

O P Jindal University

Scheme & Syllabus
of

**Executive Master in Business
Administration**

[EMBA]

(Two Years Certificate Program)

2022-2025

PROGRAM OUTCOMES (PO) - Management Post-Graduation

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

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

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

First Semester

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	EMBA 11	Principles & Practices of Management	3	1	-	20	50	30	100	4
2	EMBA 12	Quantitative Techniques for Managers	3	1	-	20	50	30	100	4
3	EMBA 13	Economics for Managers	3	1	-	20	50	30	100	4
4	EMBA 14	Accounting for Managers	3	1	-	20	50	30	100	4
5	EMBA 15	Organizational Behaviour	3	1	-	20	50	30	100	4
6	EMBA 16	Business Communications	3	1	-	20	50	30	100	4
			18	6		120	300	180	600	24

Second Semester

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	EMBA 21	Financial Management	3	1	-	20	50	30	100	4
2	EMBA 22	Operations Management	3	1	-	20	50	30	100	4
3	EMBA 23	Marketing Management	3	1	-	20	50	30	100	4
4	EMBA 24	Information Technology for Managers	3	1	-	20	50	30	100	4
5	EMBA 25	Human Resource Management	3	1	-	20	50	30	100	4

6	EMBA 26	Business Research Methodology	3	1	-	20	50	30	100	4
			18	6		120	300	180	600	24

Third Semester

S N	Subjec t 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	EMBA 31	Strategy & Ethics in Business	3	1	-	20	50	30	100	4
2	EMBA 32	International Business	3	1	-	20	50	30	100	4
3	EMBA 43	Digital Transformation in Business	3	1	-	20	50	30	100	4
		Elective 1 (Major)	3	1	-	20	50	30	100	4
		Elective 2 (Major)	3	1	-	20	50	30	100	4
		Elective 3 (Minor)	3	1	-	20	50	30	100	4
4	EMBA 36	SIP - Summer Industry- immersion Program (Report, Presentation/Viva)	3	1	-	-	50	50	100	4
			21	7	-	120	350	230	700	28

Electives (III Semester)

Operations		
EMBA O34	Project Management	4
EMBA O35	Quality Management	4
Marketing		
EMBA M34	Sales & Distribution Management	4
EMBA M35	Consumer Behaviour	4
Finance		
EMBA F34	Security Analysis & Portfolio Management	4

EMBA F35	Investment Banking	4
HRM		
EMBA H34	Industrial Relations	4
EMBA H35	Strategic Human Resource Management	4

Fourth Semester

SN	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem	TA			
1	EMBA 41	Entrepreneurship	3	1	-	20	50	30	100	4
2	EMBA 42	Legal, Social & Sustainable Aspects in Business	3	1	-	20	50	30	100	4
3	EMBA 43	Digital Transformation in Business	3	1	-	20	50	30	100	4
		Elective 1 (Major)	3	1	-	20	50	30	100	4
		Elective 2 (Major)	3	1	-	20	50	30	100	4
		Elective 3 (Minor)	3	1	-	20	50	30	100	4
	EMBA 46	Dissertation	6	2	-	-	50	50	100	8
			24	8		120	350	230	700	32

Electives (IV Semester)

Operations		
EMBA O44	Supply Chain Management	4
EMBA O45	Technology & Innovation Management	4
Marketing		
EMBA M44	Product & Brand Management	4
EMBA M45	Digital & Social Media Marketing	4
Finance		
EMBA F44	Financial Markets & Institutions	4
EMBA F45	Financial Derivatives & Risk Analysis	4
HRM		
EMBA H44	Human Resource Analytics	4

EMBA H45	Performance & Compensation Management	4
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PROGRAMME STRUCTURE

- 1st Year, Sem-1 (6 Core Courses, 24 Credits)**

Course Code	Course Title	Credits
EMBA 11	Principles & Practices of Management	4
EMBA 12	Quantitative Techniques for Managers	4
EMBA 13	Economics for Managers	4
EMBA 14	Accounting for Managers	4
EMBA 15	Organizational Behaviour	4
EMBA 16	Business Communications	4
Total		24

- 1st Year, Sem-2 (6 Core Courses, 24 Credits)**

Course Code	Course Title	Credits
EMBA 21	Financial Management	4
EMBA 22	Operations Management	4
EMBA 23	Marketing Management	4
EMBA 24	Information Technology for Managers	4
EMBA 25	Human Resource Management	4
EMBA 26	Business Research Methodology	4
Total		24

- 2nd Year, Sem-3 (3 Core Courses, 2 Major Courses, 1 Minor Course, SIP)**

Course Code	Course Title	Credits
EMBA 31	Strategy & Ethics in Business	4
EMBA 32	International Business	4
EMBA 33	Business Analytics & Intelligence	4
	Elective 1 (Major)	4
	Elective 2 (Major)	4
	Elective 3 (Minor)	4
EMBA 36	SIP - Summer Industry-immersion Program (Report, Presentation/Viva)	4
Total		28

Electives (III Semester)		
Operations		
EMBA O34	Project Management	4
EMBA O35	Quality Management	4
Marketing		
EMBA M34	Sales & Distribution Management	4
EMBA M35	Consumer Behaviour	4
Finance		
EMBA F34	Security Analysis & Portfolio Management	4
EMBA F35	Investment Banking	4
HRM		
EMBA H34	Industrial Relations	4
EMBA H35	Strategic Human Resource Management	4

- **2nd Year, Sem-4 (3 Core Courses, 2 Major Courses, 1 Minor Course, Dissertation Project)**

Course Code	Course Title	Credits
EMBA 41	Entrepreneurship	4
EMBA 42	Legal, Social & Sustainable Aspects in Business	4
EMBA 43	Digital Transformation in Business	4
	Elective 1 (Major)	4
	Elective 2 (Major)	4
	Elective 3 (Minor)	4
EMBA 46	Dissertation	8
Total		32

Electives (IV Semester)		
Operations		
EMBA O44	Supply Chain Management	4
EMBA O45	Technology & Innovation Management	4
Marketing		
EMBA M44	Product & Brand Management	4
EMBA M45	Digital & Social Media Marketing	4
Finance		
EMBA F44	Financial Markets & Institutions	4
EMBA F45	Financial Derivatives & Risk Analysis	4
HRM		
EMBA H44	Human Resource Analytics	4

EMBA H45	Performance & Compensation Management	4
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Year - 1, Semester - I
(6 Core Courses, 24 Credits)

Program:	EMBA	Semester:	I
Name of the Course:	Principles & Practices of Management	Course Code:	EMBA 11
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

The objective of this course is to familiarize the students with the basic management concepts, functions and theories, organization structure and design, individual decision-making process, communicational group decision-making staffing, leading and controlling process.

