

## **MBA (DAY) PROGRAM**

**FACULTY OF MANAGEMENT  
DEPARTMENT OF BUSINESS MANAGEMENT  
OSMANIA UNIVERSITY  
HYDERABAD -500007**



**University with potential for Excellence  
(Accredited by NAAC A+ Grade)  
Category Graded Autonomy by UGC**

## **MBA (DAY) COURSE STRUCTURE AND SYLLABUS AS PER CBCS & AICTE GUIDELINES**

**REVISED RULES AND REGULATIONS OF  
M.B.A. PROGRAM - 2022-23**

## **RULES AND REGULATIONS OF M.B.A. PROGRAM-2022**

The Master of Business Administration (M.B.A.) is a Post-Graduate course offered as:

- I. Two-year i.e., four semester Full Time Day program

### **1. Eligibility Conditions**

#### **M.B.A. (Day)**

Candidate seeking admission into Full Time M.B.A. (Day) program must be:

1. Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University;
2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.
4. Foreign candidates' admission is based on the Screening Process of the University currently in vogue.

### **2. Instruction Schedule:**

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of M.B.A. Program for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of Instruction : 14 Weeks

Preparation Holidays : 7-10 Days

Total No of Hours (Theory + Tutorial + Practicals)

Per Semester : **420 Hours**

#### **Rules of Attendance**

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

### **3. Promotion Rules**

A student will be promoted subject to the following rules:

#### **a. I Semester to II Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should be registered for the University exam for the I semester.

#### **b. II Semester to III Semester**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should have passed at least 50% of Theory courses of I & II Semesters put together. (Viva Voce and Lab courses not considered for this purpose).

**c. III Semester to IV Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and having registered for the University Examination.

**4. Cancellation of Admission:**

The admission of a candidate admitted to the MBA Course stands cancelled if:

He / She does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester – I, but failed to register for 1<sup>st</sup> Semester Examinations

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA program.

**5. Project Work:**

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Day Program. Project Report Work should be carried out in the Final Year of MBA Program i.e., III & IV Semesters for Day Program.

The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

**6. Scheme of Evaluation:**

**Internal Assessment:** 30 Internal Marks are divisible into 2 parts.

- 20 Marks that consist of 5 short questions each carrying 2 marks and 2 long questions each carrying 5 marks.
- 10 marks for Theory Assignments

**Semester End Examination for 70 Marks divisible as Part 'A' and 'B'.**

- Part A – 20 Marks (5 Questions each carrying 4 marks) without choice.
- Part B – 50 Marks (5 Questions each carries 10 Marks) with internal choice.

## 7. Award of Grades For Seminars, Project Report and Viva Voce Examinations :

**Seminars:** Students are expected to give a presentation on a relevant topic of any subject of II semester. Seminars are evaluated by internal faculty of the college concerned. Seminars will be evaluated for 50 marks and the same will be converted into equivalent grades as per the University norms. The assessment will be done based on Content, Communication, Presentation, and Ability to answer related questions.

### Project Assessment for 150 Marks

Marks distributed for Project Assessment shall be as follows:

#### Internal Assessment

Research Design Seminar (III Semester)	1 Credit	25 Marks
Progress Seminar (III Semester)	1 Credit	25 Marks

#### IV Semester end Assessment

Dissertation	1 Credit	25 Marks
Final Presentation	2 Credits	50 Marks
Viva Voce during Final Presentation	1 Credit	25 Marks

## 8. Instructional Work Load For Theory, Practical Courses and 'Mentoring & Project Work':

Each of the Theory Courses of the MBA Program shall have instructional workload of 4 periods of 60 Minutes duration per week in addition to mentoring and project work as specified in the course curriculum. The Instructional workload for each of the Practical and Lab Courses shall be 1 Period of 60 Minutes duration respectively per week. Tutorial for each subject shall be for one hour per week. All subjects must have one period of Tutorial each per week.

## 9. Tutorial: Individual and Group assignments, Case Studies, presentations, Quizzes, Book Reviews, Article Reviews, Management Games etc.

## 10. Evaluation System:

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 70% marks for university semester end examination and 30% marks for internal examination (CIE).
4. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (Day) Program.

  
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### **11. Conduct of Examinations:**

Examination will be conducted based on the existing rules of examination Branch that are applicable to other PG Courses

### **12. Award of Degree And Division:**

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded as per the University norms.

### **13. Readmission for Pursuing Additional Elective Courses:**

A student can be given readmission for pursuing additional electives after completion of MBA program subject to payment of requisite fee prescribed by the college / Department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students.

- a. The additional elective must be pursued in the same college in which the student studied and completed the MBA Program.
- b. The admission must be done within four weeks of the commencement of the III Semester.

### **14. Total number of credits to be completed to be eligible for the award of MBA degree:**

Total number of credits at the end of fourth semester (MBA-Day) =  $24 + 26 + 26 + 26 = 102$

### **15. Awarding Cumulative Grade Point Average (CGPA) and Semester Grade Point Average (SGPA):**

#### **15.1 Subject-wise Grading**

Grades shall be awarded to indicate the performance of students in each of subjects studied. Based on the percentage of marks obtained in both Continuous Internal Evaluation and End Semester Evaluation, a corresponding letter grade shall be given as shown in Table 1.

#### **15.2 Semester Grading**

The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points ( $\Sigma$ CP) secured from all subjects/courses registered in a Semester, by the total number of credits registered during that Semester. SGPA is rounded to two decimal places and is computed as

SGPA = For each Semester,  $\Sigma$ CP/Total no. of credits

As a measure of the performance of a student, a 10- point absolute grading system using the following letter grades (as per UGC/AICTE guidelines) and corresponding percentage of marks shall be followed.

  
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**MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2022-23****Table 1**

S. No	% of Marks in a Subject	Grade	Letter Grade	Grade Points
1	85 to 100	Outstanding	O	8.5-10
2	70 to 84	Excellent	A	7-8.49
2	60 to 69	Very Good	B	6-6.99
3	55 to 59	Good	C	5.5-5.99
4	50 to 54	Above Average	D	5-5.49
5	40 to 49	Average	E	4-4.99
6	<40	Fail (Repappear)	F	
9	Absent	Absent	Ab	0

A student who has obtained an 'F' grade in any subject shall be deemed to have 'failed' and is required to reappear as a 'supplementary student' in the End Semester Evaluation, as and when offered. In such cases, internal marks in those subjects shall remain the same as those obtained earlier.

To a student who has not appeared for an examination in any subject, 'Ab' grade shall be allocated in that subject, and he/she is deemed to have 'failed'. A student shall be required to reappear as a 'supplementary student' in the End Semester Examination, as and when a student earns grade point (GP) in each subject/course, on the basis of the letter grade secured in that subject/course. The corresponding 'credit points' (CP) are computed by multiplying the grade point with credits for that particular subject/course as shown below.

Credit points (CP) = grade point (GP) x credits

For a subject/course a student passes the subject/course only when  $GP \geq 4$  ('D' grade or above)

### 15.3 Cumulative Grade Point Average (CGPA)

The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student in all semesters considered for registration. The CGPA is the ratio of the total credit points secured by a student in all registered courses in all semesters, and the total number of credits registered in all the semesters. CGPA is rounded off to two decimal places. CGPA is thus computed from the I year II semester onwards at the end of each semester.

Computation of SGPA and CGPA are done using the procedure listed above. For Final % of Marks equivalent to the computed final CGPA, as :

$\% \text{ of Marks} = (\text{final CGPA} - 0.5) \times 10.$

As a measure of the performance of a student, a 10-point absolute grading system using the following letter grades (as per UGC/AICTE guidelines) and corresponding percentage of marks shall be followed.

### 16.General Clause:

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Osmania University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

  
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**MBA Year-I Semester –I**

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MB101	Management & Organizational Behaviour	Core	4	4Th + 1 Tu	30+70
MB102	Accounting for Management	Core	4	4Th + 1 Tu	30+70
MB103	Marketing Management	Core	4	4Th + 1 Tu	30+70
MB104	Statistics for Management	Core	4	4Th + 1 Tu	30+70
MB105	Economics for Managers	Core	4	4Th + 1 Tu	30+70
MB106	IT Applications for Management	Core	4	3Th+2P	30+50 +20P
Total credits at the end of I Semester			24	24	600

- HPW – Hours Per Week
- CIE – Continuous Internal Exam
- SEE – Semester End Exam
- Th- Theory
- Tu – Tutorial
- P - Practical

  
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**MBA Year-I Semester –II**

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MB201	Human Resources Management	Core	4	4Th + 1 Tu	30+70
MB202	Financial Management	Core	4	4Th + 1 Tu	30+70
MB203	Operations Research	Core	4	4Th + 1 Tu	30+70
MB204	Entrepreneurship and Development	Core	4	4Th + 1 Tu	30+70
MB205	Business Research Methods	Core	4	4Th + 1 Tu	30+70
MB206	Business Law and Ethics	Core	4	4Th + 1 Tu	30+70
MB207	Seminar Presentation *	Core	2		Grade
<b>Semester Credits</b>			<b>26</b>	<b>24</b>	<b>600</b>
<b>Total Credits at the end of II Semester</b>			<b>50</b>	<b>50</b>	<b>1200</b>

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Exam**
- **SEE – Semester End Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P - Practical**

**\*Seminar should be evaluated for 50 marks and then converted to Grade.**

**\* Seminars will be done by students on Semester I and II subjects.**

  
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# **I - SEMESTER**

**PAPER CODE – MB101**

**Course: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**Course Objectives:**

1. This course is designed to introduce the concepts and theories of management
2. To analyze human perceptions and behavior at work place.
3. The course aims at offering insights into contemporary situations in organizational settings.

**Learning Outcomes:**

1. By the end of the course, the students would have a comprehensive understanding of management principles
2. The student is exposed to the organizational functions in various organizational settings
3. The Learner may gain insights into individual, inter-personal and group actions in organizations.

**Unit-I: Management Philosophy and Approaches:**

Management Principles, Process, Functions and Typology, 3D Model of Managerial Approach, Management thought-Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments, Contributions of Henry Fayol, F. W. Taylor and Peter Drucker.

**Unit-II: Organizational Design, Structure and Decision Making:**

Basic and advanced Models of Organizational Designs, Main Approaches to Organization Structure - Decision making under Bounded Rationality, Certainty, Uncertainty, Risk, Conflict. Open and Closed Decision making models, QWL. Quality Circle. Emerging Organizational Architectures.

**Unit-III: Organizational Behavior:**

Personality Traits, Big 5 personality traits, MBTI, the Process of Perception and Attribution, Kelly's personal construct Theory, Cognitive Dissonance, Classical, Operant and Reinforcement Conditioning, Transactional Analysis, Johari Window, Attitudinal Genesis in Mentoring, Motivation - Content and Process Theories.

**Unit -IV: Group Dynamics and Leadership:**

Group Dynamics & Team Building, Kurt Lewin contribution, Conflict Resolution models,. Worklife balance. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path - Goal Theory, Vroom's Decision Tree Approach to Leadership, Hersey and Blanchard Model.

