



# III - SEMESTER

Semester–III

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2026-27**


Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+ESE)
MB301	Operations Management	Core	5	4Th + 1 Tu	40+60
MB302	E- Global Business	Core	5	4Th + 1 Tu	40+60
MB303	Total Quality Management	Core	5	4Th + 1 Tu	40+60
MB304-F-I MB304-F-II	<b><u>Finance</u></b> Investment Analysis & Portfolio Management Financial System & Services	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	40+60 40+60
MB304-M-I MB304-M-II	<b><u>Marketing</u></b> Product and Brand Management Advertisement and Retail Management	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	40+60 40+60
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	40+60 40+60
MB-304-E-I MB304-E-II	<b><u>Entrepreneurship</u></b> Project Management & Business Plan Innovation & Design Thinking	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	40+60 40+60
MB304-S-I MB304-S-II	<b><u>Systems with Business Analytics</u></b> Data Base Management Systems Business Analytics	Elective Elective	5 5	3Th + 1 P 4Th + 1 Tu	40+40+20P 40+60
MB305	Case Study		2		50
MB306	Research Design		2		50
<b>Semester Credits</b>			<b>29</b>		<b>600</b>
<b>Total Credits at the end of III Semester</b>			<b>91</b>		<b>1800</b>

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**\*Research Design should be evaluated for 50 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.**

- **HPW – Hours Per Week**
- **CCE – Continuous Comprehensive Evaluation**
- **ESE – End Semester Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P - Practical**

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**  
**PAPER CODE – MB301**  
**Course: OPERATIONS MANAGEMENT**

**Course Objectives:**

1. Provide an extensive introduction to the field of operations management.
2. Explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to building of adequate knowledge regarding the basic manufacturing facilities
3. Impact of service activities and their significance and need for managerial skills to address problems and build competitive advantage for the firm.
4. Introduce various optimization techniques with managerial perspective.
5. Understand maintenance management operations

**Course Outcomes:**

1. Understanding of the evolution of operations management practices and world class manufacturing processes
2. Define the importance /Planning organizing and controlling aspects of operations management,
3. Enhances the understanding of product development and design process, to maintain the economies in maintenance engineering.
4. Ability to plan and control the production and operations, and overcome bottlenecks
5. Provides insight to Quality management tools and practices.

**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,

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

#### **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.

#### **Suggested Readings:**

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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**  
**PAPER CODE: MB 302**  
**Course: E-GLOBAL BUSINESS**

**Course Objectives:**

1. Understand the fundamentals of e-commerce and its impact on global business.
2. Explore the challenges and opportunities associated with conducting business in a digital environment.
3. Analyse the strategies and technologies used in e-global business.
4. Develop critical thinking and problem-solving skills in the context of e-global business.
5. Identify the challenges in e-Global operations

**Course Outcomes:**

1. Identify and explain the key concepts and principles of e-global business.
2. Describe 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.
5. Evaluate the emerging trends in 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 start-ups in the digital space, Cyber security challenges in e-global business and methods for protection, The impact of social media on global business and customer engagement, Emerging technologies shaping e-global business (such as Internet of Things, edge computing, etc.)

**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, Peer-to-peer (P2P) sharing economy and its implications for e-global business, Subscription-based business models and recurring revenue strategies, Omni channel retailing and the integration of online and offline channels, Influencer marketing and its effectiveness in e-commerce, Collaborative consumption and its impact on e-global business, Crowd funding platforms and their role in supporting e-commerce ventures, Influencer selection and management strategies for effective digital marketing, Strategies for building and managing online communities to drive customer loyalty, Social commerce and social selling strategies.

**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, Warehouse automation and robotics in e-commerce fulfilment, Reverse logistics and managing returns in e-global business, Intellectual property rights and protection in digital transactions, Customer data privacy and compliance

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



## **MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2026-27**

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, Innovations in last-mile delivery and the future of e-commerce logistics, Legal considerations for cross-border e-commerce transactions and international expansion, 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, User experience (UX) design and its role in enhancing online conversions, Conversion rate optimization (CRO) techniques for e-global business, 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, Gamification strategies for enhancing customer engagement and retention, Chatbot implementation and customer support automation.

### **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, Augmented reality (AR) and virtual reality (VR) in enhancing online shopping experiences, Crypto currencies and their potential for transforming global payments, Environmental sustainability practices in e-global business, The Internet of Things (IoT) and its applications in e-commerce, Virtual reality (VR) and augmented reality (AR) in transforming the online shopping experience, The rise of smart cities and their impact on e-global business, The ethical implications of AI and automation in e-commerce decision-making processes, Data-driven decision-making and predictive analytics in e-global business.

### **Suggested Readings:**

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. "e-business: The Indian Scenario " by Ravi Kalakota and Marcia Robinson
10. "e-commerce in India: A Game Changer for the Economy " by Pradeep Kumar

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III  
PAPER CODE-MB303**

**Course: TOTAL QUALITY MANAGEMENT**

**Course objectives:**

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:**

1. Define 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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**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 Readings:**

1. Dale H. Besterfield, Carlo Besterfield- Michna, Glen H Besterfield and Mary Besterfield “ Total Quality Management”, 2018, Pearson Education
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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**

**Paper Code–MB304–F - I**

**Discipline Specific Elective**

**Course: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Objectives:**

1. List the basic concepts of risk and return
2. Explain the concept of portfolio return and risk and portfolio theories
3. Understand the features and valuation of debt instruments
4. State the features and valuation of Common stock
5. Describe portfolio evaluation methods

**Course Outcomes:**

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. Demonstrate an understanding of mutual funds, their performance evaluation and regulation.
5. Evaluate portfolio management effectively

**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, AYTm and YTC. Bond valuation: Capitalization of income method. Bond price theorems, Valuation of compulsorily/optionally

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

## **MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2026-27**

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 Readings:**

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–SouthWestern.9<sup>th</sup>Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. DhaneshKhatri,"SecurityAnalysisandPortfolioManagement",2010, Macmillan Publishers.
9. SudhindraBhat,"SecurityAnalysisandPortfolioManagement",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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**  
**Paper Code–MB304– F - I I**  
**Discipline Specific Elective**  
**Course: FINANCIAL SYSTEM AND SERVICES**

**Course Objectives:**

1. Create awareness about Financial System and Financial services in India.
2. Learn about the role of financial institutions in India
3. Identify the importance of Venture Capital
4. Understand the concept, process and forms of factoring
5. State various financial instruments and their credit rating

**Course Outcomes:**

1. Explain the importance, functions of financial system and financial services
2. Analyze the concept of merchant banking and its functions
3. Learn the venture capital financing modes used to raise finance
4. Understand factoring, bill discounting and credit rating services needed for businesses
5. Characterize various rating agencies and their rating methodology

**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

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

#### **Unit-IV: 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 funds 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 Readings:**

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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**SEMESTER-III**  
**Paper Code – MB 304 – M – I**  
**Discipline Specific Elective**  
**Course: PRODUCT AND BRAND MANAGEMENT**

**Course Objectives:**

1. Understand the concepts of product and brand management, including product mix, branding, and brand equity.
2. Analyze the stages of new product development (NPD) and evaluate the effectiveness of NPD models and strategies.
3. Apply market segmentation techniques and perceptual mapping tools to develop product positioning strategies.
4. Evaluate product portfolio analysis frameworks (e.g., BCG, GE, Shell International) to make strategic decisions about product introduction modification, deletion, or.
5. Design a comprehensive product launch plan, incorporating test marketing, budgeting, and marketing mix allocation strategies.