Course outcomes:

COs	Course Outcome
CO1	Understand the basic management principals and theories.
CO2	Evaluate and analyze the organization structure and manpower planning
CO3	Demonstrate the ability to apply various management theories in their organization.
CO4	Develop skills and ability to effective communication and motivating the employees.
CO5	Critically examine the leadership theories and controlling process.

Syllabus:

UNIT-1: Introduction. Nature and Meaning of Management, Roles of Managers, Functions of Management, Skills possessed by managers, Levels of Management of Management. Evolution of Management theory & practice: Classical theories, Neo-classical theories, Behavioral Theories and Modern Organization Theories.

UNIT-II: Planning. Objectives, Types, Process of Planning. Management by Objectives, Problem solving & Analysis, Managerial Decision-Making,

Organizing: Principles of Organizing, Types and elements of Organization Structure, Organization Design.

UNIT-III: Staffing. Manpower Planning, Job Analysis, Description and Specification. Recruitment and Selection. Placement/ Orientation. Training and Development, Performance Appraisal. Directing, Supervision

UNIT-IV: Motivation. Concept, Forms of employee motivation, Need for motivation. Theories of motivation. Communication: process of communication, barrier in communication, effective communication, communication and IT

UNIT-V:Leadership.Leadership vs Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader. Controlling: Concept, Importance of controlling, Types of control, Steps in control process.

Text Books:

1. Robbins, S.P. &Decenzo, D. A. (2014). Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.
2. Koontz, H. (2010). Essentials of Management. New Delhi: Tata McGraw-Hill Education.
3. Luthans, F. (2010). Organizational Behaviour. New York: McGraw-Hill.

ReferenceBooks:

1. Stoner, Freeman & Gilbert Jr. (2009). Management. New Delhi: Prentice Hall.
2. Weihrich, H. & Koontz, H. (2010). Management- A Global Perspective: New Delhi: Tata McGraw-Hill Education
3. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007
4. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester :	I
Name of the Course:	Quantitative Techniques for Managers	Course Code:	EMBA 12
Credits :	4	No of Hours :	40
Max Marks:	100		

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:

COs	Course Outcomes
CO1	Understand the collection and manipulation of data to draw valuable inferences.
CO2	Describe and elucidate the descriptive statistics.
CO3	Apply probability and probability distribution concepts to solve real life problems.
CO4	Elucidate the concept of sampling and develop the hypothesis to test and validate theories for 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, Present data using such common graphic techniques as line charts, bar charts, and pie charts.

UNIT-II: Measures of Central Tendency. 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-III: 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.

UNIT-IV: Discrete Probability Distributions and Normal Probability Distribution. Discrete Probability Distributions: Define probability distribution, Distinguish between a discrete and continuous probability distribution, 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-V: 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.

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

CO-PO&PSO Correlation

Course Name : Quantitative Techniques for Managers												
COs	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		1	1		2	1		2		2
CO3	1	3	1		1		2	1		3		2
CO4	2	2	1		1	2	3		2	2	2	

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

Program:	EMBA	Semester:	I
Name of the Course:	Economics for Managers	Course Code:	EMBA 13
Credits:	4	No of Hours :	40
Max Marks:	100		

Course Description:

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

Course outcomes:

COs	Course Outcome
CO1	Understand basic concepts of consumer and producer behavior, along with the market features.
CO2	Identify the different structures of market in terms of competition.
CO3	Comprehend the short run and long run economic implication of production and cost.
CO4	Analyze the inferences of macroeconomic variable and policies to evaluate the economic cycle.
CO5	Examine the economic activity from expansion to contraction and recession. Further can make decisions on how you spend, how you invest, and how you access credit.

Syllabus:

UNIT-I: Demand and Supply Analysis. Introduction to Managerial Economics, Demand Analysis for Decision Making-Determinants of demand, Law of demand, Law of supply; movement and shift of supply curve; elasticity of demand, Production Analysis, Laws of Return to scale,

(Emphasis to be given on analyzing managerial implications and solving simple numerical problems).

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

UNIT-III: Market Structure. Price and output decisions under different markets (Perfect, monopoly monopolistic and oligopoly). Methods of Price determination, Price discrimination, dumping,

UNIT-IV: Macroeconomic policy. An overview of macroeconomic policy, a circular flow of Income, Aggregates of National Income, Methods of measuring National income, Concepts of Consumption, Savings and Investment. Determinants of Consumption and Savings.

UNIT-V: 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
5. H. L. Ahuja – Advanced Microeconomics
6. H. L. Ahuja – Macroeconomics theory

Reference Book:

1. R. Froyen- Macro Economics, Pearson
2. P. L. Mehta - Managerial Economics- Sultan Chand

CO-PO&PSO Correlation

Course Name: Economics for Managers												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2	1			1	1	1	1	2			
CO2		2	1	1	1				3			

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C03		1	1		1			1		2		
C04	1			1		2	3	1			2	3
C05	1		1	2		1	2				2	2

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

Program:	EMBA	Semester:	I
Name of the Course:	Accounting for Managers	Course Code:	EMBA14
Credits:	4	No of Hours:	40
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:

COs	Course Outcome
CO1	Acquaint with 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-1: Introduction. Meaning and Definition 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-2: Elementary Preparation of Books of Accounts. Journal, Ledger, Trial balance, Final Accounts, Trading account, Profit and loss account and Balance Sheet with adjustments.

UNIT-3: Analysis and Interpretation of Financial Statement. Comparative, Common Size, Trend Analysis, Ratio analysis, Cash Flow Statement as per AS 13, Fund Flow statement.

UNIT-4: 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-5: 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. Mohd. Arif Pasha, Accounting for Managers, Vrinda Publication
2. S.N.Maheshwari, Financial Accounting, Vikas Publishing
3. 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, SahityaBhawan Publication

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	I
Name of the Course:	Organizational Behaviour	Course Code:	EMBA 15
Credits:	4	No of Hours:	40
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:

COs	Course Outcome
CO1	Demonstrate a thorough knowledge and understanding of organizational behavior at individual, group and organizational level
CO2	Collaboratively and autonomously research, analyze and evaluate information from a wide variety of sources.
CO3	Apply relevant contemporary theories, concepts and models in order to analyze organizational environments, cases and issues.

CO4	Communicate their findings clearly and effectively using a variety of media.
CO5	Relate real work life organizational behaviour issues & concerns

Syllabus:

UNIT-I: Introduction to OB: Understanding Human 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. Pareek Uday, Organisational Behaviour, Oxford, IBH, Mumbai
3. Uma Shekharan, Organisation Behaviour, TMH, New Delhi.