**Unit-V: Emerging aspects of OB:**

Organization culture and Organization climate. Stress Management and Counseling, Management of change and Organization development. Communication Process. Organizational Citizenship Behaviour. Organizational Behaviour Modification. Behavioural Entropy in Learning Organization, Behavioural Metrics in Effective Organization.

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, Essentials of Management, TMH.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Stephen P. Robbins, "Organizational Behaviour", Prentice Hall.
4. Fred Luthans, "Organizational Behaviour", McGraw Hill International Edition.
5. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press
6. P.C. Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Robbins & Judge, Organisational Behaviour, Prentice Hall of India.
8. Lauriel J Mullins, Management and Organisational Behaviour, Pearson
9. Ashwathappa, Organisational Behaviour, HPH, Hyderabad
10. L M Prasad, Management Principles and Practices, S. Chand Publications, New Delhi.

  
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**SEMESTER-I**  
**PAPER CODE – MB102**  
**Course: ACCOUNTING FOR MANAGEMENT**

**Course Objectives:**

To gain knowledge of the process, principles and conventions of accounting

1. To develop the skill of preparation of final accounts
2. To understand the methods of analysis of financial statements
3. To gain knowledge of breakeven analysis and its use to management

**Learning Outcomes:**

At the end of semester, the student will be able to understand and present the following:

1. Learner may gain knowledge about Journal, Ledger, Trial Balance and Final Accounts
2. Analyze performance of companies using Ratio Analysis
3. Analyze Cash Flow position of companies and can make CVP Analysis.

**Unit - I: Introduction to Financial Accounting**

Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system –Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

**Unit – II: Preparation of Final Statements**

Distinction between capital and revenue expenditure; Depreciation concept and methods. Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet with adjustments for closing stock, outstanding expenses, accrued income, prepaid expenses, advance income, depreciation, loss/profit on sale, bad debts and provision for bad debts (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements; external auditor's report, the report of the Board of Directors, and voluntary disclosures

**Unit – III: Financial Statement Analysis**

Financial Statement analysis – Ratio analysis – Rationale and utility of ratio analysis – classification of ratios -calculation and interpretation of ratios-liquidity ratios, activity/turn over ratios, Profitability ratios, leverage and structural ratios (Including Numerical Problems)- Advantages and disadvantages; common size statement analysis.

### **Unit – IV: Cash Flow Statement**

Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion; Cost concepts – Classification of Costs- – preparation of cost sheet (no numericals)

### **Unit – V: CVP Analysis**

CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only)

### **Suggested Readings:**

1. Shukla & Grewal, Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, Tata Mc Graw Hill Publishing, Pvt,Ltd.
4. Shah Paresh, Basic Financial Accounting for Business Managers, OxfordUniversity, Press
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, PHI
6. Ambarish Gupta, Financial Accounting for Management - An Analytical Perspective, Pearson education
7. Earl K. Stice and James .D. Stice, Financial Accounting – Reporting and Analysis, South Western, Cengage Learning.
8. Jawaharlal and Seema Srivastava, “Financial Accounting: Principles and Practice,”, S.Chand
9. S.P. Jain and K. L. Narang, “Cost Accounting, Principles and Methods”, Kalyani Publishers, Ludhiana
10. Maheshwari, Basic Accounting, S. Chand Publication, New Delhi.

  
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**SEMESTER-I**  
**PAPER CODE – MB103**  
**Course: MARKETING MANAGEMENT**

**Course Objectives:**

To impart the basic tools of marketing and selling

1. To analyze factors affecting business environment and Buyer buying behavior.
2. To analyze markets and competitive structures
3. To assess the value of culture in marketing decisions and make students be aware of global changes.

**Learning Outcomes:**

1. Students can be equipped with marketing and selling skills of modern environment.
2. Buyer behavior and perceptions are key for a business success that can be thoroughly learnt.
3. Channel Dynamics involved in marketing can be assessed and better control techniques for optimum utilization of resources be learned.

**Unit – I: Origin of Marketing:**

Origin of Marketing, Barter systems, Markets, Marketing Management, Tasks, Company orientations towards market place, Marketing Mix – expanded, Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Designing Global marketing, Marketing Environment – Company's Micro and Macro Environment – Interface with other functional areas.

**Unit – II: Market Segmentation:**

Segmentation process, Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, VALS Segmentation System – Differentiation Strategies, Product Positioning, Positioning Strategies, Building customer Value, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand, Competitive Strategies.

**Unit – III: Designing Marketing Program:**

Decisions involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Network Marketing, Promotion Mix – Advertising, Social Media and Advertising, Sales Promotion, Public Relations, Personal Selling, Online Marketing.

  
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**Unit – IV: Consumer & Industrial Markets:**

Classification of Products, Consumer Behavior, Seven Os Structure, Factors affecting Consumer Behavior, Model of Buyer Behavior, Adoption Process, AIDA Model, Industrial Markets – Characteristics, Industrial Buyer Behavior, Services Markets – Characteristics and Strategies, Emergence of Online Services. Use of I C T in Service Marketing.

**Unit – V: Marketing Control & Consumerism:**

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Changing practices of Marketing, Digital Marketing, optimization of Digital channels, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic, Marketing Audit, Consumerism, Consumer rights and Consumer forums.

**Suggested Readings:**

1. Philip Kotler, “Marketing Management”, Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, “Marketing Management” Pearson Education.
3. William J. Stanton, “Fundamentals of Marketing”, McGraw Hill Publications.
4. Tapan K Panda, “Marketing Management”, Excel Books.
5. Ramaswamy V.S. Namakumari S, “Marketing Management”, The Global perspective Indian Context Macmillan India Ltd.
6. Rajan Saxena, “Marketing Management”, Tata McGraw Hill.
7. Ashwatappa, Principles of Marketing” Himalaya Publishing House, New Delhi
8. Paul Baines, Chris fill, Kelly Page, “Marketing Management”, Oxford University Press.
9. Roger J. best, “Market-Based Management”, PHI Learning Pvt. Ltd.
10. Kurtz & Boone, “Principles of Marketing”, Cengage Publications.

  
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**SEMESTER-I**  
**PAPER CODE – MB104**  
**Subject: STATISTICS FOR MANAGEMENT**

**Course Objectives:**

1. To introduce descriptive statistics to students for gaining knowledge of Business analysis.
2. Understanding sampling and sampling distributions and hypothesis testing framework with small samples and large samples.
3. Introduce concepts related to Correlation, Regression and their relationship, applications of time series data.

**Learning Outcomes:**

1. Basic Statistics helps the learners in building descriptive analytics.
2. Hypothesis testing is useful in estimation of future market changes and useful in decision making.
3. Correlation, regression techniques are an integral part of planning and controlling business..

**Unit – I: Introduction to Statistics**

- i.) Introduction to Statistics – Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.
- ii.) Introduction to probability – Concepts and Definitions of Probability – Classical, Relative, frequency, subjective and axiomatic. Addition and Multiplication theorems, Statistical independence, Marginal, Conditional and Joint Probabilities.
- iii.) Bayes' theorem and its applications.

**Unit – II: Probability Distribution**

- i.) Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution, function, properties, Continuous and Discrete Probability distribution functions.
- ii.) Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, properties and applications.
- iii.) Continuous Probability Distributions – Normal Distribution, Standard Normal Distribution properties, applications and importance of Normal Distribution.

**Unit – III: Sampling**

- i.) Sampling Theory- The basics of sampling-Sampling procedures-Random and Non-Random methods- Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.
- ii.) Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a Good Estimator, confidential interval.
- iii.) Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D's.



### **Unit - IV: Tests of Hypothesis**

- i.) Small Sample Tests- t- Distribution –properties and applications, testing for one and two means, paired t-test.
- ii.) Analysis of Variance-One Way and Two ANOVA (with and without Interaction).
- iii.) Chi-square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

### **Unit - V: Correlation and Regression**

- i.) Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.
- ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii.) Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

### **Suggested Books:**

1. Levin R.I., Rubin S. David, "Statistics for Management", Pearson.
2. Gupta S.C, "Fundamentals of Statistics", HPH.
3. Keller, G, "Statistics for Management", Cengage Learning.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", Cambridge.
6. J.K Sharma, "Business Statistics", Pearson.
7. Arora PN & others, "Complete Statistical methods", S. Chand.
8. Beri, GC, "Business Statistics", TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", Wiley.
10. Levine, David M and other, "Statistics for managers using MS. Excel", PHI.

  
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**SEMESTER-I**  
**PAPER CODE – MB105**  
**Course: ECONOMICS FOR MANAGERS**

**Course Objectives:**

1. To make students familiarize with Economic behavior of a person for market analysis.
2. To understand the environment of Business firms.
3. To know the demand conditions and contemporary economic policies.

**Learning Outcomes:**

1. Students can learn micro factors of Economic behavior of a consumer..
2. Students can assess opportunities and threats of business.
3. Students can better understand nature of the products and demand conditions that can be used in decision making..

**Unit – I:**

Introduction to managerial functions, nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty, uncertainty and Risk, Role and Functions of Managerial Economist, Use of Econometric Models.

**Unit – II:**

Theory of Utility & Demand utility, Marginal Utility, Law of Marginal Utility, Demand concepts, determinants of demand, Law of Demand, Elasticity of demand, Types of Elasticity, Measurement of Elasticity (Numerics), Demand Estimation for Firm & Industry, Demand Forecasting Methods.

**Unit – III:**

Production & Cost structure, production function, Determinants of Production, Theories of Production, Benham Theory, Law of Two Variable proportions, Law of Returns to Scale – Cost Concepts, Types of Costs, Short-term and Long-term Cost Curves, Learning Curve, Iso-cost Curve – Equilibrium – BEP Analysis (Numeric).

**Unit – IV:**

Markets & Market Behavior, Classification of Markets, Virtual Markets, Perfect Competition Market, Imperfect Competition Markets, Monopolistic Competition Market, Monopoly, Oligopoly, Strategies of Oligopolists, Agriculture Markets & Overview of Market Laws, Overview of Agriculture Market Committees (AMCs), Price Determination under different market structures.

**Unit – V:**

Macro Economics: National Income concepts and Measurement Income, Employment and Investment, Keynesian Theory & Employment and Investment, Inflation: Types of Inflation, Control Technique of Inflation. Fiscal policies – Budget – Current Budget.

**Suggested Books:**

1. Dominik Salvatore, “Managerial Economics”, Oxford University Press.
2. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, “Managerial Economics”, Pearson Publication.
3. D.M. Mithani, “Managerial Economics”, Himalayan Publishing House.
4. Joel Dean, “Managerial Economics”, Tata Mcgraw Hill.
5. R.L. Varshney, K.L. Maheshwari, “Managerial Economics”, Sultan Chand Publications.
6. P L Mehatha, “Managerial Economics”, S. Chand Publishing.