**Course Outcomes:**


1. Remember and explain key concepts such as product policy, brand loyalty, brand equity, and product lifecycle.
2. Analyze and compare different models of new product development (NPD) and their applicability in real-world scenarios.
3. Apply market segmentation tools (e.g., perceptual mapping, BRANDAID model) to identify target markets and develop product positioning strategies.
4. Evaluate product portfolios using frameworks like BCG Matrix and GE Matrix to recommend growth, modification, or deletion strategies.
5. Create a detailed product launch plan, incorporating pre-testing, test marketing, and marketing mix strategies, while adhering to budgetary constraints.

**Unit - I: Product and Branding Decisions**

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion. Brand management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

**Unit - II: Product Market Evolution**

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process. New Product Introduction, Growth Strategies, Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**Unit - III: Product Modification and New Product Introduction**

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea-Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

**Unit - IV: Market Segmentation**

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS– flow charts and concepts.


Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process-Demand Analysis–First Purchase and repeat purchase, trial and repeat models.

**Unit - V: Product Development and Testing**

Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual Budget and strategy. PLANOPT Model & MARMIX Model. Organization for product Management.

**Suggested Readings:**

1. Pessemier Edgar, “Product Management”, 1982, John Wiley & Sons.
2. Japan K. Panda, Product and Brand Management. I edition Oxford.
3. Kirti Datta Brand Management Principles and Practices Oxford Publication
4. Sridhar J Murthy and Gary L Lilien, “Marketing Models”, 2006, PHI.
5. U C Mathur, “Product and Brand management”, 2009, Excel Books New Delhi.
6. Dr. Anandan, “Product Management”, 2010, Tata McGraw Hill.
7. Kavin Keller, “Strategic Brand Management”, 2008, Pearson Ed 3rd Edition.
8. Ulrich K T, Anitha Goyal, “Product Design and Development”, 2010, McGraw Hill.
9. Bently, Davis & Ginsbury, “Trade Markets and Brands”, 2008, Cambridge University Press
10. Chunnawala, “Compendium of Brand Management”, 2008, HPH.
11. Richard Elliott, “Strategic Brand management”, 2007, Oxford press.
12. Helen Edwards, “Creating Passion brands”, 2009, Kogan Page Pub

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**

**Paper Code–MB304–M - I I**

**Discipline Specific Elective**

**Course: ADVERTISEMENT AND RETAIL MANAGEMENT**

**Course Objectives:**

1. Sensitize students on various dimensions of the promotion mix
2. Help gain an understanding of the role of advertising in marketing
3. Explore the various elements relating to an effective advertising strategy
4. Introduce the concept of organized retailing
5. 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: Introduction to Advertising**

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: Ad Media Planning**


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: Overview of Retailing**

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: Types of Retailing**

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


  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit – V: Trends in Retailing**

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

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**  
**Paper Code – MB 304 – HR – I**  
**Discipline Specific Elective**  
**Course: COMPENSATION MANAGEMENT**

**Course Objectives:**

1. Demonstrate various perspectives of compensation management
2. Provide thorough knowledge of planning and administering compensation in different sectors.
3. Understand the nature of executive and international compensation
4. List various fringe benefits and Voluntary Retirement Schemes
5. Determine the nature and management of Executive compensation

**Course Outcomes:**

- 1 Understand the fundamental concepts and theories of compensation.
- 2 Recognize the importance of compensation strategy.
- 3 Analyze, 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,

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

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

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

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**  
**Paper Code – MB 304 – HR – II**  
**Discipline Specific Elective**  
**Course: INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Course Objectives:**

1. Identify various actors as part of the industrial relations such as the state, ILO and trade unions
2. Understand industrial relation issues labour laws, and its implications.
3. Critically analyze reforms in labour legislation over labour codes.
4. Characterize labor legislation in India
5. Assess various labor legislation acts and laws

**Course Outcomes:**


1. Gain a comprehensive understanding of Industrial relations in the wake of economic reforms.
2. Analyze industrial disputes and make a framework for 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
5. Appraise salient features of Welfare and security legislations for organized and unorganized workers in India

**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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**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.

**Suggested 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, 8<sup>th</sup> edition, S. Chand Publications
8. Sharan, “ Industrial Relations and Labour Laws at Glance, Shroff Publications
9. Sukomal Sen, 1997, “Working Class in India, History of Emergence and Movement(1830-1990)”, National Book Agency, Kolkata.
10. Srivastava, S.C, “Industrial Relations and Labour Laws”, 5th Rev., Vikas PublicationHouse, New Delhi, 2006
11. Singh B.D, 2008, “Industrial relations and labor laws”, Excel books.
- 12.P.K. Padhi, 2009, “Labour and Industrial Laws”, PHI Learning Pvt. Ltd.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**SEMESTER-III**  
**Paper Code – MB 304 – E - I**  
**Discipline Specific Elective -Entrepreneurship**  
**Course: PROJECT MANAGEMENT AND BUSINESS PLAN**

**Course Objectives:**

1. Familiarize the students with the mechanics of appraisal and evaluation of projects.
2. Understand the concept of SCBA
3. Write a comprehensive Business Plan
4. List out various project financing methods
5. Describe PERT and CPM forms of project management

**Course Outcomes:**


1. Identify Forecast of cash flows
2. List out various aspects involved in Preparation of Business plan with all inputs
3. Characterize applications of network techniques of project management
4. Predict project management outcomes
5. Design time and cost over runs in project management

**UNIT-I: Introduction**

Concept of Project: Characteristics and importance of Projects – Project development cycle - Types of projects - Risk-return trade off, Identification of investment opportunities: Sources of new project ideas - Preliminary screening of projects, 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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

### **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
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

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Paper Code – MB 304 – E - II**

**Discipline Specific Elective**

**Course: INNOVATION AND DESIGN THINKING**

**Course Objectives:**

1. Understand the importance and process of Innovation.
2. Develop deep into the concept of design thinking and its practical application in a business context.
3. Utilize design thinking to identify problems, generate creative solutions, and implement impactful business innovations.
4. Assess ideation phase and test and validate prototyping
5. Formulate design thinking for business impact

**Course Outcomes:**

1. 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. Identify problems and apply design thinking to come up with solutions.
5. Design thinking to develop innovative products that bring business impact.

**Unit I: 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 II: 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 III: 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

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

#### **Unit IV: 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 V: Implementing Design Thinking for Business Impact**

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 Readings:**

1. John.R. Karsnitz, Stephen O'Brien and John P. Hutchinson, "Engineering Design", Cengage learning (International edition), second edition, 2013.
2. 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
3. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve- apply" Springer, 2001.
4. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins Publishers Ltd
5. Idris Mootee, Design Thinking for Strategic Innovation, John Wiley & Sons Inc
6. Brenda Laurel, Design Research methods and Perspectives, MIT press 2003
7. Yves Pigneur, Alexander Osterwalder, Business model generation: A handbook for visionaries, game changers and challengers, Wiley
8. Don Norman, "The Design of Everyday Things, Basic Books
9. Todd, Zaki Warfel, "Prototyping: A Practitioner's Guide," Rosenfeld Media
10. Eric Ries, "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses," Currency
11. Michael G Luchs, K Scott Swan, Abbie Griffin, Design Thinking, WILEY
12. Thomas Lockwood, Design thinking Integrating Innovation, Customer Experience, and Brand Value, Allworth Press

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Paper Code–MB304–S - I**  
**Discipline Specific Elective**  
**DATA BASE MANAGEMENT SYSTEMS**