CO-PO&PSO Correlation

Course Name: Organizational Behaviour												
COs	PO								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	1	3	1	1		1	1		2			2
CO2		1			2	1		2		3		
CO3	2		1	1			2				2	3

C04		1	3		1				3		2	
C05	1	1		1	1	2				2	2	

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

Program:	EMBA	Semester:	I
Name of the Course:	Business Communications	Course Code:	EMBA 16
Credits:	4	No of Hours:	40
Max Marks:	100		

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. The course will be delivered in class along with outside activities and comprises of conceptual issues in communication, technology enabled communication, Cross cultural communication, social and Business etiquettes, email etiquettes, meetings and public speaking. It will also include participation in outside class activities like corporate Interface, English movie analysis, organizing events, community service, writing reports and business news presentations.

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COs	Course Outcome
CO1	Perceive communication and demonstrate verbal communication skills and listening skills essential for effective Business communication.
CO2	Write internal and external business correspondence to convey and obtain information effectively.
CO3	Write Business proposals and reports; and demonstrate effective business writing skills.
CO4	Identify different 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, 7 C's of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, Oral Communication, principles of successful oral communication, Grapevine, Listening Skills.

UNIT-II: Business Correspondence. Purpose of writing, pros & cons of written communication, Principles of effective writing, Introduction to business letters, Types of business letter, Structure and Layout of business letter, Writing Cover Letter, Thank You Letter, Letter of Complaint, Letter of bad news, Buffers, Notice, Circular and 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
2. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi, 2014

Reference Books:

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

CO-PO&PSO Correlation

Course Name: Business Communications												
COs	PO								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	1	1	1		3	1	1		3		2	
CO2	3	1		1	3					2		
CO3		2	1	1	2	2	1	1	2			2
CO4		1	2			1		2			3	2
CO5	1		1	1	2		1	2		2		2

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

Year - 1, Semester - II
(6 Core Courses, 24 Credits)

Program:	EMBA	Semester:	II
Name of the Course:	Financial Management	CourseCode:	EMBA 21
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

The course will provide an in-depth view of the process in financial management of the firm. The course will develop knowledge on the allocation, management and funding of financial resources. It will also improve

students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.

Course Outcomes:

COs	Course Outcomes
CO1	Understand basic of time value of money and valuation
CO2	Comparing and selecting a capital budgeting technique
CO3	Analyzing cost of capital and understanding risk & return
CO4	Creating optimal capital structure and dividend policy.

Syllabus:

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

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

UNIT-III: Portfolio return and risk, systematic risk, unsystematic risk, optimal portfolio, efficient frontier, capital allocation line, Capital Asset Pricing Model, Capital Market Line, Beta, expected return of a security and cost of capital, Market risk premium.

UNIT-IV: 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. Case study.

UNIT-V: Capital structure, signaling theory, Agency cost of equity, 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. Case study.

Text Books:

1. Ross, Westerfield, Jaffe – Corporate Finance, McGraw Hill Publication.
2. Brealey, Myers – Principles of Corporate Finance, McGraw Hill Publication.

ReferenceBooks:

1. PrasannaChandra–FinancialManagement,McGrawHillPublication
2. Sharpe,W.F.(1964).Capitalassetprices:Atheoryofmarketequilibrium underconditionsofrisk. The journal offinance, 19(3), 425-442.

CO-PO&PSO Correlation

CourseName:Financial Management												
COs	ProgramOutcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3	3	1	1	1	2	2	2	3	3	2	3
CO2	3	2			1	3		1	3	2	3	2
CO3	3	2	1			2	2	2	3	2	2	3
CO4	3	3		1		2		1	3	3	2	2

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

Program:	EMBA	Semester:	II
Name of the Course:	Operations Management	Course Code:	EMBA 22
Credits:	4	No of Hours:	40
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:

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

Syllabus:

UNIT-I: Introduction. Introduction to OM, Competitiveness, strategy and productivity.

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

CourseName:Operations Management												
COs	ProgramOutcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2	1	3	2	3	3	2	3	3	2	3	2
CO2	1	2	2	2	2	3	2	3	3	3	3	3
CO3	3	3	2	2	3	3	3	2	3	3	3	3
CO4	1	1	1	1	2	2	2	3	3	3	3	2

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

Program:	EMBA	Semester:	II
Name of the Course:	Marketing Management	Course Code:	EMBA 23
Credits:	4	No of Hours:	40
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:

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

Syllabus:

UNIT-I: Introduction to Marketing: Meaning, Importance, Scope, Evaluation of marketing concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment.

UNIT-II: Marketing Planning: Identification of market, Market Segmentation, Targeting, Positioning, Marketing Research, Market Information System, Consumer Buying Behaviour.

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

UNIT-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 Contemporary Marketing Practice,

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

Text Books:

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

Reference Books:

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

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	II
Name of the Course:	Information Technology for	CourseCode:	EMBA 24

	Managers		
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course outcomes:

COs	Course Outcomes
CO1	Understand the functions of Computer
CO2	Use MS Office
CO3	Use Computer & its applications in Business
CO4	Explain the working of important application Software

Syllabus:

UNIT-I: Computer Organization: Introduction, components, classification, capabilities characteristics & limitations. Operating systems; storage devices; application of computer in Business, Computer Languages.

UNIT-II: Introduction to MS-Office: MS-word: Overview: Page Setup, Margins, Tabs, Header and Footer, Saving Document. Formatting the Text, Adding Columns, Tables, Mail merge. MS-Power-point: Overview, working with themes, Charts, Graphics and Tables, Animation: Using Animation for entry, exit, motion and emphasis, Custom Animation, Transition of Slide. MS-Excel: Overview, Working with spreadsheet, Formatting Cells, Formulas and Functions, Graphs, Conditional Formatting, Sorting and Filtering Data.

UNIT-III: Introduction to Networking: Exposure to LAN topology and protocols, Concept of Internet, Browser and SearchEngine.

UNIT-IV: Application of Computers in Business: E-Commerce, Accounting & finance, M-Commerce.

UNIT-V: Software and Data Management: System Software, Application Software, Programming Software, DBMS: Introduction, Functions and Advantages of DBMS and RDBMS.

Text Books:

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

Reference Books:

1. Suresh K. Basandra, Computer Today, Galgotia Publications Pvt. Ltd.
2. White, Data Communications & Computers Network, Thomson Learning Bombay.