  
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**SEMESTER-I**  
**PAPER CODE – MB106**  
**Course: I.T APPLICATIONS FOR MANAGEMENT**

**Course Objectives:**

1. To provide real-time insights into the fundamentals of computers as business tools
2. To study the role and Value addition of Information Technology in business
3. To enable students to develop proficiency in using certain components of the package includes MS Excel, MS Access

**Learning Outcomes:**

1. Students can work in IT field to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organizations.
3. Students can get streamline work processes and improve business process in the organization.

**Unit – I: Information Systems and Management:**

Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, Programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Importance of IT in Business

**Unit – II: Emerging Trends in IT:**

Categories of IS, Management Information System (MIS), Decision Support System (DSS) - Types and architecture of DSS, Data Warehouse and Data Mining, Artificial Intelligence, Intelligent Systems, Cloud Computing, Mobile Apps and Computing, Big Data, Robotics, Virtual Reality, Internet of Things (IoT), 5G,

**Unit – III: Communications and Networks:**

Definition, Introduction to Networks, Overview of Networks, Types of Networks, Network Topologies, Components of Networks, Computer Network Models, Applications of Communications: Definition, Internet - Overview of Internet, Architecture and Functioning of Internet, WWW, FTP, Telnet, Gopher, Browsers and Search Engines, Teleconference, Web Conferencing platforms.

**Unit – IV: Functional Areas of Information Systems:**

Management Levels and Functional Systems, Manufacturing, Production, Sales and Marketing Systems, Accounting, Finance and HR Systems, **Enterprise Systems and Applications:** Concepts of ERP, SCM, CRM, CPFR, Knowledge Management Systems, System Development Life Cycle (SDLC), Electronic Fund Transfer (EFT).

**Unit – V: Security and Ethical challenges in IT:**

Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act.

**Suggested Books:**

1. Lucas, Henry C. Jr. “Information Technology for Management”, McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, “Information Technology for Management - Advancing Sustainable, Profitable Business Growth”, Wiley
3. Anita Goel, “Computer Fundamentals”, Pearson Publishing
4. B. Muthukumaran, “Information Technology for Management”, Oxford
5. Westerman, George, et al.,” Leading Digital: Turning Technology into Business Transformation”, Harvard Business Publishing.
6. Williams, B. K., & Sawyer, S. C., “Using information technology: A practical Introduction to Computers & Communications”, McGraw Hill Education.

  
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**SEMESTER-I**  
**PAPER CODE – MB 106**  
**Course: COMPUTER PRATICAL**

**MICROSOFT EXCEL:**

**Unit – I:** Microsoft Excel: Introduction to Excel, Introduction to data, Cell address, Cell reference; Excel Data Types; Introduction to formatting, number, text and date formatting; Concept of worksheet and workbook; Understanding formulas, Operators in Excel; Understanding Common Excel Functions such as sum, average, min, max, date, transpose, In, And, Or, Square Root, Power, Upper, Lower; Introduction to charts and different types of charts; Concept of print area, margins, header, footer and other page setup options.

**Unit – II:** Advance Excel: Creating Pivot tables, Macros - Relative & Absolute Macros.

**MICROSOFT ACCESS:**

**Unit – I:** Creating a database and tables by different methods - Data types - Inserting and Modification of Data - Sorting, Filtering and Displaying data; Creating and querying forms; Creating & Printing Reports and labels.

**Unit – II:** Macros – Functions of a DBMS, Transfer of data between Excel & Access; SQL Queries in Access.

**Suggested Books**

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers - Based on Windows Office XP", Second Edition - Vikas Publishing House.
5. P.Sudharsan & J.Jeyaaalan, "Computers Systems & Applications", Jaico Student Edition - Jaico Publishing House.
6. D.P.Apte, "Statistical Tools for Managers- Using MS Excel", Excel Books

  
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## **II - SEMESTER**

**SEMESTER - II**  
**PAPER CODE: MB201**

**Course: HUMAN RESOURCE MANAGEMENT**

**Course Objectives**

1. The Objective of the course is to develop an understanding Human Resources
2. To learn various approaches and practices of Human Resource Management.
3. To provide Skills and abilities to identify potential employees and evaluate competences.

**Learning Outcomes:**

1. Transform Human beings into Human Resources
2. Build Global Level HR Managers
3. Create Agile Workforce for attaining Innovation in business organizations.

**Unit - I: HRM Evolution.**

Functions of HRM. Typology, system & matrix of HR. HRM models. Aligning HR strategy with Corporate strategy, HRIS, e-HRM, HRMS, Strategic HR metrics & Interactive HR Dashboards.. Humane Values & Competency Framework for innovative HR. Measure of Human Assets Potential. Human Capability Management. Survival Capacity Building for Pandemics & Disruptive Technologies.

**Unit - II: HR Planning & Design.**

Traditional, Functional & Strategic Job analysis, Position analysis questionnaire, Work Connectivity Index, Threshold traits analysis. Job Design & Redesign. Job evaluation: Competency Modelling, Cognitive task analysis. Performance Appraisal, HR Planning: Strategic Designing of Hybrid, Blended, Virtual & Gig workforces. Recruitment: Virtual Vs Real. Selection Process: Psychometrics in Aptitude & Psychological testing.

**Unit - III: HR Training & Development**

Training needs analysis. Off-the-job training: Vestibule, Simulation, Case study, Design thinking, Behaviour Modelling, Business Games, Adventure and Action Learning. On-the-job training: Job instruction, Job rotation, Apprenticeship, Demonstration, Psychodrama & Role Play. HRD. HR Accounting: Lev and Schwartz, Flamholtz and Hermanson's Models. HR Audit: Philips RoI model. Career planning model. Employee Development & Transition. MDP.



**Unit - IV: Effective HR Systems.**

Code of Conduct, Discipline & Ethics, Group dynamics, Learning Organization, QWL, Standing Orders, Strategic Rewards & Compensation Management, Employer Branding, Employee Value Proposition. Grievance redressal, Stress Management, Psychological Contract: Employee Engagement, Involvement & Loyalty. Peak Performance modelling for Human Capability, Human Copability & Human Competency.

**Unit - V: Emerging HR Trends.**

Workforce Diversity, Inclusivity & Equity. HR analytics, Empowering skills by Emotional Intelligence, Work life conflicts & integration. International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. Intelligent tutoring systems. Organizational Change, Design, Effectiveness & Development. Professional & Psychological Counseling for Pandemics, Jobloss, Mergers & Acquisitions.

**Suggested Books:**

1. David Lepak, Mary Gower, Human Resource Management, Pearson.
2. Paul Banfield, Rebecca Kay, Human Resource Management, Oxford.
3. Decenzo, Human Resource Management, Wiley.
4. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource, TMH.
5. Gomez Mejia et.al, Managing Human Resource, PHI.

  
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**SEMESTER-II**

**PAPER CODE – MB 202**

**Course: FINANCIAL MANAGEMENT**

**Course Objectives:**

1. To learn about the scope and goal of financial management.
2. To familiarize the student with the concepts of long term and short term investment decisions.
3. To understand the dividend decisions of firms.

**Learning Outcomes:**

1. To understand project appraisal methods to build healthy cash flows.
2. To understand the corporate practices inventory and dividend policies.
3. To learn about corporate events like mergers, acquisitions and alliances.

**Unit – I: The Finance function:**

Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

**Unit – II: The Investment Decision:**

Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

**Unit – III: The Financing Decision:**

Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

**Unit – IV: Current Assets Management and Dividend Decision:**

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

**Unit – V: Corporate Restructuring and Corporate Governance:**

Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of Mergers, motives for mergers; financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

**Suggested Books:**

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, Sage Publications.
5. PrasannaChandra, “Financial Management Theory and Practice”, Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, Oxford Higher Education.

  
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## SEMESTER-II

### PAPER CODE – MB 203

### Course: OPERATIONS RESEARCH

**Course Objectives:** The objective of the course is to give an overview of different Optimization Techniques useful for problem solving and decision making.

1. To introduce OR techniques like LPP for business planning.
2. To Study network Concepts and techniques like PERT and CPM.
3. To study quantitative competitive strategy models such as game theory, simulation and queuing theory for understanding markets.

### Learning Outcomes:

1. Helps in formulating real life situations in organizations in Quantitative form.
2. Helps in formulating strategies for optimal use of various resources within the organizations..
3. Application of optimization tools for decision-making.

### Unit – I: Introduction

- i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
- ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems).
- iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

### Unit – II: Allocation Model - I

- i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
- ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
- iii. Sensitivity analysis and its implications.

### Unit – III: Allocation Model - II

- i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
- ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
- iii. Travelling salesman problem, Managerial applications of AP and TSP.

### Unit – IV: Network Models

- i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.
- ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.



### **Unit – V: Waiting Line / Competitive Strategy Models**

- i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.
- ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  games.
- iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

### **Suggested Books:**

1. N.D. Vohra, “Quantitative Techniques in Management”, TMH.
2. J.K. Sharma, “Operations Research Theory and Applications, Macmillan.
3. Kasana, HS & Kumar, KD, “Introductory Operations Research theory and applications”, Springer.
4. Chakravarty, P, “Quantitative Methods for Management and Economics”, HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, “Quantitative analysis for Management”, Pearson.
6. Pannerselvam, R, “Operations Research”, PHI.
7. Selvaraj, R, “Management Science Decision Modeling Approach”, Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, “Operations Research Principles and Practice”, John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, TMH.
10. Prem Kumar Gupta & others, “Operations Research”, S. Chand.

  
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## **SEMESTER-II**

### **PAPER CODE – MB 204**

#### **Course: ENTREPRENEURSHIP DEVELOPMENT**

#### **Course Objectives:**

1. To make the students learn the importance of Entrepreneurship
2. To motivate the students towards Entrepreneurship
3. To make them learn about entrepreneurial environment
4. To impart training to write a business plan

#### **Course Outcomes:**

1. A student learns the cues and motives of Entrepreneurship
2. Students can learn more about types of Enterprises and growth
3. Knowledge of entrepreneurship prepares the entrepreneurial bent of mind
4. Problems and perspectives of the entrepreneurship can be understood

#### **UNIT – I: ENTREPRENEUR AND ENTREPRENEURSHIP:**

Understanding Concept of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneur, Types of Entrepreneurs, Recent Trends in Entrepreneurship Development, Role of Entrepreneurship in Economic development in India; Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

#### **UNIT – II: FACTORS AFFECTING ENTREPRENEURIAL GROWTH:**

Economic Environment – Economic, Non- Economic and Psychological factors – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship; Entrepreneurial Motivation, Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops; Entrepreneurship Development Programs (EDPs) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.

#### **UNIT – III: IDEA GENERATION AND EVALUATION:**

Idea Generation strategies, Entrepreneurial Opportunity Recognition and Evaluation; Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development. Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.

  
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#### **UNIT – IV: SOCIAL ENTREPRENEURSHIP:**

Meaning, definition; Characteristics of Social Entrepreneurship - Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship, Mindset and motivations of Entrepreneur, Qualities and Skills of Social Entrepreneur, The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) frame work, The Social Entrepreneurship Frame work; Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector.

