Planning and analyzing to formulate the strategies for managing oneself and the team at workplace.
CO3	Applying the knowledge and skills to harmonize the team objectives with better alignment towards the corporate goals.
CO4	Evaluating the advantages of operating the team with corporate strategies in mind and action.

Syllabus:

UNIT-I: Personal Grooming & Etiquette Communication skill, Making a great first impression, greetings and introduction, developing yours professional image, Personal hygiene, Body language, Public speaking, Importance of managing voice and language, Etiquette of dressing- Clothes and Corporate culture, understand various dress codes for different occasion, do and do not dress.

Unit-II: Time management

Prioritization, Planning and organizing time, to make to do list, dealing with difficult task, work life balance.

Unit-III: Managing Stress

Stress, types of stress, symptoms of work stress, causes of harmful work stress, encourage a positive attitude, reduces harmful stress level, managing stress, reaction to stress.

Unit-IV: Conflict Management

Dealing with aggressive behavior, different styles of handling conflicts, emotions, conflict resolution strategies, tools and techniques for conflict management.

Unit-V:

Case Studies, Role Play, Games, Group activities.

Text Books:

3. Gajendra Singh Chauhan, Sangeeta Sharma. Soft Skills: An Integrated Approach to Maximize Personality, Ed. 2015, Wiley.
4. Radhakrishnan Pillai, Corporate Chanakya – Successful Management the Chanakya Way, Ed. 2010, JAICO Publishing House.

Reference Books:

3. Sraban Mukherjee, Corporate Coaching: The Essential Guide, Ed. 2014, SAGE Publications.
4. Disha, Corporate Avatars, Ed. 2017, JAICO Publishing House.

CO-PO & PSO Correlation

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

Note: Correlation Matrix Values of: 1= Low, 2= Moderate, and 3= High.

Programme:	MBA	Semester:	IV
Name of the Course:	Financial Derivatives	Course Code:	FIN 401
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

CO Number	Course Outcome
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 Modal, 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.
3. Bilas, Richard A., *Microeconomics Theory: A Graphical Analysis*, McGraw-Hill Education.
4. Paul A Samuelson, William D Nordhaus, *Microeconomics*, McGraw-Hill Education.
5. Amit Sachdeva, *Micro Economics*, KusumLata Publishers

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			3
CO2:		2		1					2		3	
CO3:		2								2		
CO4:			1			3				2		
CO5:							1		2		2	3
CO6:		2			1					3		2

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

Programme:	MBA	Semester:	IV
Name of the Course:	Financial Data Analytics	Course Code:	FIN 402
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

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

Syllabus

Unit I:

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

Unit II:

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

Unit III:

Various softwares used for financial data analysis – MsExcel, R, Eviews, SPSS, etc.
Using data analytics for finance – discounting, compounding, annuity, valuation of securities, NPV, IRR, standard deviation, portfolio optimization. Using R for financial data analysis – correlation, regression, multiple regression, TSLS, endogeneity.

Unit IV:

Time series analysis. Diagnostics of time series data – autocorrelation, heteroscedasticity, multicollinearity, etc. Analyzing time series data – AR, MA, ARMA, ARIMA, ARCH, GARCH, VAR.

Text Books:

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

Reference Book:

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

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	IV
Name of the Course:	International Financial Management	Course Code:	FIN-403
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: -Students will learn, through hands-on case studies and empirical evidence how to manage multinational companies' investment and financing activities. The relevance of country risk and international corporate governance in cross-border investments will also be examined.

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

CO Number	Course Outcome
CO1	Understand international capital and foreign exchange market
CO2	Identify and appraise investment opportunities in the international environment.
CO3	Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
CO4	Undertakes an in-depth examination of international financial markets and instruments, foreign exchange regimes and exchange.

Syllabus:

Unit-I: International financial Environment

The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

Unit-II: International flow of funds and International Monetary system:

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate international flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit-III: Foreign Exchange Market:

Function and Structure of the Forex markets, foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

Unit-IV: International Financial Markets and Instruments:

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign

Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

Unit-V: International Parity Relationships & Forecasting Foreign Exchange rate:

Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage

Foreign Exchange exposure:

Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure management of Interest rate exposure.

Foreign exchange risk Management:

Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

Practical Component:

- Students can study the Balance of Payment statistics of India for the last five year and present the same in the class.
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

Text Books:

1. International Financial Management - Jeff Madura, Cengage Learning 2008. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
2. International Financial Management – MadhuVij, Excel BOOKS, 2010.
3. International Financial Management – Apte P. G, 6/e, TMH, 2011
4. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.