CO-PO & PSO Correlation

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

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

Program:	EMBA	Semester:	II
Name of the Course:	Human Resource Management	Course Code:	EMBA 25
Credits:	4	No of Hours:	40
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:

COs	Course Outcome
CO1	Understand the basic concepts, functions and processes of human resource management
CO2	Know 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 Worklife, 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												
COs	PO								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
C01	2	1	1		1	2		1	3		2	
C02	1	2		1						3		2
C03	1	1		1		1			3		2	
C04			1		2		1				2	
C05	1	2			1	2		1	2	3		2

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

Program:	EMBA	Semester:	II
Name of the Course:	Business Research Methodology	Course Code:	EMBA 26
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course Outcomes:

COs	Course Outcome
CO1	Understand the concept/fundamentals for different types of research.
CO2	Applying relevant research methods for conducting business research
CO3	Understanding relevant scaling & measurement techniques and use them to develop questionnaire
CO4	Determine the sampling procedure and apply sampling techniques for sample selection.
CO5	Evaluating descriptive and multivariate statistical analysis technique and prepare research report

Syllabus:

UNIT-1: Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research, Formulation of Research Problem, research Questions, Research Proposal: Elements of a Research Proposal, drafting a Research Proposal, evaluating a research proposal.

UNIT-II: Research design: Concept, Features of a good research design, Qualitative and Quantitative research approaches. Exploratory Research Design, Descriptive Research Designs, Experimental Design. Sampling: Basic Concepts, Characteristics of a good sample. Sampling Frame, Sampling errors, Probability and Non-Probability sample techniques, Determining sample size.

UNIT-III: Data collection: Primary and Secondary data, Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Attitude measurement scale, Criteria for good measurement.

UNIT-IV: Hypothesis: Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis, Concept of Hypothesis Testing, Primary data analysis; Editing, Coding, Classification, Tabulation of data, Graphical representation of data, Descriptive statistics.

UNIT-V: Data Analysis: T-test, F-test, Chi-square test, Correlation, Regression, Use of SPSS software in statistical data analysis. Report presentation: short and long report, Research report components, Report writing, Presentation – oral and written.

Text Books:

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

Reference Books:

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

CO-PO&PSO Correlation

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

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

Year - 2, Semester - III

(3 Core Courses, 2 Major- & 1 Minor-Elective, SIP; 28 Credits)

Program:	EMBA	Semester:	III
Name of the Course:	Strategy & Ethics in Business	Course Code:	EMBA 31
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

This course helps students to understand how organizational strategies are formulated and implemented in a changing global environment and the means to apply it. Moreover, evaluate the importance of ethics in current business environment.

Course Outcomes:

CO1:	Students will comprehend the concepts, policies and strategies and their importance in the corporate world.
CO2:	Students will be able to critically examine how the top management is formulating strategies.
CO3:	Understand ethical theories and evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business.
CO4:	Recognize organizational challenges to ethical behavior and the inherent conflict of interest in many business decisions; demonstrate knowledge of established methodologies of solving ethical problems.

Syllabus:

UNIT-I: Foundations of Strategic Management. Introduction to Strategic Management, The Architecture of Strategy, Schools of thoughts, Process of strategic management and levels at which strategy operates, Hierarchy of Strategic Intent: Vision, mission and objective.

UNIT-II: Strategy Formulation. Environmental Scanning techniques: PESTLE analysis and SWOT, Porter's five forces, Three Circle Analysis; Internal Analysis: Value Chain Analysis, Fish bone analysis, Formulation process, Grand strategy, Blue ocean and red ocean strategy, Ansof's matrix.

UNIT-III: Fundamentals of Business Ethics. Nature and essence of business ethics; Business ethics concepts and theories, Common beliefs about ethics, roots of business ethics, Professional ethics: nature, function, importance

UNIT-IV: Applied Business Ethics. Organizational moral standards and the ethical dilemmas of decision making; Challenges to ethical behaviour; Business ethics and corporate governance; methodologies of solving ethical problems.

Text Book:

1. Strategic Management by AzharKazmi& Adela Kazmi, Fourth Edition, Tata-Mcgraw-Hill.
2. Strategic Management by A.Nag, First Edition, Vikash Publishing.
3. Strategic Management-The Indian Context by R.Srinivasan, PHI.
4. Ethics and Business: An Introduction by Kevin Gibson. Cambridge Univ. Press; 2007
5. Ghosh, B. N, Business Ethics and Corporate Governance, McGraw Hill Education
6. Fernando, A.C, Business Ethics and Corporate Governance, Pearson Education India; 2 edition (2012).

Reference Books:

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

CO-PO&PSO Correlation

Course Name: Strategy & Ethics in Business

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

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

Program:	EMBA	Semester:	III
Name of the Course:	International Business	Course Code:	EMBA 32
Credits:	4	No of Hours:	40
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:

CO1:	Understanding the concepts of globalization and the national difference in the political, economic and legal systems of different countries.
CO2:	Analyzing the role of FDI in economic growth of a country and evaluate the effectiveness of regional economic integrations.
CO3:	Understanding the international monetary system, the foreign exchange markets and the global capital markets and evaluate the foreign exchange risks involved.
CO4:	Applying their understanding of business strategy and structures, analyze the promises and pitfalls of exporting, importing and countertrade in the context of international business.
CO5:	Analyzing the and create strategies to effectively manage global

supply chains, evaluate location decisions and make or buy decisions.

Syllabus:

Unit-I: Global Trade and Investment Environment. Globalization, National Differences in Political, Economic, and Legal Systems, National Differences in Economic Development, International Trade Theory, Government Policy and International Trade, Foreign Direct Investment, Regional Economic Integration.

Unit-II: Global Monetary System. The Foreign Exchange Market, The International Monetary System, The Global Capital Market (Benefits of the global Capital Markets, The Eurocurrency Market, The Global Bond Market, The Global Equity Market, Foreign Exchange Risks and Cost of Capital).

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

Unit-IV: International Business Functions. Exporting, Importing and Counter Trade (The promise and pitfalls of exporting, Improving Export Performance, Export and Import Financing, Export Assistance, Countertrade).

Unit-V: Global Production and Supply Chain Management. Global Production Strategy, Production and Supply Chain Management, where to Produce, Make-or-Buy Decisions, Managing Global Supply Chains.

Text Books:

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

Reference Books:

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

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	III
Name of the Course:	Business Analytics	Course Code:	EMBA 33
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

This course is intended to expose students to basic concepts of Business Analytics & Data Science and make them understand the Role of Business Analyst & Data Science in business.

Course outcomes:

COs	Course Outcome
CO1	Understand concepts of Business Analytics & Data Science
CO2	Apply Data Mining concepts & its techniques
CO3	Apply Business Analytics in different domains
CO4	Analyze Machine Learning Concepts
CO5	Create viable solutions to decision making problems

Syllabus:

Unit-I: Introduction. Business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.