#### **UNIT – V: WRITING A BUSINESS PLAN:**

Meaning and significance of a business plan, components of a business plan, Iterating the MVP, Digital Presence for Ventures, Guidelines for writing BP, pre- requisites from the perspective of investor. Business Models, Business Model Canvas.

#### **Suggested Readings**

1. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Vasanth Desai, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
4. A. Sahay and A. Nirjar, Entrepreneurship, Excel Books .
5. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age International Books.
8. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
9. Raj Aggarwal, Business Environment, Excel Books New Delhi.
10. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications.
11. Ramachandran , Entrepreneurship Development, Mc Graw Hill
12. Katz , Entrepreneurship Small Business, Mc Graw Hill
13. Byrd Megginson, Small Business Management An Entrepreneur's Guidebook 7th ed, McGrawHill
14. Fayolle A, Entrepreneurship and new value creation, Cambridge, Cambridge University Press
15. Hougard S., The business idea. Berlin, Springer
16. Lowe R & S Mariott, Enterprise: Entrepreneurship & Innovation. Burlington, Butterworth Heinemann
17. Léo-Paul Dana , World Encyclopedia of Entrepreneurship, , Edward Elgar

## **SEMESTER -II**

**Paper Code – MB 205**

**Course: BUSINESS RESEARCH METHODS**

### **Course Objectives:**

1. To involve students in activities related to Research
2. To train them on Data collection and data processing methods
3. To impart Report writing skills to build better business models.

### **Learning Outcomes:**

1. To gain understanding of various kinds of research designs and methods.
2. To enable learners to be able to formulate the research problem and analytical approaches.
3. To acquire knowledge on qualitative and quantitative research for understanding changing market behavior.

### **Unit – I: INTRODUCTION TO RESEARCH**

Business Research: Definition, Significance, Nature & Importance – Criteria of Business Research – Marketing Information System, paradigm shift in Research – Research Design Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Types of research, Theoretical and Empirical Research – Cross-sectional and Time-series Research — Research Objectives – Research Hypotheses – Characteristics - Research from an Evolutionary Perspective – the Role of Literature Review in Research

### **Unit – II: RESEARCH PROCESS & DATA COLLECTION**

Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods – Types of Data Collection - Questionnaire Design – Questionnaire Layout – Question Content - Wording – Target Population Identification – Sampling Process – Sampling Design – Sampling techniques – Sampling Procedure – Sampling Types – Pilot Study – Pre-Test.

### **Unit – III: SCALING AND MEASUREMENT**

Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity, Construct Validity and Reliability

  
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### **Unit – IV: DATA ANALYSIS AND STATISTICAL TECHNIQUES**

Test of Hypothesis – Type-I, Type - II Errors - Small Samples and Large Samples – Parametric and Non-Parametric Tests – Chi Square Test – Mc Nemar Test – ANOVA – One Way and Two Way Analysis - Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Correlation and Multiple Regression Analysis – Multidimensional Scaling.

### **Unit – V: REPORT DESIGN, WRITING, AND ETHICS IN BUSINESS RESEARCH**

Report Preparation - Different Types of Reports – Contents of Report – Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing - Subjectivity and Objectivity in Research.

#### **Suggested Books:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari ,Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Bordens, K. S. and Abbott, B. B., Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Green & Tull, Research for Marketing Decisions, Tata Mc Graw Hill, New Delhi.
7. Creswell, J. W., Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
8. Charmaz, K., Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
9. G. C. Beri, Marketing Research, Pearson Education, New Delhi.
10. Kothari, Research Methodology, S. Chand Publication, New Delhi.

  
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**SEMESTER-II**  
**Paper Code – MB 206**  
**Course: BUSINESS LAW AND ETHICS**

**Course Objectives:**

1. This course is designed to introduce the legal aspects of business from the national and transnational perspective.
2. This Course also provides knowledge of trade agreements and trade partnerships.
3. The course also intends to offer insights into the ethical considerations in Business entities and their responsibility towards society.

**Learning Outcomes:**

1. The students would have a comprehensive understanding of business law.
2. The legal and ethical considerations in business organizations are imparted for business integrity.
3. The learners may gain knowledge of provincial and international business law in changing scenario.

**Unit - I: Law of Contracts:**

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent- Legality of Object - Performance of Contract – Remedies for breach of Contract.

**Unit - II: Law relating to Special Contracts:**

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act - Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

**Unit - III: Companies Act, 2013:**

Definition of company – Characteristics - Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders and their meetings - Board meetings -Law relating to meetings and proceedings- Management of a Company - Qualifications, Appointment, Powers and legal position of Directors - Board - M.D and Chairman - Their powers.

**Unit - IV: Consumer Protection and other Essential Laws:**

Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.

### **Unit - V: International Business Law and Business Ethics:**

Law of Export - Import Regulation; International and Comparative Commercial Arbitration. Ethical and Value based Considerations in Business, Need and justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility.

### **Suggested Readings:**

1. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, Vikas Publishing House Pvt. Ltd.
2. Akhileshwar Pathak, “Legal Aspects of Business”, Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, HPH.
4. C. Rama Gopal, “Export Import Procedures – Documentation and Logistics”, New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, “Land Policies in India: Promises, Practices and Challenges”, Springer Nature.
6. S.R. Myneni, “International Trade Law: International Business Law”, Allahabad Law Agency
7. Margaret L. Moses, “The Principles and Practice of International Commercial Arbitration”, Cambridge University Press.
8. N.D. Kapoor, “Elements of Mercantile Law”, Sultan Chand & Co.
9. PPS Gogna, “A Text Book of Company Law”, S. Chand
10. Marianne Moody Jennings, “The Legal, Ethical and Global Environment of Business”, South western Cengage learning, New Delhi.

  
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**MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2022-24**

**MASTER OF BUSINESS ADMINISTRATION**

**MBA Year-II Semester –III**

<b>Course Code</b>	<b>Course Title</b>	<b>Nature</b>	<b>Credits</b>	<b>HPW (Th+Tu+P)</b>	<b>Max Marks (CIE+SEE)</b>
MB301	Operations Management	Core	4	4Th + 1 Tu	30+70
MB302	E- Global Business	Core	4	4Th + 1 Tu	30+70
MB303	Total Quality Management	Core	4	4Th + 1 Tu	30+70
MB304-F-I MB304-F-II	<b><u>Finance</u></b> Investment Management Financial System & Services	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB304-M-I MB304-M-II	<b><u>Marketing</u></b> Marketing Engineering Advertisement and Retail Management	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB304-HR-I MB304-HR-II	<b><u>Human Resources</u></b> Compensation Management Industrial Relations and Labour Laws	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB-304-E-I MB304-E-II	<b><u>Entrepreneurship</u></b> Business Feasibility & Analysis Innovation & Design Thinking	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB304-S-I MB304-S-II	<b><u>Systems</u></b> Data Base Management Systems Business Analytics	Elective Elective	5 5	3Th + 2P+1 Tu 4Th + 1 Tu	30+20 +50 30+70
CS301	Case Study		2		50
RD301	Research Design		1		25
PS301	Progress Seminar		1		25
<b>Semester Credits</b>			<b>26</b>		<b>600</b>
<b>Total Credits at the end of III Semester</b>			<b>76</b>		<b>1800</b>

**MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from  
2022-24**

**\*Research Design and Progress Seminar should be evaluated for 25 marks each and then converted to Grade.**

Two Case Studies will be conducted both for Core and Elective. Presentations may be conducted in Teams. Evaluation must be done on the basis of participation, conceptual knowledge, team cohesiveness, analytical skills, discussion and presentation skills.

**Each Case study should be evaluated for 25 Marks.**

**SEMESTER-III**  
**PAPER CODE – MB 301**  
**Course: OPERATIONS MANAGEMENT**

**UNIT-I Introduction to Production and Operations Management:**

Introduction, Objectives, Scope and Differences among Production and Operations Management. Historical evolution of Production and Operations Management. Characteristics of Modern Operation functions. Recent trends in Production and Operations Management. Operations Management interaction with other functional areas of management. The transformation Process: Manufacturing, Service and Hybrid Agile Manufacturing.

**UNIT-II Operations Planning:**

PPC Introduction, Objectives, Basic types of Production Control, Capacity planning, Capacity Requirement, Resources aggregate planning, MPS, MRP-I, MRP-II, Economic Batch quantity, Lean operations, JIT, Line balancing, ERP.

**UNIT-III Designing and Managing Operational systems :**

Introduction to product design, importance, objective, factors influencing, characteristics of good product design. Process design and selection, process planning, process strategy, product life cycle versus process life cycle.

Work Study, Method Study, Time study, Motion Study and work measurement. Facility location, Facility layout, types of layouts, Job Sequencing, Johnson's Algorithm, n jobs two machines, n jobs three machines, n jobs m machines, (Problems) Scheduling,

**UNIT-IV Productivity, Quality and Maintenance Management:**

Productivity, importance, measurement of productivity, tools to increase productivity, factors affecting industrial productivity, TQM, essentials, principles, scope and ISO standards basics. Statistical Quality Control (SQC), Control charts for variables and attributes (Problems).

Break Down Maintenance, Preventive Maintenance, Replacement of machines, Replacement Models. when money's worth is not considered in capital cost of the Asset, when money's worth is considered in capital cost of the Asset, Individual and Group replacement (problems)

**UNIT-V Inventory Control and Stores Management:**

Role and Importance of inventory, Inventory planning and control, Inventory decisions - Economic Order Quantity (EOQ), Selective Inventory Control, Safety Stock and Reorder Level and Inventory models-Inventory analysis and control systems: ABC, (Problems) VED, FNSD analysis, Just In Time (JIT)

Stores Management: Functions of stores and Materials control. Classification, codification, simplification and standardization of materials, Bin card, Double-Bin and stores Ledger. Evolution of Computer Based Stores Management and emerging trends in stores management.

**MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from  
2022-24**

**Suggested Books:**

1. Nigel Slack, Stuart Chambers and Robert Johnston - Operations management, Prentice Hall. Sixth edition
2. Panner Selvem - Production and operations management, Prentice Hall of India
3. Upendra Kachru - Operations management - Excel Publications.
4. Martin K. Starr: Production & Operations management, Wiley India, New Delhi.
5. Buffa, S. Elwood and Sarin, K. Rakesh - Modern Production/Operations Management, John Wiley & Sons.
6. Chunnawals - Production & operations management, Himalaya Publications.
7. Kanishka bedi-Production & operations management, Oxford University Press.
8. Adam EE & Ebert RJ - Production and operations management, 6th ed., Prentice hall of India.
9. Chary, S.N. - Production & Operations management, New Delhi, Tata McGraw Hill
10. Manoj Kumar Sarkar - Production & Operations Management, Jaico Publisher.
11. P. Rama Murthy - Production and Operations Management, new age international.
12. Gaither N. and Frazier, G., Operations Management, ed. ix, Thomson.
13. R.Dan Reid, Nada R.Sanders, "Operations Management: An Integrated Approach", 7<sup>th</sup> edition, Wiley Publications.
14. NVS Raju, Operations Management, BS publications

**PAPER CODE:MB 302**  
**Course: E-Global Business**

**Course Objectives:**

1. To understand the fundamentals of e-commerce and its impact on global business.
2. To explore the challenges and opportunities associated with conducting business in a digital environment.
3. To analyse the strategies and technologies used in e-global business.
4. To develop critical thinking and problem-solving skills in the context of e-global business.

