

RULES AND REGULATIONS OF M.B.A. PROGRAMME – 2016

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

- I. Two-year i.e., four semester Full time Day programme

1. ELIGIBILITY CONDITIONS

1.1 M.B.A. (Day)

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

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

2. Instruction Schedule:

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

Duration of instruction : 14 – 16 Weeks / As per the University Norms

Preparation Holidays : 7-10 Days

3. Rules of Attendance:

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

4. Promotion Rules

A student will be promoted subject to the following rules:

4.1 I Semester to II Semester:

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

4.2 II Semester to III Semester

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


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4.3 III Semester to IV Semester:

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

Cancellation of Admission

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

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

Or

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

Or

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

Project Work:

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

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

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

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

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

Seminars : Students are expected to give a presentation on a relevant topic of any subject of II semester. Seminars are evaluated by internal faculty of the college concerned for 100 marks.

Seminars , Project Report and Viva Voce examination will be evaluated for 100 marks and the same will be converted into equivalent grades as per the University norms.

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

Each of the Theory Courses of the MBA Programme shall have instructional workload of 5 (or) 4 periods of 60 Minutes duration per week in addition to mentoring and project work as specified in the course curriculum . The Instructional workload for each of the Practical and Lab Courses shall be 2 Periods of 60 Minutes duration per week.

7. Evaluation System:

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 80% marks for university semester end examination and 20% marks for internal examination (CIE).
4. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (Day) Programme.

8. Conduct Of Examinations:

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

9. Award Of Degree And Division:

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

10. Readmission For Pursuing Additional Elective Courses:

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

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

11. Total number of credits to be completed to be eligible for the award of MBA degree:

Total number of credits at the end of fourth semester (MBA-Day) = 24 + 24 + 24 + 25 = 97

12. Awarding Cumulative Grade Point Average (CGPA): as per University norms

13. Choice Based Credit System (CBCS):

As per the University norms student needs to study one subject in the third semester outside the MBA department.

General Clause:

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

**MBA (Day) Structure and Syllabus As Per CBCS Guidelines Effective From 2016
Year-I Semester –I**

Course Code	Course Title	Nature	Credits	HPW	Max Marks (CIE+SEE) 100
MB101	Management & Organizational Behaviour	Core	5	5	20+80
MB102	Accounting for Management	Core	5	5	20+80
MB103	Marketing Management	Core	5	5	20+80
MB104	Open Elective-I 1. Business Law & Ethics 2. Fundamentals of Technology Management 3. Managerial Economics	Open Elective	4	4	20+80
MB105	Open Elective –II 1. IT Applications for Management 2. Business Communication 3. Customer Relationship Management	Open Elective	4	4	20+80
MB106	Computer Practical	Practical	1	2	25
Total credits at the end of Ist Semester			24	25	525

Year-I Semester –II

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE) 100
MB201	Human Resources Management	Core	5	5	20+80
MB202	Financial Management	Core	5	5	20+80
MB203	Business Research Methods	Core	5	5	20+80
MB204	Open Elective-III 1. Economic Environment and Policy 2. Business Process Re-engineering 3. International Business 4. Financial Markets & Services	Open Elective	4	4	20+80
MB205	Open Elective-IV 1. Total Quality Management 2. Strategic Management Accounting 3. Start Up Management 4. Retail Management	Open Elective	4	4	20+80
MB206	Seminar	-----	1	2	Grade
Semester Credits			24	25	500
Total credits at the end of IInd Semester			48	50	1025

- HPW – Hours Per Week
- CIE – Continuous Internal Exam
- SEE – Semester End Exam


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**MBA (Day) Structure and Syllabus As Per CBCS Guidelines Effective From 2016
Year-II – Semester-III**

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE) 100
MB301	Operations Management	Core	5	5	20+80
MB302	E- Business	Core	5	5	20+80
MB303	Interdisciplinary Courses 1.Managerial Communication 2.Entrepreneurial Development 3.Management Theory and Practice	ID	5	5	20+80
MB305	Discipline Specific Elective- I 1. Financial Risk Management(F) 2.Product & Brand Management (M) 3.Compensation Management (HR) 4.Decision Support Systems (SYS)	DSE	4	4	20+80
MB306	Discipline Specific Elective – II 1.International Finance(F) 2.Promotion & Distribution Management(M) 3.Organization Development(HR) 4. Business Analytics (SYS)	DSE	4	4	20+80
MB307	Tutorials Project work Tutorials/Case Study/ R Programming		1	2	-----
Total credits at the end of IIIrd Semester			24	25	500