Unit-II: Data. Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification. Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation,

Unit-III: Introduction to Data Mining. The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

Unit-IV: Introduction to Machine Learning. History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement.

Unit-V: Application of Business Analytics. HR Analytics, Retail Analytics, Marketing Analytics, Financial Analytics, Supply Chain Analytics.

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

Course Name: Business Analytics												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
C01	2	3	2		1	1	2	2	2	3	2	
C02	2	2	3	1		2	2	2	2	2		3
C03	3	2	2	2	2	2	3	2	2	2	3	2
C04	2	3	2			2	3	2	2	3		2
C05	2	2	2	2	2		2	3	2	3	2	3

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

Electives (III Semester)

(2 Major Electives, 1 Minor Elective)

Program:	EMBA	Semester:	IV
Name of the Course:	Project Management (Operations Elective)	Course Code:	EMBA O34
Credits:	4	No of Hours:	40
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:

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

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

Program:	EMBA	Semester:	III
Name of the Course:	Quality Management (Operations Elective)	Course Code:	EMBA O35
Credits:	4	No of Hours:	40
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:

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

Syllabus:

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

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

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

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

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

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

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

Program:	EMBA	Semester:	III
Name of the Course:	Sales & Distribution Management (Marketing Elective)	Course Code:	EMBA M34

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Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course outcomes:

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

Syllabus:

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

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

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

Unit-IV: Motivating sales personnel- Motivational help from management, need gratification & motivation, motivation and leadership, motivation and communication. Compensating sales personnel- Requirements of a good

sales compensation plan, devising a sales compensation plan, types of compensation plans, fringe benefits.

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

Text Books:

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

References

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

CO-PO&PSO Correlation

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

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

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Program:	E-MBA	Semester:	III
Name of the Course:	Consumer Behaviour (Marketing Elective)	Course Code:	EMBA M35
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course outcomes:

COs	Course Outcome
CO1	Understand the nature and characteristics of consumer and identify the dynamics of human behaviour and the basic factors that influence the consumers decision process
CO2	Demonstrate how consumer behaviour concepts may be applied to marketing strategy
CO3	Explore and compare the core theories of consumer behaviour in both consumer and organizational markets
CO4	Apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments
CO5	Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations

Syllabus:

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

Unit-II: Consumer Decision Making. Levels of Consumer Decision Making, Psychological Influences on Consumer Decision Making. Consumer's Needs & Motivation, Models of Consumer Decision Making.

Unit-III: Consumer Buying Process; Problem Recognition; Information Processing; Evaluation of Alternatives; Purchase and Post-Purchase Behaviour; Customer loyalty.

Unit-IV: Determinants of Consumer Behaviour, Consumer motivation and involvement, consumer perception, Information processing, perception Learning, Consumer attitude; Family and household influences, family decision making and consumption-related roles, social class, Reference groups, Cultural and sub- cultural differences, Personality, Values and life-style.

Unit-V: Consumer Buying Behaviour, Cross Cultural Consumer Analysis, Combining Global with Local Marketing Strategies, Impact of social media on Consumer Behaviour, Industrial Buying Process, Types of Buying in B2B, B2C, C2C; Impact of Information Technology on Consumer Behaviour, Recent Trends, Product Endorsements.

Text Books:

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

Reference Books:

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

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	III
Name of the Course:	Security Analysis and Portfolio Management (Finance Elective)	Course Code:	EMBA F34
Credits:	4	No of Hours:	40
Max Marks:	100		

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

Course Outcomes:

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

Syllabus:

Unit-I: Risk and return, Holding period return, Average returns: arithmetic, geometric and dollar-weighted, effective annual return, return over a time period, return under different scenarios, measures of risk, Normal distribution and its importance, standardized returns.

Unit-II:

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

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. Case study.

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. Case study.

Text Books:

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

Reference:

1. Sharpe, Alexander & Bailey – Investments – Prentice Hall of India.
2. Markowitz, H. (1952). Portfolio selection. The journal of finance, 7(1), 77-91.
3. Sharpe, W.F. (1964). Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442.

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	III
Name of the Course:	Investment Banking (Finance Elective)	Course Code:	EMBA F35
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

To familiarize the students with the entire process that governs the domain of Investment Banking. This includes the introspection and analysis of conceptual issues underlying the various aspects of investment banking.

Course outcomes:

COs	Course Outcomes
CO1	Understand basics of investment banking
CO2	Understand applications of investment banking
CO3	Evaluate the benefit of merger and acquisition
CO4	Using investment banking for primary market

Syllabus:

UNIT-I: Securities Markets and Investment Banking. Evolution of Indian Investment Banking, Merchant Banking, Structure of Indian Investment Banking, The Business of Investment Banking, Asset Management, Mutual Funds, Hedge-funds, PE funds, Securities business, Broking and Dealing, Trading. Investment Banking and Business Valuation, Business Valuation, Corporate valuation using business valuation models, Asset based valuation models, financial forecasting, Free cash flow, Cost of Equity, CAPM, Arbitrage Pricing Model, The WACC, Economic Profit Model, Relative

valuation models – EBITDA multiple, P to BV multiple, Earnings multiple, SPVs, SOTP valuation, Arriving at a fair value.

UNIT-II: Core Investment Banking Services. Domestic Issue Management – going public, listing decisions, IPOs and FPOs, Rights Issues, Role of Investment Banker as Issue Manager, Pricing of IPO, FPOs and Rights Offers, Green Shoe Option, Underwriting, Underwriting in fixed price offers and book-built offers, Safety Net, Types of underwriting, Bought out deals.

UNIT-III: Market offerings. Global Capital Markets Offers-ADRs and GDRs, Convertible Bonds, FCCBs, Corporate Inversions, Issue of IDRs in India, Role of Investment Bankers in Cross Border issues, Private Placements-PIPE, QIPs, IPPS. Private placements and role of investment banking, Private Equity Advisory-VCs, PEs, Valuations and deal structuring, Exit mechanisms. Buybacks and delisting - Equity Repurchases, pricing a buy-back offer, offer strategy, Delisting a listed company, Minority Squeeze Out, Compulsory Delisting, Relisting.

UNIT-IV: Corporate Restructuring, M & A and Acquisitions and Takeovers. Overview of Corporate Restructuring, Split-up through transfer of assets, Hive-offs / Reconstructions, Equity carve-out, Split-up through transfer of equity, Valuation approaches in restructuring, Introduction to M & A, Types of Mergers-Horizontal & Vertical, Financial Evaluation of Mergers, Valuation in M & A, Transaction Process in M & A, Investment Banking perspectives, Regulatory aspects of M & A,

UNIT-V: Further discussions on M&A. Strategic acquisitions, Negotiated and hostile takeovers, the takeover code 2011, Open offer requirements, Squeeze Outs, Regulation of unlisted companies, transaction strategy, arriving at the Method of Acquisition or takeovers, valuation and deal size, regulatory overview, Leveraged Buy-outs.