**Learning Outcomes:**

By the end of this course, students will be able to:

1. Identify and explain the key concepts and principles of e-global business.
2. Evaluate the impact of e-commerce on global business operations.
3. Analyse and develop strategies for conducting business in a digital environment.
4. Apply critical thinking skills to solve problems and make informed decisions related to e-global business.

**Unit 1: Introduction to e-Global Business**

Unit 1: Introduction to e-Global Business

Introduction to e-commerce and its evolution, Globalization and the digital economy, Benefits and challenges of e-global business, Global market entry strategies, Digital transformation and its impact on global business, Evolution of online marketplaces and their role in e-global business, The role of technology and innovation in driving e-commerce growth, Regulatory and legal frameworks governing e-global business, The role of artificial intelligence (AI) and automation in e-global business, Digital entrepreneurship and the emergence of startups in the digital space, Cybersecurity challenges in e-global business and methods for protection, The impact of social media on global business and customer engagement.

**Unit 2: E-Global Business Models**

Types of e-business models (B2C, B2B, C2C, etc.), E-marketplaces and online platforms- Digital marketing and customer relationship management- Payment systems and security in e-global business- Subscription-based business models and recurring revenue strategies- Influencer marketing and its effectiveness in e-commerce, Collaborative consumption and its impact on e-global business-Influencer selection and management strategies for effective digital marketing, Strategies for building and managing online communities to drive customer loyalty.

**Unit 3: Managing E-Global Business Operations**

Supply chain management in a digital environment- Logistics and fulfilment in e-commerce- International trade and legal considerations- Cross-cultural management and customer service- Reverse logistics and managing returns in e-global business- Intellectual property rights and protection in digital transactions, Customer data privacy and compliance with data protection regulations- Cloud computing and its role in supporting scalable and flexible e-commerce operations- Supply chain sustainability and responsible sourcing in e-global business- Risk management in e-global business operations.



#### **Unit 4: E-Global Business Strategies**

Developing an e-global business strategy- E-marketing and online advertising- Data analytics and business intelligence- Social media and online reputation management- Personalization and customization strategies in e-commerce- Competitive analysis and benchmarking in the digital marketplace- Personalization through machine learning and recommendation systems- Social commerce and the integration of e-commerce with social media platforms- Voice search optimization and its impact on e-commerce websites.

#### **Unit 5: Emerging Trends in E-Global Business**

Mobile commerce and the rise of m-commerce, Artificial intelligence and machine learning in e-commerce, Blockchain technology and its applications, Ethical and sustainability issues in e-global business, Voice commerce and the impact of smart speakers on e-commerce- (VR) in enhancing online shopping experiences, Cryptocurrencies and their potential for transforming global payments, Environmental sustainability practices in e-global business- Virtual reality (VR) and augmented reality (AR) in transforming the online shopping experience- The ethical implications of AI and automation in e-commerce decision-making processes.

#### **Suggested Books:**

1. "E-Commerce 2025: 11 Trends Impacting E-Commerce Companies This Decade" by Gerald Celente
2. "Global E-commerce: Impacts of National Environment and Policy" by Yong Zhou
3. "E-Business and E-Commerce Management" by Dave Chaffey and Tanya Hemphill
4. "Global Electronic Commerce: A Policy Primer" by Catherine L. Mann and Sarah Cleeland Knight
5. "e-Business: The Indian Scenario" by Ravi Kalakota and Marcia Robinson
6. "e-Commerce in India: A Game Changer for the Economy" by Pradeep Kumar.
7. "Global E-commerce: Impacts of National Environment and Policy" edited by Geng Cui and Yu Tian
8. "Digital Marketing: Strategy, Implementation and Practice" by Dave Chaffey and Fiona Ellis-Chadwick
9. Jayakar Dalavai, Vidyadhar Reddy Aileni, International Business, BS Publications

**PAPER CODE-MB 303**

**Course: TOTAL QUALITY MANAGEMENT**

**Course objectives:**

**This course is aimed at:**

1. Orienting the students towards the importance of quality as a management tool
2. Towards understanding the principles and practices of total quality management
3. Introducing the various tools and techniques used in the measurement of quality
4. Understanding the importance of six sigma as a quality tool and its implementation
5. Sensitizing the participants to the importance of quality in various sectors.

**Course outcomes:**

After going through this course one should be able to;

1. Understand the basic terminologies and metrics that are used to govern quality management
2. Get a better perspective on quality standards like ISO and quality awards
3. Be able to identify the various metrics that govern quality
4. Elucidate the role and importance of six sigma as a quality measurement tool
5. Identify the various means and techniques for establishing quality in manufacturing, services and IT sector.

**Unit-I: TQM- History and Evolution:**

Connotations of Quality, Quality Dimensions- Product and Service. The concept of TQM, Evolution of TQM-Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines-ISO, Malcom Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM), Golden Peacock National Quality Award (GPNQA).

**Unit - II: Tools of TQM:**

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Force Field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

**Unit-III: Techniques of TQM:**

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal-the best, Target-the-best, Smaller -the-best, Larger-the-best. Parameter Design, Tolerance design.

**Unit-IV: Six Sigma and its Implementation:**

The concept of Six Sigma, Objectives of Six Sigma, The framework of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

**Unit-V: TQM in Various Sectors:**

Implementation of TQM in Manufacturing Sector- Automobile and Pharmaceuticals  
TQM in Service Organization: Framework for improving service quality, Model to Develop to measure service quality programs. TQM in Health-care services, Hotels and financial services- Banks, Investment company and Mutual Funds. Role of TQM in IT Sector.

**Suggested Books:**

1. Dale H. Besterfield, Carlo Besterfield- Michna, Glen H Besterfield and Mary Besterfield-scare, Hemanth Urdhwareshe & Rashmi Urdhwareshe-“ Total Quality Management”, 2018, Pearson Education (DHB)
2. K. Shridhara Bhat “Total Quality Management” Himalaya Publishing House, 2010, First Edition.
3. D.R.Kiran, “Total Quality Management”, Key Concepts and case studies, 2017, Elsevier, BS Publications
4. Poornima M.Charantimath, “Total Quality Management”, 2022, Pearson Education (PMC)
5. Ramaswamy, S., “Total Quality Management”, 2017, McGraw Hill Education.
6. “The Six Sigma Instructor Guide”, Green belt Training made easy, 2008, 2<sup>nd</sup> Ed. Macmillan
7. R.P. Mohanty & R.R.Lakhe, “TQM in the Service Sector” Jaico Books. 2016.
8. K.Sridhara Bhat, “Total Quality Management”, HPH
9. Barrie.G.Dale, Heather Bunney, “Total Quality Management”, Wiley Publications
10. DR. Kiran, Total Quality Management – An Integrated Approach, BS Publications
11. Joel E. Ross, Total Quality Management Text, Cases & Readings, Taylor and Francis

**Paper Code – MB 304 – F - I**  
**Discipline Specific Elective -Finance**  
**INVESTMENT MANAGEMENT**

**Course Objectives:**

- 1) To explain the basic concepts of risk and return
- 2) To explain the concept of portfolio return and risk and portfolio theories
- 3) To understand the features and valuation of debt instruments
- 4) To understand the features and valuation of Common stock
- 5) To describe portfolio evaluation methods

**Course Outcomes:**

After studying this Course, the student will be able to:

- 1) Differentiate various avenues of investment on the basis of risk and return
- 2) Gain basic knowledge of analysing stocks
- 3) Make valuation of equity, debt and portfolio instruments
- 4) Gain an understanding of mutual funds, their performance evaluation and regulation.

**Unit – I: Introduction to Investments:**

Concept; Real vs. Financial assets; Investment decision process; Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision- Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns.

The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion.

Approaches to investment analysis-Fundamental Analysis; Technical Analysis (including basic numerical on RSI, Oscillators, Moving averages for security analysis); Efficient Market Hypothesis.

**Unit – II: Portfolio Theory:**

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem.

**Unit – III: Fixed Income Securities - Analysis, Valuation and Management:**

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYT and YTC. Bond valuation: Capitalization of income method.

Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. Bond convexity, Considerations in managing a bond portfolio, term structure of

interest rates, risk structure of interest rates.

Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

#### **Unit – IV: Common Stocks - Analysis and Valuation:**

Basic Features of Common Stock, Approaches to valuation–Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S.

Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

#### **Unit – V: Portfolio Evaluation:**

Performance measures–Sharpe’s reward to variability index, Treynor’s reward to volatility index, Jensen’s differential index, Fama’s decomposition of returns.

Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor’s protection in India.

#### **Suggested Books:**

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, “Fundamentals of Investments”, PHI, 3<sup>rd</sup> Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, “Investments”, TMH, 8<sup>th</sup> Ed.
3. Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH, 3<sup>rd</sup> Ed.
4. Charles.P.Jones, “Investments: Analysis and Management”, John Wiley & Sons, Inc. 9<sup>th</sup> Ed.
5. Francis. J.C. & Taylor, R.W., “Theory and Problems of Investments”. Schaum’s Outline Series, McGraw Hill
6. Herbert. B. Mayo, “Investments: an Introduction”, Thomson – South Western. 9<sup>th</sup> Ed.
7. Peter L. Bernstein and Aswath Damodaran, “Investment Management”, Wiley Frontiers in Finance.
8. Dhanesh Khatri, “Security Analysis and Portfolio Management”, 2010, Macmillan Publishers.
9. Sudhindra Bhat, “Security Analysis and Portfolio Management”, 2009, Excel Books.
10. Preeti Singh, Investment Management, 2010, HPH, 17<sup>th</sup> Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, “Corporate Finance”, TMH.
12. S. Chand “Investment Management: Security Analysis & Portfolio Management”.
13. S. Kevin, “Analysis and Portfolio Management”, PHI.
14. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: “Securities Analysis and Portfolio Management”, Prentice Hall.
16. Graham & Dodd, “Security Analysis and Portfolio Management”, McGraw Hill.
17. Jack Clark Francis, “Investment”, TMH, New Delhi.
18. Dr.V.A.Avadhani, “ Investment Management”, HPH

**Paper Code – MB 304 – F - I I**  
**Discipline Specific Elective -Finance**  
**FINANCIAL SYSTEM AND SERVICES**

**Course Objective:**

- 1) To create awareness about Financial System and Financial services in India.
- 2) To learn about the role of financial institutions in India
- 3) To understand the importance of Venture Capital

**Course Outcomes:**

- 1) To explain the importance ,functions of financial system and financial services
- 2) To understand the concept of merchant banking and its functions
- 3) To learn the venture capital financing modes used to raise finance
- 4) To understand factoring ,bill discounting and credit rating services needed for businesses

**Unit I : The Financial System In India**

Functions of the Financial System – structure of Indian financial system – Indian Money market – composition of money markets – money market instruments . Indian Capital Market – Importance of Capital Market . Classification of Indian capital market – Primary Market and Secondary Market - Products and Participants – Regulation of capital market – Recent trends in Indian capital Market.