**Course Objectives:**

1. 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. 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. 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. Appraise Database design and to familiarize issues of concurrency control and transaction management in DBMS
4. Develop an understanding Database recovery Authentication, Authorization and access control.
5. Assess and appraise SQL concepts and its applications

**Unit-I: 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-II: 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-III: Query Processing and Optimization and Storage Strategies**

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

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**Unit-IV: 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-V: 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

**Suggested Readings:**

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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**PAPER CODE – MB 304 –S-I**

**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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Paper Code–MB304–S - I I**  
**Discipline Specific Elective**  
**Course: BUSINESS ANALYTICS**

**Course Objectives:**

1. Objective is to provide knowledge of data science
2. Provide basic statistical tools
3. State the importance of data in current business scenario
4. Develop contingent business models for better analysis
5. Demonstrate ability to Interpret data using R program

**Course Outcomes:**

1. Describe data as a tool for business analysis
2. Apply data visualization techniques for businesses
3. Evaluate Micro metrics to identify data gaps
4. Design business models that help in better decision making
5. Develop, manage and manipulate data Using R program

**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.


  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**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 Readings:**

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

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Paper Code – MB305**

**CASE STUDY**

**Credits: 2**


**Marks: 50**

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.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Paper Code MB 306  
RESEARCH DESIGN**


**Credits: 2**

**Marks: 50**

A Research Design seminar presentation is 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)

  
**CHAIRMAN  
BOS IN BUSINESS MANAGEMENT  
OSMANIA UNIVERSITY,  
Hyderabad-500 007, T.S., India.**






## IV-SEMESTER

*Smritta Sambrani.*

**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION****MBA Year-II Semester-IV**

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+ESE)
MB401	Business Policy and Strategy	Core	5	4Th + 1 Tu	40+60
MB402	Logistics and Supply Chain Management	Core	5	4Th + 1 Tu	40+60
MB403	Business Intelligence	Core	5	4Th + 1 Tu	40+60
MB404-F-III MB404-F-IV	<b><u>Finance</u></b> Financial Risk Management International Finance	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	40+60 40+60
MB404-M-III MB-404-M-IV	<b><u>Marketing</u></b> Buyer Behaviour Services and Digital Marketing	Elective Elective	5 5	4Th + 1 Tu 4 Th + Tu	40+60 40+60
MB404-HR-III MB404-HR-IV	<b><u>Human Resources</u></b> Leadership and Change Management Performance Management	Elective Elective	5 5	4 Th + 1Tu 4 Th + 1 Tu	40+60 40+60
MB404-E-III MB404-E-IV	<b><u>Entrepreneurship</u></b> Technology for Entrepreneurs Social Entrepreneurship	Elective Elective	5 5	4 Th + 1 Tu 4 Th + 1 Tu	40+60 40+60
MB404-S-III MB404-S-IV	<b><u>Systems with Business Analytics</u></b> Data Visualization Data Mining for Business	Elective Elective	5 5	3 Th + 2 P 4 Th +1 TU	40+40+20P 40 + 60
MB405	Dissertation		2		50
MB406	Viva Voce		2		50
<b>Semester Credits</b>			<b>29</b>		<b>600</b>
<b>Total Credits at the end of IV Semester</b>			<b>120</b>		<b>2400</b>

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV PAPER CODE-MB 401**  
**Course: BUSINESS POLICY AND STRATEGY**

**Course Objectives:**

1. Impart key strategic business skills to the learners
2. Make the student learn about business environment
3. Expose the student towards various practical approaches of strategy formulation
4. Provide Industry analysis to the learners

**Course Outcomes:**

1. Develop higher level skills in strategic business areas
2. Outlook changes towards business environment
3. Exposed to practical problems of strategy formulation
4. Attain the knowledge about Industry and Market

**Unit-I: Introduction to Strategic Management**

Business Definitions: Business Objectives, Types of Businesses, Strategic planning, Planning process, decision making, Strategy definition, Establishing Corporate direction, Vision, Mission and Objectives- Strategic Intent-Strategic Management & Process, A Model of Strategy and Elements used in strategic positioning- Strategic choice and strategic action.

**Unit-II: Environmental Appraisal**


Environmental scanning, Introduction, Demographic, Social and Cultural environment, technological environment, Economic Environment, Political Environment, Natural environment and Industry analysis, Portfolio Analysis, BCG, GE and Add Little Models for understanding Competitive position, SWOT Analysis, Porter's Competitive Advantage, Value chain Analysis- Core Competencies and Capability building Strategies.

**Unit-III: Strategy Formulation**

Business Strategies: Business Level Strategy, Strategy formulation, Situation Analysis, Growth Strategies, Offensive strategies, Defensive strategies, Generic Strategies, Industry life Cycle Analysis, Emerging Industries, Maturing Industry, Fragmented Industry, Strategy for Leaders, Challengers, Followers and Niches- Managing Business Crisis.

**Unit-IV: Alternative Strategies**

Strategy analysis and Choices, Strategy Alternatives, Corporate level international strategy, Creating Value through Intensive Growth strategies, Integration Strategies, Diversification Strategies, Mergers & Acquisitions- Strategic Alliances - Outsourcing Strategies, Types of Outsourcing, Benefits, Growth and Drivers of Outsourcing, Managing Strategic Change, approaches to organizational structure, Matching structure and strategy with use of 7S structure


  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit-V: Strategy Implementation and Control**

Strategy Implementation: Strategies Evaluation and Control, Social responsibilities of Business, Business Ethics, Corporate Governance, Good Corporate Citizenship, Understanding Environmental Change and Instill Corporate Culture for Promoting **SMART** approach, Re-Designing Organizational Structures and Controls – Corporate Failures, Mechanism for Strategy control and Evaluation, Types of Strategic Controls-Social and Ethical responsibilities of Corporate Organizations.

**Suggested Readings:**

1. Wheelan Thomas, David Hunger, “ Concepts in Strategic Management and Business Policy, Pearson Education, 2020
2. Vipin Gupta, Sreenivasan. R, “ Business Policy and Strategic Management” Prentice Hall India Learning, 2020
3. Subba Rao. P, “ Business Policy and Strategic Management” Himalaya Publishing House, 2021

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-IV PAPER CODE-MB 402  
Course: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Course objectives:**

1. Understand the fundamental operations of logistics and supply chain management.
2. Apply the knowledge and principles of management of cross functional areas for effective Logistics and supply chain management.
3. Define the strategic issues and multi-level linkages in logistics management.
4. Explain the role and importance of transportation in logistics
5. Determine the warehouse and distribution center operations

**Course Outcomes:**


1. Demonstrate a holistic understanding of logistics and supply chain management and the role of Logistics management in SCM
2. Assess the basic drivers that lead to the performance of LSM in effective manner.
3. Evaluate the role of Information Technology and recent trends in making supply chains more efficient.
4. Tabulate the advantages and disadvantages of various modes of transportation
5. Design warehouse operations for a supply chain

**Unit-I: Logistics Management-Introduction**

Introduction to logistics, meaning of logistics management, objectives, Evolution of logistics management, concept, functions of logistics management, Role of logistics in supply chain management, difference between logistics and supply chain management, 3PL,4PL

**Unit-II: Importance of Logistics Management**

Inbound and outbound logistics, Integrated logistics management, Reverse logistics, Logistics planning and strategy, Role and importance of transportation in logistics, Transportation formats, Factors influencing their choice.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit III: Supply Chain Management**

Concept, Objectives and Functions of SCM, Evolution of supply chain with respect to its origin, Conceptual framework, Supply chain strategy and structure, Steps in supply chain management, Drivers enhancing effectiveness of supply chains, Value chain, Value delivery systems