Text Books:

1. PratapGiri S – Investment Banking – Concepts, Analyses and Cases, McGraw-Hill Education.

Reference Books:

1. Rosenbaum and Pearl – Banking: Valuation, LBOs, M&A, and IPOs- Wiley.
2. Michael Fleuriet – Investment Banking Explained: An Insiders’s Guide to the Industry – McGraw Hill.

CO-PO&PSO Correlation

CourseName:Investment Banking												
COs	ProgramOutcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3	2	1	1	1	1	2	2	3	3	2	3
CO2	3	2			1	2		1	2	3	3	2
CO3	3	2	1			2	2	2	3	2	2	2
CO4	3	3		1		3	1	1	3	3	2	3

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

Program:	EMBA	Semester:	III
Name of the Course:	Industrial Relations (HRM Elective)	Course Code:	EMBA H34
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course Outcomes:

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

Syllabus:

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

UNIT-II: Techniques to Industrial Relations: workers participation in Management - Meaning, objectives, Essential Conditions, forms, Reasons for limited success and suggestions for improvement; Collective Bargaining - Meaning, Functions, Process and Prerequisites; Grievance - Definition, and Grievance Handling, Grievance Redressal Machinery, Disciplinary procedures- Meaning, Need and Procedure; Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926.

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

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

Text Books:

1. C.S. VenkataRatnam 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

CourseName:Industrial Relations												
COs	ProgramOutcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3		1		1	1		1	3		2	

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

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

Program:	EMBA	Semester:	III
Name of the Course:	Strategic Human Resource Management (HRM Elective)	Course Code:	EMBA H35
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

Strategic Human Resource Management (SHRM) explores the relationship between the management of people and pursuit of an organizations strategic goals and objectives.

Course Outcomes:

COs	Course Outcome
CO1	Identify the key HRM functions and operations
CO2	Define, explain, illustrate and reason with the key human resource management concepts
CO3	Identify the linkages between HRM functions and operations and

	organizational strategies, structures and culture
CO4	Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM
CO5	Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work

Syllabus:

UNIT-I: Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;

UNIT-II: Environment Forecasting: Analysing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.

UNIT-III: Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation.

UNIT-IV: Strategic Human Resource Processes: Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development

UNIT-V: New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.

Text Books:

1. Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi.
2. Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi.

Reference Books:

1. Bowman, Cliff: The Essense of Strategic Management, Prentice Hall, New Delhi.
2. Monappa, Arun and Engineer, Mahrukh: Liberalisation and Human Resource Management, Response Books, New Delhi.

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	III
Name of the Course:	Summer InternshipProject (SIP)	Course Code:	EMBA 36
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

A summer industry-immersion program for 45 to 60 days needs to be carried out by the students. During this program, an executive is expected to work on an industry specific project.

- This program is carried out after 2nd semester i.e. at the end of 1st year of EMBA.
- A detailed project report has to be prepared reflecting the entire work systematically.
- The work needs to be presented in the school/department before a panel followed by viva.

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

CO-PO&PSO Correlation

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

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

Year - 2, Semester - IV

(3 Core Courses, 2 Major- & 1 Minor-Elective, Dissertation; 28 Credits)

Program:	EMBA	Semester:	IV
Name of the Course:	Entrepreneurship	Course Code:	EMBA 41
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

This subject expose student to the objectives, challenges, and requirements for effectively managing own business and enhance entrepreneurial skills.

Course outcomes:

COs	Course Outcome

CO1	Define the concept of entrepreneurship and types of entrepreneurial approaches.
CO2	Identify the skills of successful entrepreneur.
CO3	Evaluate and execute the business ideas by feasibility analysis.
CO4	Estimate the required resources through Industry & competition analysis and environment analysis.
CO5	Create and start the business plan in synchronization with Marketing, Organizational, Financial and Operations Plans.

Syllabus:

UNIT-I: The Entrepreneur. Meaning of entrepreneur, the skills required to be an entrepreneur, characteristics of an entrepreneur, classification of entrepreneurs, women entrepreneurs, nature and importance of entrepreneurs.

UNIT-II: Introduction to Entrepreneurship. Definition and concept of entrepreneurship, the entrepreneurial decision process, and role models, mentors and support system.

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

UNIT-IV: The Business Plan & the Start-up. The Business Plan: creating and starting the venture, Business Model, The Marketing Plan, The Organizational Plan, The Financial Plan, and The Operations Plan.

Text Books:

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

Reference Book:

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

CO-PO&PSO Correlation

Course Name: Entrepreneurship		
COs	Program Outcomes	PSOs

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	1	2	3	4	5	6	7	8	1	2	3	4
C01		2	1	2		2	2		2		3	
C02	1		1	2	2			2	2	3		
C03		2			1		2			2		3
C04	1	1		1			2	2	3		2	
C05	2	2	1		2	2	1	1		3		2

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

Program:	EMBA	Semester:	IV
Name of the Course:	Legal, Social & Sustainable Aspects in Business	Course Code:	EMBA 42
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

This course offers lectures along with relevant cases to impart teaching and learning to develop problem solving techniques. It focusses 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:

COs	Course Outcomes
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, 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), 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 cyberlaws.

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												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2		1					1	3		2	
CO2		2		1	1		1	2		3		2
CO3	2			1		2				2	2	2
CO4	1	2			1		1		2	3		
CO5		2	1			1		1		3	2	2

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

Program:	EMBA	Semester:	4
Name of the Course:	Digital Transformation in Business	Course Code:	EMBA 43
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

As the technology is evolving organizations are also embracing new technologies; as technology is becoming ever pervasive it is becoming imperative for managers to understand the role of technology in various business activities from end-to-end perspective. This course introduces managers to various facets of technology which are transforming the way we do businesses.