**Financial Services:** Meaning, scope, Features and Importance of Financial Services. Classification of Financial service Industry. Financial Innovation - Causes for Financial Innovation. New Financial products and services – Fintech services – types , growth and . Present scenario and Challenges.

**Unit-II: Financial Institutions:**

Evolutions of banking in India - Functions of RBI and regulatory framework – Commercial banking in India – Role of private sector banks and public sector banks – changing role of commercial bank in India . NBFCs – Role and functions. Financial institutions in India – NABARD, SIDBI, EXIM Bank and NHB.

**Unit III :Introduction to Merchant Banking**

Concept and Evolution of Merchant Banking in India- Functions of a Merchant Banker - Regulatory Framework for Merchant Bankers in India - SEBI guidelines

**Issue Management – Process and Underwriting** -Public issue management – functions – categories of securities issue – role of issue manager. Obligations Relating to issues-Pricing of Issue- Underwriting

**Unit-4 : Venture Capital Financing:**

Origin-concept of venture capital financing-The Paradigm shift in venture capital-Features-Importance of VCF- Stages of VCF–Factors affecting VCF-Selection procedure of venture

capitalists-Venture Capital Industry in India-Venture capital providers in India- SEBI(venture capital fund) Regulations- Indian venture capital scenario- Evaluation of VCF –Conventional valuation-First Chicago Method- Revenue Multiplier Method- -Role of TDICI in building venture capital fund-Exit strategies of venture capitalists- Issues-Challenges & Suggestions for the growth of venture capital finds in India

### **Unit V Factoring and Credit Rating :**

**Factoring:** Factoring concept, process and forms. Functions of a factor. cost of factoring, Legal aspects of factoring, Factoring scenario in India. Bill discounting Legal aspects of bill discounting. Difference between and Bill discounting and factoring.

**Credit rating:** Meaning and Process of Credit rating of financial instruments. Rating methodology. Introduction to various Rating Agencies. Rating Symbols of different companies.

### **Suggested books:**

1. E.Gordon and K.Natarajan , 2019, Financial Markets, Instruments and Financial Services, 11<sup>th</sup> edition, Himalaya Publication House , Mumbai.
2. Clifford Gomez , 2015, Financial Markets, Instruments and Financial Services, PHI learning Private Limited, Delhi.
3. L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
4. M. Y. Khan: Financial Services, TMH, 2012.
5. Dr. Vasanth Desai, 2013, Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.
6. M Y Khan, “Financial Services”, TMH, 5<sup>th</sup> edition
7. Shashi K. Gupta, Nisha Aggarwal and Neeti Gupta, “ Financial Services”, Kalyani Publishers, 6<sup>th</sup> Revised Edition
8. Bhatia, B.S., and Gupta G.S., Management of Financial Services, Deep and Deep, New Delhi.
9. Ghosh, P.K., and Gupta, G.S., Fundamentals of Lease Financing, Vision Publishers, New Delhi.
10. Gupta, S.K., and Nisha Aggarwal, Financial Services, Kalyani Publishers, New Delhi.
11. Nalini Prava Tripathy, Financial Services, Prentice Hall of India Pvt. Ltd., New Delhi.
12. Guruswamy, S., Financial Services and Markets, Thomson Learning, Singapore.
13. Anbarasu Joseph D, Boominathan VK, Mohan Man, Gnanaraj G, “Financial Services”, S.Chand Publications
14. V.A.Avadhani, “ Financial Services in India”, HPH



**Paper Code – MB 304 – M - I**

**Discipline Specific Elective - Marketing  
MARKETING ENGINEERING**

**Course objectives:**

The objectives of this course are;

1. Acquainting the readers with modeling of market variables using a wide variety of models
2. Use of market segmentation and perceptual maps to provide an insight into marketing strategy analysis
3. Use of forecasting models to measure demand and market response modeling
4. To gain an insight into quantitative and qualitative response models and their role in strategic analysis
5. To help understand how modeling can be used in advertising decision making and pricing analysis

**Course Outcomes:**

After reading this course one should be able to;

1. Understand the relevance of modeling in marketing for logical judgment
2. Appreciate the business and economic lifetime value of marketing engineering
3. Be well versed with the various models, both qualitative and quantitative in marketing engineering
4. Understand the relevance of using modeling in marketing as a decision making tool
5. Learn the importance of marketing engineering as a strategic marketing analysis tool

**Unit – I:**

Marketing Engineering Approach, Key Concepts of Marketing Engineering (ME) Model, Verbal, Model, Box and Arrow Model, Response Model, Mathematical Model, Models Vs Judgements, Trial / Repeat Model, Marketing Decision Environment, Tools for Marketing Engineering , Business Value of Marketing Engineering, Customer Value, Value in Use Assessment, Economic Life Time Value, Approaches to Measure Customer Value.

**Unit – II:**

Segmentation, Targeting, Positioning-Traditional Segmentation, Targeting, Positioning through Brand Linkages, Perceptual Maps, Preference Maps, Limitations of Perceptual and Preference Map Forecasting Methods – Judgemental Method, Market and Product Analysis Method, Time Series Methods, Causal Methods, Product Life Cycle, New Product Forecasting Models – The Bass Model Bases Model, Selection of Forecasting Methods.

**Unit – III:**

Market Response Models: Concept of a Response Model, Response Models – Aggregate



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Response Model, Individual Response Models, Shared Expenditure Models, Qualitative Response Models.

### **Unit – IV:**

Strategic Market Analysis, Strategic Marketing, Decision Making, Advertising Budget Model, Rao & Miller Model, Ad budg model, the Full Model, Advisor Model, Media Decisions, Steps in Ad design Adcad systems, Syntex Approach.

### **Unit –V:**

Geo-demographic analysis, Gravity Model, Pricing Models, Differential Pricing, Competitive Bidding Bases for Differential Pricing, Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.

### **Suggested Books:**

1. Gary L Lilien, Arvind Rangaswamy, Arnaud De Bruyn, “ Principles of Marketing Engineering “ 2005, P H I.
2. Gary L Lilien, Philip Kotler, Sridhara Moorthy, “Marketing Models “ ,2005, P H I
3. Gary L Lilien, Arvind Rangaswamy “Marketing Engineering “ , 2006 Trafford Publishing.
4. Paul W Farris, Neil T Bendle, Phillip E. Pfeifer, David J. Reibstein, “ Marketing Metrics”, 2010 Wharton School Publishing.

**Paper Code – MB 304 – M - I I**  
**Discipline Specific Elective - Marketing**  
**ADVERTISEMENT AND RETAIL MANAGEMENT**

**Course Objectives:**

The objectives of this course are;

1. To sensitize students on various dimensions of the promotion mix
2. To help gain an understanding of the role of advertising in marketing
3. To explore the various elements relating to an effective advertising strategy
4. To introduce the concept of organized retailing
5. To help understand the various functions & roles of retailing in India

**Course Outcomes:**

After reading this course you should be able to;

1. Understand the importance of advertising in the marketing mix
2. Establish the importance of creativity in an ad campaign
3. Determine the comparative importance of organized retailing sector vis-a- vis unorganized sector
4. Compare the functions and performance of organized retail sector to others
5. Determine the role of other functional areas of marketing as key drivers to the retail sector

**Unit-I:**

Advertising – Role in promotion mix, Objectives of advertising, Creativity in advertising, Ad-copy, Creative strategy & process – Implementation & evaluation, DAGMAR, Types of ad appeals, Ad budget – Establishment & allocation, Budgeting approaches

**Unit- II:**

Media planning, Deciding media objectives – Media strategy, Media mix, Ad reach Vs. Frequency, Evaluation of media, Internet and interactive media, Role of technology in media, Media planning, Role of Technology in media planning, Measuring ad effectiveness, Copy testing

**Unit – III:**

Introduction to organized retailing, Trends in retail, Types of retail format, Behaviour of organized retail markets, Objectives and function of retailing, retailing in India

**Unit- IV:**

Retailing in rural India, Geographic spread of Indian retail sector, Organized & unorganized, Types of retail formats, Retailing in services sector, International retailing, Cultural challenges in International retail, Role of MNC's

**Unit – V**

CRM in retail, Retail pricing strategies – Key drivers, Merchandising management, Store management, visual merchandising – Logistics management, Developing retail CRM programmes, Legal & ethical concerns in organized retail

**Suggested Readings:**

1. Aaker, David A, Advertising Management 4<sup>th</sup> edition, PHI
2. Bajaj Tuli Srinivatsava , Retail Management, 3<sup>rd</sup> Edition, Oxford Publication

**Suggested Books**

1. Belch, George E and Blech, Michael A, Advertising and promotion, Tata McGraw Hill,
2. Ogilvy David, Ogilvy on Advertising , Longeman, London
3. Chunawalla, S.A., Advertising , Sales and Promotion Management Himalaya Publishing House.
4. Mohan, Mahendra, Advertising Management, Tata McGraw Hill
5. Levy & Weitz, Retailing Management, Tata McGraw Hill
6. Bary Berman & Evans, Retail Management- A Strategic Approach, Pearson education
7. Akileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill
8. Nicholas Alexander, International Retailing, Blackwell Basin Publishers Ltd
9. Dr.Harjith Singh, “Retail Management: A Global Perspective, Texts and Cases” S.Chand
10. S.A.Chanuwalla and KC.Sethia, “ Foundations of Advertising- Theory and Practice”, HPH

**Paper Code – MB 304 – H R - I**  
**Discipline Specific Elective -HR**  
**COMPENSATION MANAGEMENT**

**COURSE OBJECTIVES:**

1. To demonstrate various perspectives of compensation management
2. To provide thorough knowledge of planning and administering compensation in different sectors.
3. To understand the nature of executive and international compensation

**COURSE OUTCOMES:**

Upon completion of this course, the student will be able to

- 1 . Understand the fundamental concepts and theories of compensation.
- 2 . Recognize the importance of compensation strategy.
3. Analyse, integrate, and apply the knowledge of administering wages in different sectors according to the different wage laws.
4. Comprehend the employee benefits and services
5. Appreciate the advancements in managing compensation at global level.

**UNIT I: Fundamentals of Compensation**

Concept of Compensation; Different perspectives of Compensation – Stakeholders and determinants of compensation; Compensable Factors; Wage Differentials and Types of Compensation – Base pay, Variable Pay, Benefits, Incentives; The concepts of Minimum wage, Fair wage, Living wage, Money and real wages; Wage Theories – Macro and Micro.