Reference Books:

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.

3. International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
4. Multinational Financial Management–Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.
5. International Financial Management – Jain, Peyrard& Yadav, Macmillan 2010.
6. International Finance – Thomas O'Brien, Oxford University Press, 2010.

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	IV
Name of the Course:	Services Marketing	Course Code:	MKT 401
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description: The course is desired to develop insights into emerging trends in the service sector in a developing economy and deal with issues involved in management of services of both manufacturing and service organizations.

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

CO Number	Course Outcome
CO1	Understand the basic concept of Service.

CO2	Evaluate the Service Quality Models
CO3	Elucidate the concept of pricing and promotion for service
CO4	Application of relationship marketing in different services industry

Syllabus:

Unit I:

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape, Service marketing mix.

Unit II:

Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Unit III:

Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

Text Books:

1. Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, Mcgraw Hill
2. Services Marketing –Karunakaran K - Himalaya

Reference Books:

1. Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson
2. Services marketing, GovindApte, Oxford University Press
3. Services marketing, Rajendranargundkar, Tata Mcgraw Hil

CO-PO & PSO Correlation

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

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CO1:	2						2	2	2			3
CO2:	2	2	2	1	2	2				2	3	2
CO3:	2	2			2					2		
CO4:	2	2	2		2	1	2	2		2	2	3

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

Programme:	MBA	Semester:	IV
Name of the Course:	Business to Business Marketing	Course Code:	MKT 402
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description: The course is structured to provide a clear understanding of business-to-business marketing. It also describes the application of principles of marketing in institutional market

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

CO Number	Course Outcome
CO1	Identify various marketing concepts involved in organizational marketing.
CO2	Comprehend the buying process of business markets.
CO3	Apply the marketing mix concepts to B2B markets.
CO4	Demonstrate B2B marketing communication.

Syllabus:

Unit I:

Business marketing perceptive- Concept of business marketing, business market customers, business market versus consumer goods market, classification of goods for the business market, organizational buying process, relationship marketing, managing buyer-seller relationship.

Unit II:

New industrial product development – Management of innovation, new product development process, building a strong B2B brand, managing service for business market.

Unit III:

Pricing strategies for business market- The pricing process in business market, pricing new products, evaluation of competitive threats. Managing business marketing channels- Business marketing channel, participants in business marketing channel, channel design, channel administration.

Unit IV:

Business market communication – B2B social media, role of advertising, managing B2B advertising, measuring advertising effectiveness, managing trade show strategy, managing sales force

Text Book:

1. M.D.Hutt , Dheeraj Sharma & T.W.Speh , B2B Marketing, Cengage Publication, 11th Edition, 2014

Reference Book:

1. Havaladar K, B2B Marketing: Text and Cases, TMH, 5th edition

CO-PO & PSO Correlation

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

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

Programme	MBA	Semester:	IV
Name of the Course:	Marketing analytics	Course Code:	MKT 403
Credits	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

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

Syllabus:

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Text Books:

1. Winston, W. L. (2014). Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons.

2. Seema Gupta & Avadhoot Jathar (2021) Marketing analytics. John Wiley & Sons.

Reference Books:

1. Venkatesan, R., Farris, P., & Wilcox, R. T. (2015). Cutting-edge marketing analytics: Real world cases and data sets for hands on learning. Pearson Education.
2. Farris, Paul, Neil Bendle, Phillip Pfeifer, and David Reibstein. Key marketing metrics: the 50+ metrics every manager needs to know. Pearson UK, 2017.
3. Yoon Hyup Hwang (2019) Hands-On Data Science for Marketing: Improve Your Marketing Strategies with Machine Learning Using Python and R

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester	IV
Name of the Course:	Labour Laws	Course Code:	HRM 401
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

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

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

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

Unit I: Introduction to Labour Law

Labour Law Origin - Procedure, Emergence and Purpose of Labour laws and Socio-economic environment; Role of the State - Constitutional Provisions- Fundamental Rights and Directive Principles of State Policy, Trade Unions: Meaning, Functions, Problems, Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Trade Unions Act, 1926.

Unit II: Employment Related Laws

Payment of Wages Act 1936; Payment of Minimum wages Act 1948; Industrial Disputes Act 1947; Factories Act, 1948, Contract Labour (Regulation & Abolition) Act, 1970, The Industrial Employment (Standing Orders) Act, 1972

Unit III: Employee Benefits and Social Security related laws

Workmen's Compensation Act 1923, E.S.I.C. Act, 1948, The Employee's provident Fund and Miscellaneous provision Act 1952, Maternity Benefit Act 1961, The Apprentices Act 1961, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972.