Course Outcomes:

COs	Course Outcomes
CO1	Understand the role of digital transformation in business
CO2	Explain the process of innovation, and market disruptions
CO3	Compare the current digital technologies
CO4	Use BCG's digital transformation framework

Syllabus:

UNIT-I: Introduction to digital transformation; application of digital transformation; importance of digital transformation; Digital Transformation Framework, types of digital transformation framework; advantages and applications.; The five domains of digital transformation: the customer, the competition, the data, innovation and the value; Evolution of Technology; Value Chain and its deconstruction; Technology as a change agent; Technology Laws of Business Disruption;

UNIT-II: Theory of Disruption; Empirical Perspective; Environmental Analysis & Competitive Life Cycle; Liability of Incumbency; Economics of Innovation; Framework of Digital Disruption

UNIT-III: Data as an Asset: Digital Infrastructure; Strategic value of Digital enterprise; Securing the Digital enterprise; Cases in social media for the following: Big Data; Cloud Technology; Internet of Things (IoT)

UNIT-IV: Transforming Digitally; Strategy Palette; Fundamental Duality; Digital Driven Strategy; Digitization of the Core Activities; People & Organization; Data Analytics; Cases in Health care; based on following: Cyber Security, Artificial Intelligence (AI), Block chain

UNIT-V: Managing IT Trends & Emerging Technologies; Role of Chief Information Officer; Intelligent use of Technology in the world; Future of Technology Innovation.

Text Books:

1. A Modern Playbook of Digital Transformation by Amitabh P. Mishra and Ashish Ranjan, SAGE Publication
2. Leading Digital: Turning Technology into Business Transformation. By George Westerman, Didier Bonnet, Andrew McAfee, Harvard Business Press, 2014.

Reference Books:

1. Research Anthology on Digital Transformation, Organizational Change, and the Impact of Remote Work Vol 1 to Vol 4; IGI Global

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	IV
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Name of the Course:	Supply Chain Management (Operations Elective)	Course Code:	EMBA O44
Credits:	4	No of Hours:	40
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:

COs	Course Outcomes
CO1	Understanding the concepts, functions and the importance of supply chain management.
CO2	Planning and designing the network for logistics and supply chain management.
CO3	Applying the analytical approaches in the total supply chain.
CO4	Visualizing and evaluating the benefits of various stakeholders in a supply chain

Syllabus:

UNIT-I: Building a strategic framework to analyze supply chains.

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

UNIT-II: Designing the supply chain network. Network Design in the Supply Chain: The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, Framework for Network Design

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

UNIT-III: Planning demand and supply in a supply chain. Demand Forecasting in a Supply Chain: Measures of Forecast Error, Forecasting Demand at Tahoe Salt, The Role of IT in Forecasting, Risk Management in Forecasting, Forecasting in Practice. Aggregate Planning in a Supply Chain: The Role of Aggregate Planning in a Supply Chain, The Aggregate Planning Problem, Aggregate Planning Strategies, Aggregate Planning Using Linear Programming, Aggregate Planning in Excel, The Role of IT in Aggregate Planning, Implementing Aggregate Planning in Practice. Planning Supply and Demand in a Supply Chain: Managing Predictable Variability. Make or Buy Decision. Coordination in a Supply Chain: Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Forecasting, and Replenishment (CPFR).

Text Books:

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

Reference Books:

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

CO-PO & PSO Correlation

Course Name: SupplyChain Management												
COs	POs								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	3	2	3	2	2	3	2	3	3	2	2	2
CO2	2	3	2	2	2	2	3	2	2	2	3	3
CO3	2	1	2	1	2	1	2	2	2	2	3	3
CO4	1	2	1	2	2	1	3	1	2	2	3	2

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

Program:	EMBA	Semester:	IV
Name of the Course:	Technology & Innovation Management (Operations Elective)	Course Code:	EMBA O45
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

This course will introduce concepts and fundamentals of Technology and innovation management. Selection and implementation of new technology for ensuring the long-term sustainability of business in current dynamic market environment. Emphasis will be placed on Measures for Building High-Performing Innovative Technology- Based Organizations.

Course outcomes:

COs	Course Outcomes
CO1	Understanding the concepts of automation and other recent technological advances technology and their management.
CO2	Elucidate Technology Strategy and its Competitive Advantage.
CO3	Analyze Innovation and creativity for proper Technology Assessment
CO4	Build the Strategy for Technology based Innovation.

Syllabus:

UNIT-I: Introduction to Technology Management. Concept and Meaning of Technology and Technology Management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

UNIT-II: Selection and Implementation of New Technologies. Automation Decisions: New Technologies, Selection of a New Technology, Implementation of New Technology, Automation and automation technology; Automation decisions.

UNIT-III: Technology Strategy and Competitiveness. Technology strategy and management; Elements of an accessible technology strategy, Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment

UNIT-IV: Technology Assessment. Technology Choice, Technology Assessment Process, Technology Leadership and Followership, Technology Concepts- Technology acquisition; Meaning of innovation and creativity; Innovation management.

UNIT-V: Managing Technology Based Innovation. Innovation – Technology relationship; Technological innovation and management, Process of Technology-Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, Measures for Building High-Performing Innovative Technology- Based Organizations.

Text Books:

1. Gehani, R. 1998. Management of technology and operations. New York: J. Wiley.
2. Khalil, T. (2000). Management of technology. 1st ed. Boston: McGraw-Hill.

Reference Books:

1. Strategic Management of Technology and Innovation; Asian Productivity Organization, Japan; Asian Productivity Organization, Japan.
2. Management of Technology; C S G Krishnamacharyulu&LalithaRamakrishnan; Himalay Publishing House.

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester:	IV
Name of the Course:	Product and Brand Management (Marketing Elective)	Course Code:	EMBA M44
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course outcomes:

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

Syllabus:

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

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

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

UNIT-IV: Brand Loyalty. Loyalty Programs, Building Strong Brands. Measuring Brand Performance, Brand Extensions. Brand Equity Management: Brand Equity Measurement, Brand Leverage, Global Branding Strategies, Brand Audit, Role of Brand Manager, Branding Challenges & Opportunities. Brand Rejuvenation and Re-launch, Brand Development through Acquisition Takes Over and Merger, Relaunching the Brand, Need, Methods and Success Rate.

Text Books:

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

Reference Books:

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

CO-PO&PSO Correlation

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

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

Program:	EMBA	Semester	4
Name of the Course:	Digital & Social Media Marketing (Marketing Elective)	Course Code:	EMBA M45
Credits:	4	No of Hours	40
Max Marks:	100		

Course Objective:

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

Course Outcomes:

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

Syllabus:

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

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

Program:	EMBA	Semester:	IV
Name of the Course:	Financial Markets & Institutions (Financial Elective)	CourseCode:	EMBA F44
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course Outcomes:

COs	Course Outcomes
CO1	Understanding money market instrument, underwriting of shares, Government Securities, Leasing, Credit Rating, and Hire Purchase.
CO2	Relating various instrument of Financial Market, Mutual Fund, Banking and distinguish between hire purchase and leasing.
CO3	Predict and apply purchasing and dealing in stock market.
CO4	Design and develop to act as a Acturian, Agent, Mutual Fund Dealer and Maximize their return.