**Unit-IV: Managing Supply Chains**


Bull-Whip Effect, Measures of supply chain performance, Warehousing-Types of warehousing, Warehousing operations, Warehouse Management Systems, Role of Distribution Centers, Supplier integration- Forward integration, Backward integration, Diversification, Global supply chains

**Unit-V: Recent trends in SCM**

Role of IT in SCM, Lean Supply Chains, Digital supply Chains, Green Supply Chains, Circular Supply Chains, Agile Supply Chains, FMS, RFID, Bar coding, Trends in supply chain management

**Suggested Readings:**

1. Shah. J, "Supply Chain Management", 2009, 1st Edition, Pearson Education
2. Shridhara Bhat, K "Logistics and Supply Chain Management", 2017, Himalaya Publishing House.
3. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
4. Mohanty, R P and Deshmukh S.G, "Essentials of Supply Chain Management", 2009, 1<sup>st</sup> Ed Jaico,
5. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1<sup>st</sup> Ed.
6. Altekhar, V. Rahul, "Supply Chain Management", PHI, 2005
7. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
8. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage,
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 2009, 1<sup>st</sup> Ed Cambridge.
10. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**MASTEROF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-IV PAPER CODE -MB 403**

**Course: BUSINESS INTELLIGENCE**

**Course Objectives:**

1. Provide an understanding of business intelligence and related concepts
2. Understand the importance data warehousing and Data Mining in the context of technological advancements in data base management
3. Introduce various concepts like Business Performance Management, Business Analytics and Data Visualization and their utility
4. Identify concepts of data mining and its advantages
5. Analyze key indicators for business performance measurement

**Course Outcomes:**

1. Describe the importance of BI as good decision support system in an organization
2. Relate the learner to get a holistic perspective of BI tools
3. Assess theoretical framework for the understanding of data warehousing and data mining
4. Demonstrate a complete understanding of BPM architecture
5. Design and implement critical success factors for business intelligence

**Unit-I: Introduction to Business Intelligence (BI)**

Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value chain, Architecture of Business Intelligence.

**Unit-II: Data Warehousing and Data Mining**

Date Warehousing (DWH): - Definition, Characteristics, types,-Date warehousing frame work, Data Warehousing architecture, Alternative architectures, Data ware housing integration, Data ware housing- Development approaches, Real time data warehousing.

Data Mining: - Definition, Characteristics, Benefits, Data mining functions, Data mining applications, Data mining techniques and tools. Text mining, Web mining.

**Unit III: Business Performance Measurement (BPM)**

Definition, BPM v/s BI, Summary of BPM Process, Performance measurement, BPM methodologies, BPM architecture and applications, Performance dash boards.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit-IV: Business Analytics and Data Visualization**

Business Analytics-Definitions, Tools and techniques of BA, Advanced business analytics

Business Analytics and Web usage, Benefits and success factors of Business Analytics.

Data Visualization: Definition, New direction in Data Visualization, GIS, GIS v/s GPS


**Unit-V: Business Intelligence Implementation and Emerging Trends**

Implementing Business Intelligence-Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration -Types, Need, and Levels of Business Intelligence integration.

Emerging trends in Business Intelligence implementation, Social networks and Business Intelligence, Collaborative decision making, Reality mining.

**Suggested Readings:**

1. Business Intelligence-A Managerial Approach, Turban, Sharada, Delen, King- Pearson - Second Edition-2014.
2. Decision Support and Business Intelligence Systems -Turban, Aaronson, Liang, Sharada- Pearson, and latest Edition.
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education-Indian Edition.
4. Business Intelligence- A hands on approach by N. Rajeshwari, 1<sup>st</sup> Edition, PHI
5. Ramesh Sharda, Turban E, Business Intelligence and analytics, 10<sup>th</sup> Edition, Pearson Books
6. Bernard Marr, "Data strategy" Kogan Page publishing
7. Anoop V K Kumar, "Business Intelligence demystified" 1st edition 2022, BPB publications
8. Jarke M, Fundamentals of Data Warehousing, 2<sup>nd</sup> edition Springer India publication
9. Paulraj Ponniah, Data warehousing fundamentals for IT professionals, 2<sup>nd</sup> edition , John Wiley books
10. Lather A S, Anil K Saini "Business Intelligence and data warehousing" 2018, Narosa publication

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-F-III**  
**COURSE: FINANCIAL RISK MANAGEMENT**

**Course Objectives:**

1. Understand the concept and types of risk that financial institutions are exposed to.
2. Learn about the measurement and management of risk.
3. Analyze the techniques of risk management - financial and non-financial
4. Develop knowledge about the various instruments of hedging.
5. Develop through knowledge of risk management

**Course Outcomes:**


1. Calculate and compute CaR and VaR values
2. Differentiate between forwards and futures
3. Demonstrate high level of understanding of valuation of swaps and hedging mechanism
4. Assess the intrinsic value of Options using BOPM and BSOPM
5. Evaluate various tools of risk management

**Unit - I: Introduction**

The concept of risk, Nature, need and scope of risk. Source, Measurement, identification and evaluation of risk, Types of risk-product market risk and capital market risk, Possible risk events, Risk indicators, Risk management process pre-requisites and fundamentals, Misconceptions of risk, An integrated approach to corporate risk management, Risk management approaches and methods, A comprehensive view of risk in financial institutions, Risk reporting process-internal and external.

**Unit - II: Measurement and Management of Risk**

Value at risk (VaR): The concept, computation, stresses testing, back testing, Cash flow at risk (CaR): VaR and CaR to make investment decisions, Managing risk when risk is measured by VaR or CaR, Non-Insurance methods of Risk Management, Risk avoidance, Loss Control, Risk Retention and Risk Transfer, Asset-Liability Management (ALM)-Evolution & concept, RBI guidelines, Capital adequacy, Management of interest rate risk, Liquidity risk, Credit risk and exchange rate risk.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit - III: Techniques and tools of Risk Management: Forward contracts and futures contracts**

The concept of derivatives and types of derivatives, The role of derivative securities to manage risk and to exploit opportunities to enhance returns, Individuals, speculators, hedgers, arbitrageurs and other participants in derivatives market.

Forward contracts: Definition features and pay-off profile of forward contract. Valuation of forward contracts, Forward contracts to manage commodity price risk, Interest rate risk and exchange rate risk, Limitations of forward contract.


Futures contracts: Definition, Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of futures contract, Differences between forward contracts and futures contracts, Risk management with futures, contracts-the hedge ratio and the portfolio approach to a risk-minimizing hedge.

**Unit - IV: Techniques and tools of risk management: SWAPS**

Definition, types of swaps, Interest rate swaps, Currency swaps.

Interest rate swaps: Mechanics of interest rate swaps, Using interest rate swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of interest rate swaps at origination and valuing of interest rate swaps after origination.

Currency swaps: Types of currency swaps, Valuation of currency swaps. Using currency swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in revenue, to hedge against risk of an increase in cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability, Pricing of currency swap at origination and valuing of currency swap after origination.


  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit - V: Techniques and tools of Risk Management**

Options, Definition of an option, Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions and estimation of fair value of call and put option

**Suggested Readings:**

1. Dun and Bradstreet, "Financial Risk Management", TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education
7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", Thomson Southwestern. TMH.
10. Jayanth Rama Varma, "Derivatives and Risk Management",
11. Don M. Chance & Robert Brooks, "Derivatives and Risk Management Basics", Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", Cambridge press.
13. Prakash Yaragol " Financial Derivates- Text and Cases, Vikas Publishing House
14. Arora R. K, " Financial Risk Management" , Wiley

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

**SEMESTER-IV- Discipline Specific Elective**

**PAPER CODE: - MB404 – F-IV**

**Course: INTERNATIONAL FINANCE**

**Course Objectives:**

1. Provide an analysis of the evolution of International Financial System.
2. Learn about international banking.
3. Study about the foreign exchange markets.
4. Learn the financial management of MNCs.
5. Understand the international tax environment.