Text Books:

1. Singha, P.R.N. Singh I.B. (2012), Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Singh, B.D. (2009), Industrial Relations: Emerging Paradigms. Excel Books.

Reference Books:

1. Padhi, P.K. (2011), Labour and Industrial Laws, Prentice Hall of India.

2. Srivastava S.C. (2012), Industrial Relations and Labour Laws, 6/e, Vikas Publishing House
3. Sen, R. (2009), Industrial Relations: Text and Cases. Macmillan India
4. Ackers, P. & Wilkinson, A. (2003), Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	IV
Name of the Course:	Human Resource Analytics	Course Code:	HRM 402
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description: This course helps students to develop students with data gathering, analyzing, and reporting HR related information for effective decision making. HR Analytics deals with people analysis and applying analytical processes to the human capital within an organization. The overall objective is to improve employee performance and reduce employee attrition / increase employee satisfaction. It enables organization

to measure the impact of a range of HR metrics on overall business performance and make decisions based on data. The objective of the course is to gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

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

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

Syllabus:

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

Unit- II: Talent Acquisition Metrics: Workforce Deployment Metrics; Recruitment Planning, Recruitment Metrics, Employee Gamification; Selection Metrics, Competency based Interview, Competency based Interview Models.

Unit- III: Compensation & Performance Management Metrics: HR KPI Scorecard, KPI Dashboard; HR Alignment with Strategy and Stakeholders; Designing & Implementing HR Balanced Scorecard

Unit- IV: Training & Development Metrics: People Capability Maturity Model (PCMM); Competency Mapping; Talent Analytics Maturity Model

Unit- V: Talent Retention Metrics: HCM - HCM 21 Framework, LAMP Framework; Career Progression Metrics; Diversity Metrics; HR Cost Benefit Metrics; Analytics for Decision Making

Text Books:

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

Reference Book:

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

CO-PO & PSO Correlation

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

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

Programme:	MBA	Semester:	IV
Name of the Course:	Performance Management	Course Code:	HRM 403
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

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

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

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

Syllabus:

Unit I: Foundations of Performance Management

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

Unit II: Planning and Implementation of Performance Management

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics.

Unit III: Performance Appraisal and Monitoring

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

Text Books:

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

Reference Books:

1. Appraising & Developing Managerial Performance-.T. V. Rao, Excel Books

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

CO-PO & PSO Correlation

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

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

Program:	MBA	Semester:	IV
Name of the Course:	Project Management	Course Code:	OM 401
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description:

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

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

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

Syllabus:

Unit-I: A Theoretical Framework for Managing Projects Introduction of Project Management, Project Management Process, and Project stakeholder. Risk Management in Projects, Solving Project Management Decision Problem. Project risk management analysis.

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

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

Unit-IV: Project Scheduling and Control-II Important Example of PERT Network Involving Probabilistic time and Variance. Important Example of PERT Network Involving Probabilistic time and Variance. Scheduling and Crashing of Jobs, Resource Levelling and resource constraints.

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

Course Name: Project Management		
Course Outcomes	POs	PSOs

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School of Management



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	1	2	3	4	5	6	7	8	1	2	3	4
CO1		2	3		2	3	2	1	3	2	3	
CO2	2	3		1	1	2	3			3	3	2
CO3	2	2	3	2		2	2	2	3		3	3
CO4	1		2	2	2	2		1	2	3		3

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

Programme:	MBA	Semester:	IV
Name of the Course:	Service Operation Management	Course Code:	OM 402
Credits:	3	No of Hours:	3 Classes/week
Max Marks:	100		

Course Description: Upon completion of this course, each student should have a good appreciation of the Theoretical and Practical aspects of service management.

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

CO Number	Course Outcome
CO1	Enumerate the imperatives of services. Define the nature and characteristics of services, Distinguish the services and analyze service operations.
CO2	Define service strategy and categorize various competitive service strategies in current scenario.
CO3	Design and development of new services system along with delivery process. Explain the application of technology and automation in services.
CO4	Interpret the significance of human resource planning and employee selection in service organization.

Syllabus:

Unit I: Understanding the nature of services

Introduction and Imperatives of Services, Nature and Characteristics of Services, Classification of Services and Analysing Service Operations. Aligning service strategy and service competitiveness: Introduction to Service Strategy, Competitive Service Strategies, Strategic Service Vision.