Syllabus:

UNIT-I: Indian Financial System. Introducing various components of the Indian financial system: financial markets, financial Institutions, financial Instruments and Financial Regulator financial services. The structure of Indian Financial System. Classification of the Indian financial market, characteristics and functions of the financial market, introducing the money market and capital market. Introduction to primary market, functions of primary market, Underwriting, methods of floating new issue, Principal steps of a public issue, Issue pricing, Case on IPO.

UNIT-II: Stock Exchange and Indian Banking System. Introduction to stock exchange, Recognition of stock exchanges, listing of stocks, registration of brokers, online trading system, stock market trading, requirements for a retail investor to trade in stock market. Commercial Banks – Importance and functions; Distinction between Commercial and Central bank; Credit Creation Process of Commercial banks; The Reserve Bank of India: Functions; Methods of Credit control.

UNIT-III: Government Securities and Credit Rating. Government Securities Market, features of government securities, terms and conditions applicable to government securities, types of government securities, Repos, Primary Dealers, Retail Debt Market. Credit Rating, Importance of credit rating, factors affecting rating, instruments for rating, credit rating agencies and ratings.

UNIT-IV: Other Financial Institutions. Life Insurance Corporation of India -What is Life Insurance, Purpose and Need of Life Insurance, Advantages of Life Insurance, principles of life assurance. General Insurance Corporation of India-fundamentals/principles of general insurance. (Contract of Insurance, Condition necessary for a contract, Contractual Duty, Contribution under Policy conditions), Mutual Fund (AMC) Net Asset Value, Advantages of Investing in mutual funds, NBFC, Meaning and Feature- Leasing, Venture Capital, Hire Purchase and Hire Purchase.

Text Books:

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

Reference Books:

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

CO-PO&PSO Correlation

Course Name: Financial Markets & Institutions												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2	2			2			3	3	2	2	2
CO2	2	2			3			2	2	2		1
CO3		1			2		3	3			2	3
CO4				1		2	2	2		2	3	

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

Program:	E-MBA	Semester:	IV
Name of the Course:	Financial Derivatives & Risk Analysis (Financial Elective)	Course Code:	EMBA F45
Credits:	4	No of Hours:	40
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:

COs	Course Outcomes
CO1	Defining and Identifying the sources of financial risks.
CO2	Understanding the use of financial derivatives instruments for the reduction of risk in the derivative market.
CO3	Apply the options and trading strategies in derivatives market.
CO4	Analyze the options of pricing models to calculate the real option

upfront premium, and then evaluating hedging the schemes in the market.

Syllabus:

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

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

UNIT-III: Application of Futures. Hedging, Arbitrage and speculation, Payoff for derivatives contracts (futures and options), difference between trading securities and trading futures on individual securities, Use of Futures (Only simple strategies of hedging, speculation and arbitrage): Index futures, Stock futures.

UNIT-IV: Options. Introduction to options, types of option, delivery and settlement, Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options.

UNIT-V: Swaps. Concept, Evaluation and Features of Swap – Types of Financial Swaps – Basic of Interest Rate Swaps and Currency Swap.

Text Books:

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

Reference Books:

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

CO-PO&PSO Correlation

Course Name : Financial Derivatives& Risk Analysis

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

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

Program:	EMBA	Semester:	IV
Name of the Course:	Human Resource Analytics (HRM Elective)	Course Code:	EMBA H44
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

This course helps students to develop 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 and 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:

COs	Course Outcomes
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: Employee happiness metrics; 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 Books:

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

CO-PO&PSO Correlation

Course Name: HumanResource Analytics												
COs	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
C01	2				1		1	2		3	2	
C02			1			1	2		2			3
C03		1		2		1		1	3	2		
C04	2		1		2		1				3	2
C05		1		2		2		2	2	3	3	3

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

Program:	EMBA	Semester:	IV
Name of the Course:	Performance & Compensation Management (HRM Elective)	Course Code:	EMBA H45
Credits:	4	No of Hours:	40
Max Marks:	100		

Course Description:

This course is designed to promote understanding of issues related to the Performance Management & compensation or rewarding human resources in the corporate sector, public services and other forms or organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Outcomes:

COs	Course Outcomes
CO1	Understand Concepts of Performance Management & Compensation System
CO2	Understand the strategic compensation system applying various tools and techniques for effective decision making to achieve organizational objective
CO3	Gain skills and knowledge necessary to measure and manage the performance linked with compensation
CO4	Correct failures in a compensation system through various compensation laws and institution/machineries

Syllabus:

UNIT-I: Concept and objectives of Performance Management, Determinants of Performance, Need of Performance Management, Performance Measurement.

UNIT-II: Process of performance appraisal, issues and challenges in performance appraisal, Documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, Performance feedback and counselling, use of technology and e-PMS, Ethical perspectives in performance appraisal.

UNIT-III: Nature and Objectives of Compensation, Factors affecting Compensation Policy, Concept of Wages and Salary, Minimum Wages, Fair Wages & Living Wages, Understanding elements & components of Compensation Structure.

UNIT-IV: Laws relating to Workmen Compensation: Workmen’s compensation Act, Minimum Wages act, Payment of Wages act, Payment of bonus act, Provident fund act, Equal Remuneration Act.

UNIT-V: Institution/machineries related to Reward system: Wage boards, pay commission. Government, public and private sector compensation, Wage and productivity: Concepts and regulations.

Text Books:

1. DewakarGoel, Performance Appraisal & Compensation Management, PHI Learning, New Delhi.

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2. Bhattacharya, Compensation Management, ISBN: 9780195698374, Oxford University Press.
3. P.R.N.Sinha, "Industrial Relations, Trade Unions & Labour Legislations", Pearson Education.
4. P.S. Rao, "Personnel & Human Resource Management", Himalaya Publishing house.
5. Kanchan Bhatia, "Compensation Management", Himalaya Publication House.

Reference Books:

1. C.B.Memoria. "Dynamic of Industrial Relations in India" Himalaya Publishing House
2. Rao, T. V. (2015). Performance Management: Toward organizational excellence. Sage Publication
3. Strategic Compensation: A Human Resource Management Approach, 6/e, Joe Martocchio, Pearson Education
4. Compensation Management in a Knowledge - based World, 10/e, Richard I. Henderson, Pearson Education

CO-PO & PSO Correlation

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

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

Dissertation / Mini-Research Project

Equiv. to 2 Courses – Report, Presentation/Viva 8 Cr

Program:	EMBA	Semester:	IV
Name of the Course:	Dissertation	Course Code:	EMBA 46
Credits:	8	No of Hours:	40
Max Marks:	100		

Course Description:

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

Course Outcomes:

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

CO-PO & PSO Correlation

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

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