**Course Outcomes:**

1. Differentiate between fixed and floating rates
2. Make calculations relating to foreign exchange rates based on parity theories
3. Assess the financial instruments in international markets
4. Make decisions relating to capital budgeting techniques in an international environment
5. Assess and appraise the International tax environment


**Unit-I: International Financial System**

Evolution of international financial system –gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention: international financial markets.

Global financial institutions: IMF, Bank for International settlements: International banking – Euro bank, types of banking offices, correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank. International financial instruments- Euro CP, Eurobonds, Foreign bonds, global bonds, euro equity, ADR, GDRs.

**Unit-II: Foreign Exchange Market**

Distinctive features and types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange rate mechanism-quotes in spot market and forward market, Triangular arbitrage: nominal effective exchange rate (NEER), Real effective exchange rate (REER), currency derivatives-forwards, Futures, forward rate agreement, options, swaps. Foreign Exchange Management Act, BoP, BoP trends in India, current account convertibility, capital account convertibility, Tarapore Committee Report.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**Unit-III: Exchange Rate Determination & Risk Management**


Theories of exchange rate behavior, Parity conditions, Purchasing power parity, Interest rate parity. International Fisher effect, Unbiased forward rate theory, International debt crises and currency crises, Asian currency crisis, Greek debt crisis, Risk management in Multinational Corporations, Types of risk-currency risk, Transaction exposure, Translation exposure, economic exposure and assessment, interest rate risk, Country risk assessment, political risk. Financial risk, Risk management through hedging, Natural hedges, hedges with currency derivatives, Forward market hedging options, Market hedge, Money market hedge, Hedging exposure through swaps, other financial and non-financial methods of hedging.

**Unit-IV: Multinational Corporate Decisions in Global Markets**

Nature of International finance functions and the scope of International financial management, TFM and domestic FM, Foreign investment decision, Foreign direct investment(FDI) motives, FDI theories, Theory of comparative advantage, OLI paradigm of FDI in India, Modes of foreign investment, Evaluation of overseas investment proposal using NPV and APV, International cash management, Multinational capital structure decision, Cost of capital, International portfolio diversification rationale, barriers, home country bias


**Unit-V: International Tax Environment**

Types of taxation, Income tax, withholding tax, value added tax, Tobin tax, tax environment- worldwide approach, territorial approach, Foreign tax credits, tax havens, Organization structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation, netting, offshore financial centers, re-invoicing center, Tax havens; Objectives of taxation -tax neutrality tax equity, Double taxation avoidance, Tax implications of foreign enterprises in India, Taxation of foreign source income in India, Transfer pricing (TP) and tax planning -TP methods, TP rules in India

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Suggested Readings:**

1. Eun C.S., Resnick B.G., "International Financial Management", Tata McGraw Hill Education Pvt. Ltd., Special Indian Edition,
2. Levi M., "International Finance", Routledge, Taylor & Francis Group
3. Shailaja G, "International Finance", Orient Blackswan
4. Hendrik VandenBerg, "International Finance and Open Economy Macroeconomics" Cambridge
5. Sharan V., "International Financial Management", PHI,
6. Madura J., "International Financial Management", Cengage Learning.
7. Apte P.G., "International Finance", McGraw Hill
8. "Risk Management, Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", Excel Books
10. Jain, Peyrard and Yadav "International Financial Management," Trinity Press.
11. Kevin. S., Fundamentals of International Financial Management, Second edition, PHI
12. Alan C. Shapiro, Peter Moles, "International Financial Management" Wiley

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-M-III**  
**Course: BUYER BEHAVIOUR**

**Course Objectives:**

1. Understand the world of buyer behavior.
2. The discipline borrows from several social sciences including psychology, sociology, and anthropology to explain behavior in the marketplace.
3. Analyse the various perceptions, learning, memory, personality, and attitudes influence consumption behavior.
4. Identify various buyer behavior theories and concepts to marketing decisions.
5. Describe the role of culture and family groups in buyer behaviour

**Course Outcomes:**


1. Identify the major influences in buyer behavior
2. Develop an understanding between different consumer behavior influences and their relationships.
3. Design and evaluate the marketing strategies based on fundamentals of consumer buying behavior.
4. Demonstrate a comprehensive understanding of buyer behaviour process
5. Describe models of buyer behaviour

**Unit - I: Understanding Buyer Behaviour**

Introduction to buyer behaviour, Contemporary dimensions of buyer behaviour, Buyer behaviour research process, Concepts and theories of motivation marketing implications, Motivation and buyer behavior, motives and motivation theories, personality and its role in buyer behavior.

**Unit - II: Components of Buyer Behaviour**

Perception and Learning Theory: Introduction, meaning, nature, Importance and limitation of perception, Theories of buyer behavior, its role in Learning principles and their marketing implications. Concepts of conditioning, important aspects of information processing theory, encoding and information retention, Retrieval of information

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit - III: Role of Culture and Groups**

Impact of culture on buyer behaviour, Social and cultural settings, Meaning of culture, Characteristics of culture, Functions of culture, Types of culture, Sub-culture and cross cultural marketing practices, Reference groups and family life cycle, Advantages and disadvantage of reference groups, Types of reference groups. Role of family life cycle in buyer behavior

**Unit - IV: Attitude and Buyer Decision Process**


Consumer decision making and buyer attitude: Information search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision, Post-purchase behaviour, Attitude and consumer behaviour, Meaning of attitude, nature and characteristics of attitude, Types of attitude, Learning of attitude, Sources of influence on attitude formation

**Unit - V: Models of Buyer Behaviour**

Models of buyer behaviour: Modeling behavior, Traditional models, Contemporary models, Generic models of buyer behavior, Howard Sheth model, Engel Blackwell model and Rao-Lilien model, Consumerism

**Suggested Readings:**

1. Schiffman and Kanuk, "Consumer Behavior", 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
3. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
4. Dinesh Kumar Consumer Behavior, 2014, oxford University Press.
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Shethand Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Satish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-M-IV**  
**Course: SERVICES AND DIGITAL MARKETING**

**Course Objectives:**

1. Supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services on global markets
2. Identify the major elements needed to improve the marketing of services.
3. Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
4. Appraise the nature and development of a global marketing strategy.
5. Understand the various aspects of social media marketing

**Course Outcomes:**


1. Examine the nature of services, and distinguish between products and services
2. Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service.
3. Appraise about the nature and development of a services marketing strategy.
4. Assess the various aspects of marketing mix
5. Analyze in depth the concepts of digital and social media marketing

**Unit-I: Introduction to Services and Effective Management of Services Marketing**

Concepts, contribution and reasons for the growth of services sector, difference in goods and services in marketing, characteristics of services, Classification of services, Services marketing triangle, Internal marketing of services, External versus internal orientation of service strategy. Marketing demand and supply through capacity planning. Market segmentation, targeting and positioning in services.