**UNIT II: Compensation Planning and Employee Contributions**

Developing a total Compensation Strategy and Pay Roll Management System – Competitive Advantage – Compensation Structure - Wage and Salary surveys, the wage curve, Pay grades and Rate ranges, Preparing Salary matrix; Compensation management's association with Employee Motivation, Job design and Job evaluation; Performance-related compensation, Individual and team-based compensation.

**UNIT III: Wage Administration**

Wage Administration, Wage Policy and Wage Legislation in India - The Minimum Wages Act, 1948. The Payment of Wages Act, 1936. The Payment of Bonus Act, 1965. The Equal Remuneration Act, 1976. The Payment of Gratuity Act, 1972. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952; Wage Structure in different Sectors – in Central Government, in State Government, in PSEs and in Nationalised Banks; Wage Boards - structure, scope and functions – Pay Commissions – Compensation Committees; Compensating contingent employees.

#### **UNIT IV: Employee Benefits and Services**

Legally required and Discretionary employee benefits; Employee services; Designing, Planning and Administration of benefits program; Totally integrated employee benefits; Fringe Benefits and Voluntary Retirement Schemes.

#### **UNIT V: Executive and International Compensation**

Nature and management of Executive compensation; Executive Compensation theories – Agency theory, tournament theory and Social comparison theory. International Compensation - Design and Approaches to International remuneration with special reference to expatriates and the remuneration of third country nationals. Challenges of international compensation

##### **Essential Readings:**

1. Joseph J. Martocchio- Strategic Compensation- 3<sup>rd</sup> Edition
2. Dr. Pradeep Kumar Das, Dr. Madan Chettri and Ms. Roshni Tamang., Compensation Management, Lulu Publication, 2021, 1<sup>st</sup> Edition.
3. Tapomoy Deb, Compensation Management – Texts and Cases, Excel Books, 2009, 1<sup>st</sup> Edition.
4. S. K. Bhatia, New Compensation Management in Changing Environment – Managerial Remuneration and Wage & Salary Administration, A Professional Manual, Deep and Deep Publications Pvt. Ltd., 2009, 3<sup>rd</sup> Edition.
5. R.C. Sharma and Sulabh Sharma, Compensation Management, Sage Publications, 2019,
6. Dr.Kanchan Bhatia,” Compensation Management”, HPH
7. Peter T.Chingos, “Paying for Performance: A guide to Compensation Management, 2<sup>nd</sup> edition, Wiley Publications.

##### **Suggested Readings:**

1. Milkovich, Newman & Gerhart, Compensation, Tata McGraw Hill, 2011, 10<sup>th</sup> Edition
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10<sup>th</sup> Edition.
3. B D Singh, Compensation and Reward Management, 2008, Excel Books.
4. Dr. Vinay Ojha, “Compensation and Reward Management”, 2019, 7<sup>th</sup> Edition.
5. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
6. Mousmi S. Bhattacharya & Nilanjan Sengupta, Compensation Management, Excel Books, 2009, 1<sup>st</sup> Edition.
7. Dipak Kumar Bhattacharya Compensation Management- Oxford University Press, 2015

**Paper Code – MB 304 – H R - I I**  
**Discipline Specific Elective -HR**  
**Industrial Relations and Labour Laws**

**Course Objective:**

- 1) This course intends to make the management students aware of the various actors as part of the industrial relations such as the state, ILO, trade unions and so on.
- 2) The course focuses on the managerial perspectives needed to understand industrial relations issues, labour laws, issues and implications.
- 3) Critically analyze reforms in labour legislation over labour codes.

**Learning Outcomes:** By the end of the course, the students would:

1. Gain a comprehensive understanding of Industrial relations in the wake of economic reforms.
2. Gain knowledge of industrial disputes and a framework for analysis and resolution of such disputes.
3. Understand the role of trade unions and generate alternate decision making.
4. Appreciate Labour laws related to labour welfare, social security and other protective laws towards women labour, migrant labour and contract labour

**Unit – I: INDUSTRIAL RELATIONS**

Industrial relations- Meaning, Concept and objectives; Changing roles of actors - Workers, Management & Government in industrial relations; Approaches to Industrial Relations - System approach (Dunlop's), Social Action Approach, input – output Approach; Conditions for good Industrial Relations, Economic Reforms and status of IR in India, Industrial Relations code 2020.

**Unit – II: INDUSTRIAL DISPUTES AND RESOLUTION**

Management of Discipline - The Industrial Employment (*Standing Orders*) Act, 1946; Industrial Disputes - Meaning, nature, causes, extent and methods of settling industrial disputes; Industrial Disputes Act, 1947; Alternate Dispute Resolution Strategies - Collective Bargaining, Negotiation, Conciliation/Mediation, Adjudication and Voluntary Arbitration; Management of Industrial Cooperation - Labour Management co-operation, Workers' Participation in Management and Industrial Democracy.

**Unit – III: TRADE UNIONISM: HISTORICAL & LEGAL FRAMEWORK**

Trade Unionism - Objectives and Functions of Trade Unions; Trade Union Movement in India - History and growth of Trade Union in India – Trade Unions in Pre and Post - independence Period; Trade Unions Act, 1926; Challenges of Trade Unions in India, Changing industrial environment and Role Trade Unions in Globalized economy.

#### **Unit – IV: LABOR LEGISLATION IN INDIA (Part-1)**

Labour Legislation - History and growth of labour legislation in India; International Labour Organization (ILO) – Activities of ILO, Impact of I.L.O. on Indian Labour standards; Labour Welfare and Social Security – Meaning, Concept and Principles of Labour Welfare, Approaches to Labour Welfare, Indian Constitution & Labour Welfare and National Commission on Labour recommendations on Labour Welfare; Meaning, Evolution, institutional growth and need of social security and concept of employer's Liability; Salient features of Welfare and security legislations for organized and unorganized workers in India, Code on Social Security, 2020;

#### **Unit – V: LABOR LEGISLATION IN INDIA (Part-2)**

Women and Labour law - The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Supreme Court verdict in Vishaka Versus State of Rajasthan case; Protective Labour Legislation in India – Inter State Migrant Workmen (Regulation of Employment & conditions of Service) Act, 1979; Salient features of Occupational safety, Health and Working Conditions code, 2020; Contract Labour (Regulation & Abolition) Act, 1970; Labour Law reforms initiative in India – The Code on Wages, 2019; The Occupational Safety, Health and Working Conditions Code, The Code on Social Security, The Industrial Relations Code.

#### **Essential Readings**

1. New Labour and Industrial Laws, 2020, Taxmann Publications, New, Delhi.
2. Mishra, SN, Labour and Industrial Laws, 2018, Central Law Publications.
3. Ghosh, P and Nandan, S, 2015, Industrial relations and Labour Laws, Mc Graw Hill Publishers.
4. Goswami, V.G., 2015, Labour and Industrial Laws, Allahabad, Central Law Agency
5. Srivastava, SC, 2012, Industrial Relations and Labour Laws, Vikas Publications, New Delhi,
6. C.S Venkata Ratnam, “Industrial Relations”, 2009, Oxford University Press, New Delhi.
7. S.C.Srivatsava, “Industrial Relations and Labour Laws, 8e, S.Chand Publications
8. Sharan, “ Industrial Relations and Labour Laws at Glance, Shroff Publications

#### **Suggested Readings**

1. Sukomal Sen, 1997, “Working Class in India, History of Emergence and Movement (1830-1990)”, National Book Agency, Kolkata.
2. Srivastava, S.C, “Industrial Relations and Labour Laws”, 5th Rev., Vikas Publication House, New Delhi, 2006
3. Singh B.D, 2008, “Industrial relations and labor laws”, Excel books.
4. P.K.Padhi, 2009, “Labour and Industrial Laws”, PHI Learning Pvt. Ltd.

**Paper Code – MB 304 – E - I**  
**Discipline Specific Elective -**  
**Entrepreneurship**  
**BUSINESS FEASIBILITY AND ANALYSIS**

**Course Objectives:**

1. To familiarize the students with the mechanics of appraisal and evaluation of projects.
2. To understand the concept of SCBA
3. Learn to write a Business Plan

**Course Outcomes:**

1. Forecast of cash flows
2. Preparation of Business plan with all inputs
3. Application of network techniques of project management

**UNIT-I: Introduction:**

a) Concept of Project: Characteristics and importance of Projects – Project development cycle - Types of projects - Risk-return trade off. (b) Identification of investment opportunities: Sources of new project ideas - Preliminary screening of projects. (c) Feasibility Studies and Reports: Broad aspects of appraisal – Market feasibility, Technical feasibility, Operational feasibility, financial feasibility.

**UNIT-II: Feasibility Appraisal:**

a) Market Appraisal: Market and demand analysis - Market survey - Demand forecasting - Sales projections. (b) Technical Appraisal: Issues involved in technical feasibility – Production technology - Materials and inputs - Plant capacity - Site selection – Plant layout – Site preparation - Civil works and structures - Details of machines and equipment- Specification and cost determination. (c) Operational Appraisal: Heads of cost - Estimates of cost of production - Break even point - Economics of working - Profitability.

**UNIT-III: Business Plan:**

Financial Appraisal: (a) Cost of project and means of financing (b) Estimation of cash inflows - Basic principles of estimation (c) Risk analysis in capital budgeting, certainty equivalent, standard deviation, sensitivity analysis etc. (d) Writing a Business Plan

**UNIT-IV: Project Financing & SCBA:**

a) Social Cost Benefit Analysis: Rationale of SCBA - Approaches to SCBA in India. (b) Financing Projects: Appraisal procedures and practices of financial institutions - Financial statements required for project financing



**UNIT-V: PERT & CPM:**

a) Project Implementation: Network techniques - Critical path - Project Crashing - Time and cost over runs. PERT and CPM - Project management - Forms of organization – Project planning and control.

**Suggested Readings:**

1. Project Appraisal: A Third World View Point: UNID Publications - 1996.
2. Project Evaluation and Management: M.K.Singh.
3. Projects, Preparation, Appraisal and Implementation: Prasanna Chandra, TMH, New Delhi – 1998.
4. Project Financing: H.P.S. Pahwa.
5. Clifford. F. Gray, Erik. W. Larson: Project Management, the Managerial Emphasis, McGraw Hill - 2000.
6. Mike McKeever, How to Write a Business Plan

**Paper Code – MB 304 – E - I I**  
**Discipline Specific Elective – Entrepreneurship**  
**INNOVATION AND DESIGN THINKING**

**Course Objectives:**

- 1) To understand the importance and process of Innovation.
- 2) To delve deep into the concept of design thinking and its practical application in a business context.
- 3) By the end of these units, managers should be able to effectively utilize design thinking to identify problems, generate creative solutions, and implement impactful business innovations.

**Course Outcomes:**

- 1) To inculcate the concepts of creative thinking, design thinking and innovation.
- 2) Develop the students as a good designer by imparting creativity and problem-solving ability
- 3) Implement creative and design thinking to come up with an effective innovation.
- 4) Being able to identify problems and apply design thinking to come up with solutions.
- 5) Use design thinking to develop innovative products that bring business impact.