Unit II: Service design, development and automation

New service design and development, Service system design and delivery process, Technology & automation in services, Service encounter. Managing human resource in services: Human resource planning & employee selection, Managing people in service organization, Work measurement in Services.
Service quality: Defining Service Quality, Quality Service by Design, Service Process Control

Unit III: Service facility design and facility location

Service facility design, Process analysis of facility layouts, Facility location decision factors. Service facility on a line or on a plane. Quantitative models for multiple service facilities. Demand management in services: Forecasting Demand in Services, Smoothing Customer Demand in Services. Quantitative models in managing service operations: Data Envelopment Analysis – I, Data Envelopment Analysis – II, Application of simulation in service operations.

Text Book:

1. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 3rd Ed., Irwin/McGraw-Hill, 2001

Reference Book:

1. Successful Service Operations Management by Richard D. Metters (Author), Kathryn H. King-Metters (Author), Madeleine Pullman (Author) South-Western College Pub; 1st edition.

CO-PO & PSO Correlation

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

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

Programme	MBA	Semester :	IV
Name of the Course:	Decision Modelling Using Software	Course Code:	OM 403
Credits:	3	No of Hours :	3 Classes/week
Max Marks:	100		

Course Description: The basic objective is to make the student familiarize with the concepts of decision methods under the various scenario. This concept of decision modelling outlines the formulation of mathematical model under various constraints for distinct business firm. Main objectives of this subject are to design and formulate an effective mathematical technique to improve the overall organizational performance and customer satisfaction by improving product and service delivery to customer.

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

CO Number	Course Outcome
CO1	Understand the basic decision modeling model using the concept of probability.
CO2	Define the basic application of queuing model in solving business problems.
CO3	Execute the Simulation model for practical aspects of business problems.
CO4	Interpret the significance of games theory as a competitive weapon to sustain in competitive market.

Syllabus:

Unit I Basics of Decision Modelling

Decision analysis, Payoff Matrix, Decision making under risk, Value of Information, Probability concept, Bayes theorem, Decision Tree, Decision Problem with experimentation, and problems for practice.

Unit II Queuing Models

Introduction to waiting lines, Poisson and exponential distribution, M/M/1 queuing model, Birth and Death process, queuing examples, M/D/1 and M/D/S queuing models, Finite queuing space and queuing cost models, Priority and networking models, and examples for practice.

Unit III Introduction to Simulation

Introduction to simulation, Discrete event and Monte-Carlo simulation, Psuedo random numbers, Simulation example, Generation of random variates, and problems for practice. Using simulation software, Discussion of optimization software. Game theory, zero-sum game.

Text Book:

1. Managerial Decision Modeling with Spreadsheets by Barry Render, Nagraj Balakrishnan, and Ralph Stair.

Reference Book:

1. Decision Models in Engineering and Management by Guarnieri, Patricia (Ed.)

CO-PO & PSO Correlation

Course Name: Decision Modelling Using Software												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1	2	1			1	2	2	3		2	2
CO2:	1	1	2	2			2	1				3
CO3:		1	2	2		2	2	2		2	2	
CO4:			1	3	2	1		2	2			3

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

Programme:	MBA	Semester:	IV
Name of the Course:	Master Thesis	Course Code:	MGT 405
Credits:	3	No of Hours:	3 Classes/Week
Max Marks:	100		

Course Description:

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree. The dissertation can be defined as a scholarly inquiry into a

problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

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

CO Number	Course Outcomes
CO1	Identify and analyses the research topic.
CO2	Prepare report on the research topic.

Syllabus:

Student shall, in his/ her final semester, carry out dissertation 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.
5. 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.
6. 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 (MS) 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.
- D. Format of Thesis

Format AND Article Length: - Article files should be provided in Microsoft Word format.

The thesis Paper will normally be of 30 to 40 pages and will not exceed 50 pages.

Abstract: Maximum is 250 words in total (including keywords and article classification).

Keywords: The maximum number of keywords is 4.

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:

- 1) Introduction
- 2) Literature Review

- 3) Research Methodology
- 4) Data Analysis
- 5) Result & Discussion
- 6) Findings & Recommendations
- 7) Conclusion
- 8) References
- 9) Annexure

Text Book:

1. C.R.Kothari, Research Methodology , New Age International, New Delhi

Reference Book:

1. Malhotra, Naresh; Market Research, Prentice Hall of India

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		2			2		2	2	3		2
CO2:	2	2	2	1	2		2	2		2	2	

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