**Unit-II: Understanding Customer Expectations through Market Research and Consumer Behavior in Services**

Conducting marketing research to understand customer expectations, Search experience and Credence property, consumer expectation of services, two levels of expectations, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services-

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

## **MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2026-27**

Factors that influence customer perception of services, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

### **Unit-III: Marketing Mix in Services Marketing**

Traditional mix: The Seven Ps, Product decision, Pricing strategies and tactics, Promotion of service and placing of distribution methods for services. Extended marketing mix, The service delivery process, Designing of the service, blue printing, Managing service role in service encounters, service failure, Service recovery, importance of service employee, Quality-productivity trade off. Physical evidence in services, Types and role of service space

### **Unit-IV: Introduction to Digital Marketing**


Digital marketing, Importance of digital marketing, Difference between traditional marketing and digital marketing, Trends and scenario of the industry. Search Engine Optimization (SEO), History & growth of SEO, Campaign creation, Google Adwords, Ad creation, Approvals & extensions, Site targeting, Keyword targeting, Demographic targeting/ bidding.

### **Unit - V: Social Media Marketing**

Social media marketing & Social media, Blogging, Social networking, Video creation & Sharing, Use of different social media platforms, Content creation, Web analytics. Campaign tagging & Reporting, Email marketing, Introduction to audience reports, Traffic & content reports, Real-time data.

### **Suggested Readings:**

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit, "Services Marketing - Integrating Customer Focus Across the Firm", Tata McGraw Hill Publishing Co.
2. Vasanti Venugopal and Raghu "Services Marketing", Himalaya Publishing House.
3. Douglas Hoffman, John E.G. Bateson, "Services Marketing: Concepts, Strategies and Cases", Cengage Publications- 5<sup>th</sup> Edition
4. Sucharith Debnath, Dr. Indrajit Sinha "Services Marketing, Nitya Publication.
5. Wirtz Jochen, Lovelock Christopher "Services Marketing: People Technology, Strategy Pearson, 8th edition.
6. Ian Dodson, "The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns" Wiley, 1st edition, 2016

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-HR-III**  
**Course: LEADERSHIP AND CHANGE MANAGEMENT**

**Course Objectives:**

1. Have conceptual foundation to read change in organizations
2. Understand how culture differences impact leadership and change processes
3. Understand methods for monitoring the progress of change initiatives
4. Assess models of change management
5. Identify concepts of initiating change management

**Course Outcomes:**

1. Describe knowledge and understanding of different leadership styles and models.
2. Familiarize with the drivers, methods and model of change.
3. Develop cultural competence in the context of Global organizations and diverse teams
4. Categorize the culture of change in organizational climate
5. Evaluate models of change management in organizations and their impact

**Unit - I: Introduction to Leadership**


Traits, Styles, Skills, Behaviors, Vision, Inspiration and momentum of leadership- International Framework for analyzing leadership, Personality types and leadership, Five factor model of personality, Leadership perspectives on cultural values, Responsibility and organizational performance, Current issues contemporary Leadership styles.

**Unit - II: Leadership Development Programs and Models**

Characteristics, Types and evaluation of leadership development, Efforts-trait, Behavior, Power influence, Situational and integrative approaches to leadership, Causal and normative models - Leader-member exchange theory, LPC model-VIM of self- leadership perspectives on change, Contingency, Resource dependence, Population ecology and institutional.

**Unit - III: Strategic Change Process**

Hopson's change curve, Virginia Satir change model, Noer's redundancy intervention model-change path diagnostics, Reactive and proactive change Path-Nabisco's Renewal Path, Diagnostic models for organizational change, Methods for dealing with resistance to change, Enablers and barriers to change, Model of cognitive, Effective and behavioral responses to change, Five stages of planned change.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit - IV: Initiating Change**


Weinberg's change process, triggers, drivers and tracers of change - Leavitt model- change mapping, change spectrum, Gestalt change cycle - Tropics Test, Behavioral, cognitive, psycho - dynamic and humanistic approaches to change, Bechard's change formula - Buchanon and McCalman's model of perpetual transit in management - Types of individual, group and organizational change, Organizational change matrix.

**Unit - V: Methods and Models for Change Management**

Warfield 6-3-5 method Rosemary Stewart's model - Tony Buzan's mind maps - Edward de Bono's six thinking hats - Johari window - Nadler and Tushman's congruence model - Scenario analysis - power - interest matrix - Kotler's 8 step change model Pendlebury, Nadler, Kanter and Taffinder's planned change models, Dunphy Contingency Model of change.

**Suggested Readings:**

1. Cameron & Green, " Making sense of change management", 2009, Kogan page.
2. Peter G. Northouse, "Leadership", 2010, Sage.
3. Peter Lorange, "Thought leadership", Meets Business", 1st edition, 2009, Cambridge
4. John ADAIR, "Inspiring Leadership", 2008, Viva Books.
5. Gary Yukl, "Leadership in organizations", 2006, Pearson.
6. A J. DuBrin, " Leadership", 2005, Wiley.
7. Mark Hughes, " Change management in organization ", 2008, Jaico.
8. Kavitha Singh, " Organization Change & Development ", 2005, Excel Books.
9. Lussir, " Effective Leadership", 2009, Cengage.
10. Eric Flamholtz & Yvonne Randle, "Leading Strategic Change" 1st Ed. 2009, Cambridge.
11. Ian Palmer, " Managing organizational change", 2008, TMH.
12. Jim Grieses, "Organizational change", 2010, Oxford.
13. Jeffry Russell, "Change Basics ", 2006, ASTD Press.
14. N. Sengupta, "Managing change in organizations", 2006, PHI.
15. Srivastava, "Transformation Leadership", 2008, Macmillan

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-HR-IV**  
**Course: PERFORMANCE MANAGEMENT**

**Course Objectives:**

1. Understanding of various approaches to measure performance and facilitate studying different methods of performance appraisal.
2. Provide knowledge of the processes performance bench - marking and framework of competencies
3. Understanding of various performance metrics and models.
4. Identify areas of performance benchmarking
5. Evaluate performance metrics and performance models

**Course Outcomes:**

1. Identify and develop Competent Executives vvv
2. Transform Performance Appraisals and Performance Management
3. Enumerate and build pivotal performance metrics
4. Establish leading Human Capital
5. Predict performance metrics and models

**Unit - I: Introduction**


Definition, concerns and scope of PM. Performance appraisals, Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAS- Performance targets, Trait, Behavior and results approaches to measuring performance. The impact of HRM practices on performance.

**Unit - II: Performance appraisal**

Assessment center-psychometric tests. Role play-self appraisal, 360 degree appraisals- Rating-less appraisals for the future of PMS, Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix, Diagnosis and performance improvement, Performance review, Performance analysis.

**Unit - III: Performance Bench Marking**

Human information processing and performance loop, performance shaping factors-Yerkes-Dodson's Law, Corporate performance management, EFQM excellence model, Diagnostic and process bench marking, PM Audit, PM pathway analysis. The impact of Performance management on line managers and employees.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit - IV: Competency Mapping And Pay Plans**


Competency mapping-Mercer's human capital wheel, Human asset worth estimator and accession rate, CIPD human capital framework, Performance, competence and contribution related pay models. Cafeteria benefits plan, call back pay. The McBer generic managerial competency model-Competency causal flow model, Competency gap, Competency Assessment-Balanced score card framework.

**Unit - V: Performance Metrics and Models**

Performance measures pyramid. Steps for designing metrics, Wang Lab, smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert's performance matrix and Behavior Engineering model. Direction of trouble shooting with behavior model, Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg's integrated model of PM, Sears model for organizational performance.