**Unit 1: Introduction to Innovation:** Meaning and differences innovation and creativity, Characteristics, Importance, Principles of Innovation, Process of Innovation, Types of innovation, strategic advantages of innovation, innovation adoption and diffusion model.

**Unit 2: Innovation in management:** Macroscopic view of innovation, approaches to innovation, assumptions and barriers in innovation, push and pull innovation, TRIZ Theory, SCAMPER Technique, SWOT analysis, organizational aspects of innovation, success factors in innovation management.

**Unit 3: Fundamentals of Design Thinking –**

New Product Development: New product life cycle, linking engineering, technology and management for innovation, innovation platform, industrial design concepts for a product.

Introduction to design thinking: principles, stages, and key methodologies

Emphasis on the human-centered approach to design thinking

The importance of empathy in understanding customer needs and experiences

Techniques to define problems in a user-centric manner

**Unit 4: Ideation, Prototyping, and Testing**

Understanding the ideation phase: Techniques to stimulate creativity and brainstorm innovative solutions

Introduction to prototyping: Principles, methodologies, and hands-on exercises

The role of testing in design thinking: Techniques to test prototypes and validate ideas effectively Interpreting feedback and refining the solution: Iteration process in design thinking

Case studies demonstrating successful ideation, prototyping, and testing stages

**Unit 5: Implementing Design Thinking for Business Impact**

## MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2022-24

Tools for design thinking, The transition from design thinking to implementation in the business context -How to use design thinking to develop innovative products and services - Strategies for scaling design thinking in an organization and maintaining an innovative culture - Design thinking's role in driving business growth and transformation - design thinking and innovation for sustainability - Case studies of innovative products developed through design thinking highlighting the business impact.

**Suggested Books** John.R. Karsnitz, Stephen O'Brien and John P. Hutchinson, "Engineering Design", Cengage learning (International edition), second edition, 2013. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press, 2009. Product Design and Development- Karl T Elrich- sixth edition-McGraw Hill publications Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve- apply" Springer, 2001.

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins Publishers Ltd.
  2. Idris Mootee, Design Thinking for Strategic Innovation, John Wiley & Sons Inc
  3. Brenda Laurel, Design Research methods and Perspectives, MIT press 2003
  4. Yves Pigneur, Alexander Osterwalder, Business model generation: A handbook for visionaries, game changers and challengers, Wiley
  5. Don Norman, "The Design of Everyday Things, Basic Books
  6. Todd, Zaki Warfel, "Prototyping: A Practitioner's Guide," Rosenfeld Media
  7. Eric Ries, "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses," Currency
  8. Michael G Luchs, K Scott Swan, Abbie Griffin, Design Thinking WILEY
  9. Thomas Lockwood, Design thinking Integrating Innovation, Customer Experience, and Brand Value, Allworth Press
- .

**Paper Code – MB 304 – S - I**  
**Discipline Specific Elective – Systems**  
**DATA BASE MANAGEMENT SYSTEMS**

**Course Objectives:**

1. The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.
2. To explain basic database concepts, applications, data models, schemas and instances.
3. Describe the basics of SQL and construct queries using SQL.
4. Use the basics of SQL and construct queries using SQL in database creation and interaction.
5. Analyze and Select storage and recovery techniques of database system.

**Course Outcomes:**

1. Students can apply the basic concepts of Database Systems and Applications
2. Design a commercial relational database system (Oracle, MySQL) by writing SQL using the system.
3. Students can get to facilitate students in Database design and also to familiarize issues of concurrency control and transaction management in DBMS

**Unit-1: Database System Architecture and Data Models:**

Data Abstraction, Data Independence, Data Definition Language (DDL), Data Manipulation Language (DML), Entity-relationship model, network model, relational and object oriented data models, integrity constraints, data manipulation operations.

**Unit-2: Relational Query Languages and Relational Database Design:**

Relational algebra, Tuple and domain relational calculus, SQL3, DDL and DML constructs, Open source and Commercial DBMS - MYSQL, ORACLE, DB2, SQL server.

**Unit-3: Query Processing and Optimization and Storage Strategies:**

Evaluation of relational algebra expressions, Query equivalence, Join strategies, Query optimization algorithms, Indices, B-trees, hashing.

**Unit-4: Transaction Processing and Database Security:**

Concurrency control, ACID property, Serializability of scheduling, Locking and timestamp based schedulers, Multi-version and optimistic Concurrency Control schemes, Database recovery Authentication, Authorization and access control.

**Unit-5: SQL and PL/SQL Concepts:**

Basics of SQL, DDL,DML,DCL, structure – creation, alteration, defining constraints – Primary key, foreign key, unique, not null, check, IN operator, aggregate functions, Built-in functions –numeric, date, string functions, set operations, sub-queries, correlated sub-queries, join, Exist, Any, All , view and its types., transaction control commands

**MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from  
2022-24**

**Suggested Books:**

1. “Database System Concepts”, 6th Edition by Abraham Silberschatz, Henry F. Korth, S. Sudarshan, McGraw-Hill.
2. “Fundamentals of Database Systems”, 7th Edition by R. Elmasri and S. Navathe, Pearson
3. “An introduction to Database Systems”, C J Date, Pearson.
4. “Modern Database Management”, Hoffer, Ramesh, Topi, Pearson.
5. “Principles of Database and Knowledge – Base Systems”, Vol 1 by J. D. Ullman, Computer Science Press.

**PAPER CODE – MB 304 -S**

**Course: DATABASE MANAGEMENT SYSTEMS - Practical Syllabus**

- Note: Student is required to submit a document showing the database as per their questions
- Experiment 1: Student should decide on a case study and formulate the problem statement.
- Experiment 2: Conceptual Designing using ER Diagrams (Identifying entities, attributes, keys and relationships between entities, cardinalities, generalization, specialization etc.)
- Experiment 3: Converting ER Model to Relational Model (Represent entities and relationships in Tabular form, Represent attributes as columns, identifying keys) tables created from ER Model.
- Experiment 4: Normalization -To remove the redundancies and anomalies in the above relational tables, Normalize up to Third Normal Form
- Experiment 5: Creation of Tables using SQL- Overview of using SQL tool, Data types in SQL, Creating Tables (along with Primary and Foreign keys), Altering Tables and Dropping Tables
- Experiment 6: Practicing DML commands- Insert, Select, Update, Delete
- Experiment 7: Practicing Queries using ANY, ALL, IN, EXISTS, NOT EXISTS, UNION, INTERSECT, CONSTRAINTS
- Experiment 8: Practicing Sub queries (Nested, Correlated) and Joins (Inner, Outer and Equip).
- Experiment 9: Practice Queries using COUNT, SUM, AVG, MAX, MIN, GROUP BY, HAVING, VIEWS Creation and Dropping.
- Experiment 10: Practicing on Triggers - creation of trigger, Insertion using trigger, Deletion using trigger, Updating using trigger
- Experiment 11: Procedures- Creation of Stored Procedures, Execution of Procedure, and Modification of Procedure.
- Experiment 12: Cursors- Declaring Cursor, Opening Cursor, Fetching the data, closing the cursor
- Experiment 13: Creating forms and working with different objects, Graphics and reports.
- Experiment 14: To create a table, alter and drop table.
- Experiment 15: To perform select, update, insert and delete operation in a table.
- Experiment 16: To make use of different clauses viz where, group by, having, order by, union, intersection, set difference.
- Experiment 17: To study different constraints. [SQL FUNCTION]
- Experiment 18: To use oracle function viz aggregate, numeric, conversion, string function.
- Experiment 19: To understand use and working with joins.
- Experiment 20: To understand use and working of sub-queries.

**Paper Code – MB 304 – S - I I**  
**Discipline Specific Elective – Systems**  
**BUSINESS ANALYTICS**

**Course Objectives:**

1. The objective is to provide knowledge of data science
2. To provide basic statistical tools
3. State the importance of data in current business scenario
4. To develop contingent business models for better analysis

**Course Outcomes:**

1. Students can use data as tool for business analysis
2. The basic statistics provides a road map to learners
3. Micro metrics makes the students to identify data gaps
4. The business models may help in better decision making

**Unit – I: Introduction to Business Analytics:**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

**Unit – II: Descriptive Analytics:**

Overview of Description Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

**Unit – III: Predictive Analytics:**

Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business Classification, Association, Cause Effect Modeling.

**Unit – IV: Prescriptive Analytics:**

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

**Unit – V: Programming Using R:**

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Suggested Books:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - **Essentials of Business Analytics**, Cengage Learning.
2. James Evans, **Business Analytics**, Pearson, Second Edition, 2017.
3. Albright Winston, **Business Analytics - Data Analysis - Data Analysis and Decision Making**, Cengage Learning, Reprint 2016.
4. Sahil Raj, **Business Analytics**, Cengage Learning.

5. Jank Wolfgang, “Business Analytics for Managers”, Springer
6. Prema Alla, Introduction to Data Science Using R, BS Publications
7. Sharaff Aakanksha, Data Science and Its Applications, Taylor & Francis

## **Paper Code – CS301**

### **CASE STUDY**

A Case study is a detailed analysis of a person or group or a unit such as corporate division that stresses factors contributing to its success or failure. It is a rich method for investigating and researching a single case. The research questions that can be investigated by case studies include outcome questions, theory-building, pragmatic and experiential or narrative questions.

Faculty must choose Case Study for students. They must teach them the methodology of solving Case Study.

For evaluating a case presentation/ discussion, the following steps shall be followed:

1. The participants should ensure that they have enough detail to help present an overall assessment as well as a few strengths and weaknesses, with specific examples of each category.
2. The evaluator should observe the reaction to the opening question and check if the choice is a good one to set a base for further discussion.
3. Note down the participant responses as Initiator, Builder, Challenger and Summarizer, etc.
4. Examine the connection across transaction blocks and assess how the overall learning objective is being addressed.
5. Check if the closure is appropriately done and the participants have come up with a decision sheet and involvement sheet.
6. Comment on the students’ preparation and level of engagement at different points in the discussion.
7. Scrutinize the presentation for an overall assessment on the areas to be appreciated, areas of concern, actionable recommendations.



**RD 301  
RESEARCH DESIGN**

A Research Design seminar presentation to be made by the student on the topic chosen for Project Work. A synopsis must be submitted to the college.

The Research Design Seminar will consist of

1. Title of the Project.
2. Statement of the problem
3. Introduction
4. Aims and objectives
5. Hypotheses (if any)
6. Research Methodology
  - a. Nature of the study
  - b. Scope of the study
  - c. Data Collection methods
  - d. Tools for analysis
  - e. Chapterization (Name of the chapters)

**PS 301  
PROGRESS SEMINAR**

Students must present their Progress of Research Seminar showing the extent of work done on the Project chosen. A write up on the Progress Work must be submitted to the college.