**Suggested Readings:**

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
6. A.M. Sarma, "Performance Management systems", 2010, HPH.
7. B.D. Singh, "Performance Management systems", 2010, Excel books.
8. S. N. Bagchi, "Performance Management", 2010, Cengage.
9. M Armstrong, "Performance Management & Development", 2010, Jaico.
10. Prem Chadha, "Performance Management", 2009, Macmillan.
11. Joe Willmore, "Performance Basics", 2004, ASTD Press.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-IV - Discipline Specific Elective  
PAPER CODE - MB 404-E-III**

**Course: TECHNOLOGY FOR ENTREPRENEURS**

**Course objectives:**

1. Explores the intersection of technology and entrepreneurship
2. Focus on how technology both drives and enables entrepreneurial ventures.
3. State key technologies that have revolutionized various industries
4. Understand essential technological skills required for successful entrepreneurship.
5. Discuss basic requirements challenges in technological entrepreneurship

**Course outcomes:**

1. Understand the role of technology in shaping entrepreneurial opportunities.
2. Identify and evaluate emerging technologies with the potential for entrepreneurship
3. Develop the necessary technological skills to create and manage entrepreneurial Startups.
4. Analyze Real-world Case Studies of Successful and Failed entrepreneurial ventures.
5. Formulate effective strategies for integrating technology into entrepreneurship

**Unit I: Introduction To Technology & Entrepreneurship**


Technological entrepreneurship: Concept, meaning and definition; Historical overview of technological advancements and entrepreneurship; Importance of technology in identifying market gaps and creating value; Overview of key concepts such as innovation, disruption, and scalability.

**Unit II: Technologies Driving Entrepreneurial Opportunities**

Understanding emerging technologies (e.g., AI, IoT, Blockchain, Biotech), Disruptive potential of new technologies in various industries, Case studies of successful startups, Leveraging technology for entrepreneurship, Identifying market trends and opportunities through technological advancements

**Unit III: Technological Skills for Entrepreneurs**

Basics of coding and programming for non-technical entrepreneurs, Data analysis and interpretation for informed decision-making, UI/UX design principles for creating user-friendly products and introduction to cyber security and data privacy considerations.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit IV: Integrating Technology into Models**


Lean startup methodology and iterative development, Design thinking and user-centered product development, Building Minimum Viable Products (MVPs) to validate ideas, Strategies for scaling technology-driven ventures.

**Unit V: Challenges and Strategies in Technological Entrepreneurship**

Managing technology risks and uncertainties, Intellectual Property protection and patents, Navigating regulatory and ethical challenges in tech startups, learning from failure: Case studies of unsuccessful technology venture

**Suggested Readings:**

1. Ries Eric (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Portfolio Penguin Publisher
2. Duening, T. N., Hisrich, R. A., & Lechter, M. A. (2016). Technological Entrepreneurship: Creating, Capturing, and Protecting Value (1st ed.). Academic Press.
3. Peter Thiel and Blake Masters (2014). Zero to One: Notes on Startups, or How to Build the Future, Virgin Books Publisher - 2014th edition
4. Timmons, J. A., Spinelli, S., & Zacharakis, A. (2019). New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.
5. Morris, M. H., Kuratko, D. F., & Covin, J. G. (2019). Corporate Entrepreneurship & Innovation, Cengage Learning.
6. Christensen, C. M. (1997). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (1st ed.). Harvard Business Review Press.
7. Moore, G. A. (1991). Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers (1st ed.). Harper Business.
8. Skarzynski, P., & Crosswhite, D. (2014). The Innovator's Field Guide: Market Tested Methods and Frameworks to Help You Meet Your Innovation Challenges. Wiley.
9. Ross, A. (2017). The Industries of the Future (Reprint ed.). Simon & Schuster.
10. Matthes, E. (2019). Python Crash Course: A Hands-On, Project-Based Introduction to Programming (2nd ed.). No Starch Press.
11. Kawasaki, G. (2015). The Art of Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything. Portfolio.
12. Eyal, N. (2014). Hooked: How to Build Habit-Forming Products. Portfolio.
13. Blank, S., & Dorf, B. (2012). The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company (1st ed.). Wiley.
14. Croll, A., & Yoskovitz, B. (2013). Lean Analytics: Use Data to Build a Better Startup Faster. O'Reilly Media.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

**SEMESTER-IV - Discipline Specific Elective**

**PAPER CODE - MB 404-E-IV**

**Course: SOCIAL ENTREPRENEURSHIP**

**Course Objectives:**

1. Explain the concept of social entrepreneurship
2. Help understand the modalities involved in social entrepreneurship
3. Give a holistic perspective of social entrepreneurship
4. Understand the framework of social entrepreneurship
5. Discuss the opportunities in social entrepreneurship for the betterment of society

**Course Outcomes:**

1. Develop insights into the nature of social entrepreneurship
2. Assess the role of innovation and social entrepreneurship
3. Evaluate the need for social entrepreneurship in the societal context
4. Judge the concept of social entrepreneurship
5. Construct Strategic framework of social entrepreneurship

**Unit I: Over View of Social Entrepreneurship**

Introduction to social enterprise, Understanding social entrepreneurship, Individual as a social entrepreneur, Challenges and prospects of social entrepreneurship, Models of social enterprises, Support of corporate social responsibility activities for social entrepreneurship.


**Unit II: Types of Social Entrepreneurship**

Factors impacting transformation into social entrepreneur, Characteristics of social entrepreneur, Difference between a business entrepreneur and social entrepreneur, Forms of social enterprises: Profit and non-profit proprietorships- partnership, Non-governmental organization, society, trust and company, Variables determining selection of forms of registration.

**Unit III: Social Innovation**

Understanding environment and idea generation for social enterprise, Social innovation and inclusion, Need identification of products /services of social enterprise, Appraising the idea formation through feasibility analysis, Achieving social objectives with commercial ventures.

Innovation approaches, Disruptive innovations, Theory of social change, Innovations in public and non-profit organizations, Steps to design an innovative social enterprise, Creating a social business model.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit IV: Social Entrepreneurship Opportunities**


Opportunities for social entrepreneurs and initiatives: Methods of sensing opportunities and fields of opportunities. Assessing and prioritizing opportunities, Enterprise launching and its procedure, Start-ups, incubation, accessing venture capital, CSR funds, PPP. Successful social entrepreneurship initiative

**Unit V: Strategic Framework of Social Entrepreneurship**

Managing growth and performance, Strategic framework analysis of social enterprise, Crafting alliances between nonprofit business & government organizations, Social enterprise management and sustainability of social enterprise, Social audits, Skill development and enhancement, Market research for product/services of social enterprise. Socio-economic impact of social enterprise, Benefits and rewards of social enterprise, Impact of social entrepreneurship on community and stakeholders.

**Suggested Readings:**

1. Paramasivan. C “Social Entrepreneurship”, New Century Publications, 2020
2. David Bornstein , Susan Davis, “Social Entrepreneurship : what everyone needs to know”  
Oxford university press, 2019
3. Prahalad C.K, The fortune at the bottom of the pyramid, Eradicating poverty through profits, 2007,Pearson
4. Bronstein David, How to change the world: Social Entrepreneurs and the birth of new idea, 2004
5. Archana Singh, Meetal Reeji “Social entrepreneurship and sustainable development”  
Routledge 2020
6. Constant Beugre “Social Entrepreneurship” 2016edition, Taylor & Francis Ltd
7. S.B. Verma, Y.T Pawar, “ Rural Empowerment through SHGs, NGOs and PRIs, Deep and Deep Publications Pvt Ltd, 2004
8. Gupta C B, N.P Srinivasan, “Entrepreneurship Development in India” , 2009
9. Maurice Hansan,”Social Entrepreneurship” Excelic Press LLC, 2021
10. Carole Carlson , “Social Entrepreneurship and Innovation”, 1<sup>st</sup> Edition Sage Publishing, 2022

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-S-III**  
**Course: DATA VISUALIZATION**

**Course Objectives:**

1. Enable students to understand the concepts related to data visualization.
2. Understand the tools and techniques of Data Visualization, dashboards.
3. Enable a practical understanding of Visualization with Power BI.
4. Understand the concepts of dashboards in data visualization
5. Summarize the aspects of Microsoft power BI

**Course Outcomes:**

1. Assess the importance of Data -Visualization for Decision- making.
2. Identify practical experience of Data Visualization on Microsoft Power BI.
3. Analyze the tools and techniques of data visualization
4. Design data visualization dashboards
5. Formulate methods to organize and monitor data visualization dashboards

**Unit - I: Introduction to Data and Information Visualization**

Definition and why we visualize data, How we visualize data, A brief history of Data Visualization, Types of data - categorical, ordinal and quantitative data. Visual analytics concepts.

**Unit - II: Data Visualization Tools and Techniques**

Data Visualization tools , Multidimensional Data Visualization tools, Column and Bar graphs, Charts, Line graphs, Scatter plots, Pie graph, Hierarchical and Landscape Data Visualization tools, Maps, Tree graph.

**Unit - III: Data Visualization -Dashboard Basics**

Definition- Performance of dashboard, Types of dashboards- Operational, Tactical and Strategic. Dashboard design, Business activity monitoring through Dashboards, Common pitfalls of dashboard design. Organizing data for dashboards

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit - IV: Introduction to Power BI**

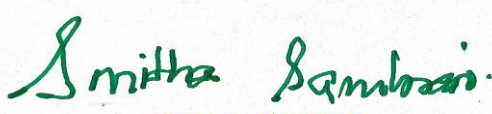
Power BI, Concepts-Parts of Power BI Desktop , Major Building Blocks of Power BI, Data Sets, Shared data sets, Reports, Dashboards - Types of Visualizations, Area charts, Bar and Column charts, Donut charts, Gauge charts, KPI's, Line charts, Maps, Matrix, Q&A Visual, Tree maps, Waterfall charts.

**Unit - V: Microsoft Power BI and Other features**

Getting Data Source-Excel as a source, SQL as source, Web as a source, Creating and interacting with Dashboards, Sharing dashboards -Power Query editor for querying data and Report server for reports.

**Suggested Readings:**

1. Dick Kusleika "Data Visualization with Excel dashboards and reports", 2021, Wiley.
2. Ramesh Sharada, Dursun Delen, Efraim Turban," Business Intelligence", A managerial perspective on analytics Pearson.
3. Stephanie P.H, "Effective Data Visualization: Right chart for sight data" Evergreen 2019.
4. Tom Soukup, Ian Davidson,"
5. Visual Data Mining -Techniques and tools for Data Visualization and Mining", Wiley Publishing.
6. Wayne W Eckerson, "Performance Dashboards-Measuring, monitoring and managing your business" Wiley & Sons, Inc.
7. Mitchell Pearson, Manuel Quintana," Microsoft Power BI quick start guide: Packt Publishing, 2018.
8. Alberto Ferrari, Marco Russo," Introducing Microsoft Power BI- Microsoft Press, 2016, Microsoft Corporation.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-S-IV**  
**Course: DATA MINING FOR BUSINESS**

**Course Objectives:**

1. Familiarize students with concepts related to data mining.
2. Understand the various tasks in data mining
3. Give a holistic application of data mining
4. Describe clustering of data mining
5. Explain web mining techniques

**Course Outcomes:**

1. Assess the role of data mining in business and decision-making process.
2. Analyze practical overview of data mining
3. Design and formulate latest concepts in data mining
4. Compose prediction analysis techniques
5. Sketch various web mining techniques

**Unit - I: Introduction to Data Mining**

Definition- Data mining and knowledge discovery- Motivating challenges in data mining -Origins of data mining - Data mining tasks.

**Unit - II: Data Pre-Processing**

Data summarization- Data cleaning- Data integration and transformation- Data reduction- Data discretization and concept hierarchy generation- Feature extraction-feature transformation.

**Unit - III: Association, Classification and Clustering**


**Association:** Definition, Market-Basket Analysis, Naive Algorithm, Apriori Algorithm, Software for association rule mining.

**Classification and prediction:** Decision tree, Bayesian classification, Rule-based classification, Prediction - Linear regression.

**Clustering:** Basic issues in clustering, partitioning methods clustering analysis software.

**Unit - IV: Web Mining and Other Mining:**

Web mining- introduction- Web content mining, Web usage Mining, Web structure mining- Spatial data mining- Text mining, Multimedia mining.


  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**Unit - V: Data Mining Applications**

Application strength of data mining- Data mining for banking and financial data analysis- Data mining in insurance-data mining in biological data analysis- Social media marketing- CRM- Tourism industry-agriculture sector

**Suggested Readings:**

1. Introduction To Data Mining - Pang-Ning Tan, Michael Pang, Vipin Kumar - Education -2018.
2. Data Mining Concepts and Techniques- J. Han, M. Kamber- Morgan Kaufmann.
3. Introduction to Data Mining- ChaitanyaP. Agrawal, Meena Agrawal. Pearson
4. Data Mining: Concepts, Models, Methods and Algorithms- M. Kantardzic- John Wiley & Sons Inc.
5. Data Mining: Introductory and Advanced Topics - M. Dunham- Pearson Education.
6. Data mining Techniques and application – An introduction, Hongbo Du, Cengage Learning
7. Data Mining: Techniques And Trends, N. P. Gopalan, B. Sivaselvan , Prentice-Hall of India Pvt.Ltd
8. Khushboo Saxena, Sandeep Saxena, Akash Saxena, "Data Mining and Warehousing ", BPB Publications
9. G. K. Gupta "Introduction To Data Mining With Case Studies", PHI Learning
10. Jain Pei, Jiawei Han, Micheline Kamber, "Data Mining: Concepts and Techniques" Elsevier Science

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**



**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**Semester-IV**  
**PAPERCODE-MB404 Practical**  
**Course: Data Visualization with Microsoft Power BI-**  
**Practical Syllabus**

Getting Started with Power BI – Understanding the parts of Desktop Power BI.

Getting access to Data Sources from Power BI.

Exploring Data sets.

Creating simple visualizations-Creating Map Visualizations, Using Combination Charts,

Using Table, Modify Colors in Charts, Adding Shapes, Images and Text box.


Creation, Sharing of Dashboards

Creation, Styling and Sharing of Reports

Using Excel Data (integrating excel data with Power BI)

**Suggested Readings:**

1. Chandraish sinha “ Mastering Power BI” BPB Publications, 2021
2. Errin Connor “Microsoft Power Bi Dashboards Step By Step” Pearson Education 2020

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

**Semester-IV – MB405**


**DISSERTATION**

**Credits: 2**

**Marks: 50**

A dissertation has to be prepared and submitted at the end of the IV semester. This carries two credits. A broad outline for the dissertation is as follows

1. Introduction
2. Review of Literature
3. Research Methodology
4. Data analysis and findings
5. Conclusions, Suggestions and Recommendations
6. Annexure (Bibliography / References / Questionnaire)

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**


**Semester-IV – MB406**

**VIVA VOCE**

**Credits:2**

**Marks:50**

The viva voce will carry one credit and cover various aspects of the research project and also topics discussed in the program curriculum. It will be a comprehensive viva voce.

  
**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
**Hyderabad-500 007, T.S., India.**