Year-II –Semester IV

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IA+UE) 100
MB401	Strategic Management	Core	5	5	20+80
MB402	Operations Research	Core	5	5	20+80
MB403	Supply Chain Management	Core	5	5	20+80
MB404	DS Elective- III 1.Investment Management(F) 2.Consumer Behaviour(M) 3.Performance Management (HR) 4.Data Base Management Systems (SYS)	DSE	4	4	20+80
MB405	DS Elective- IV 1.Banking & Insurance (F) 2.Services & Global Marketing(M) 3.Talent & Knowledge Mgt (HR) 4.Software Project Management (SYS)	DSE	4	4	20+80
MB406	Project Work	-----	1	2	Grade
MB407	Comprehensive Viva - Voce	-----	1	--	Grade
Semester Credits			25	25	500
Total credits at the end of IVth and final Semester			49	50	2025
			97	100	

- ID – INTER DISCIPLINARY
- DSE – Discipline Specific Elective

MODEL PAPER FOR MBA (CBCS)
I /II/III/IV - SEMESTER

FACULTY OF MANAGEMENT
MBA(CBCS). I Semester (NEW) Examination, 2017

Code No.

Time: 3 Hours]

Max. Marks. 80

Answer all the questions.

PART-A
(Short Answer Type)

(Marks: 5x4=20 Marks)

- 1)
- 2)
- 3)
- 4)
- 5)

PART-B

(Marks: 5 x 12 =60 Marks)

(Essay Answer Type)

6. (a)
OR
(b)
7. (a)
OR
(b)
8. (a)
OR
(b)
9. (a)
OR
(b)
10. (a)
OR
(b)

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Master of Business Administration (MBA) Syllabus

Paper Code – MB101

Course: MANAGEMENT AND ORGANIZATION BEHAVIOUR

Unit – I: Management Process and Functions, Scientific and Modern Management, 3D Model of Managerial Behavior – MBO – MBWA – Line and Staff – The Peter's Principle – Parkinson's Law – Main Approaches to Organisation Structure-Management – Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments – Human Engineering.

Unit – II: Decision Making and Negotiations: Approaches to Decision making – Rational, Behavioral, Practical, and Personal Approaches – Open and Closed Models of Decision Making, Types and steps in planning, Authority, Responsibility, Centralisation, Decentralisation and Recentralisation, Bureaucracy.

Unit – III: Psychological contract – Personality Traits, Big 5 personality traits, MBTI inventory, the Process of Perception – Perceptual distortions and errors, Kelly's personal construct Theory, Motivation – Content Theories: Maslow, Alderfer, Herzberg, McClelland. Process Theories: Vroom, Porter and Lawler, Equity Theory – Goal Theory – Attribution Theory.

Unit – IV: Models of OB – Autocratic, Custodial, Supportive, Collegial and System Models, Transactional Analysis, Johari Window. Group Dynamics: Typology of Groups – Conflicts in groups – The nature of conflict – Reactions to conflict – A model of conflict. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path-Goal Theory, Vroom's Decision Tree Approach to Leadership – Hersey and Blanchard Model.

Unit – V: Organisation Design, Organisation culture and Organisation climate. Stress Management and Counseling, Management of change and Organisation development. Communication – Emerging aspects of OB.

Suggested Readings

1. Harold Koontz and Heinz Weihrich, 2015, Essentials of Management, TMH
2. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter 2010, Management, Pearson
3. Curtis W. Cook and Phillip L. Hunsaker, 2010, Management and Organisational Behaviour, McGraw-Hill Irwin.
4. Robbins & Judge, 2015, Organisational Behaviour, Prentice Hall of India.
5. Gregory Moorhead and Ricky W. Griffin 2010, Organisation Behaviour, Biztandre.
6. VSP Rao, V. Harikrishna 2010, Management – Text and Cases, Excel Books
7. K. Aswathappa, 2010, Organisational Behaviour – Text, Cases and Games, Himalaya Publishing House.
8. Udai Pareek 2010, Understanding Organisational Behaviour, Oxford University Press
9. Lauriel J Mullins, 2010, Management & Organisational Behaviour, Pearson
10. Robin Finchem and Peter Rhodes 2010, Principles of Organisational Behaviour, Oxford University Press.
11. B.R. Virmani, 2010, Managing People in Organisations, Response Books.


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Master of Business Administration (MBA) Syllabus
Paper Code – MB102

Course: ACCOUNTING FOR MANAGEMENT

Unit - I:

Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system – Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) – Errors Disclosed and Not disclosed by Trial Balance – Suspense Account - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

Unit – II:

Distinction between capital and revenue expenditure; Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements;

Depreciation concept, Depreciation methods – their impact on measurement of business income- external auditor's report, the report of the Board of Directors, and voluntary disclosures

Unit – III

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

Unit – IV

Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion – Balance score card, methodology of BSC and its importance.

Unit – V:

Cost concepts – Fixed and Variable cost – Classification of Costs – preparation of cost sheet.- CVP analysis – Break-even Point - concept of contribution and PV Ratio (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision.

Nash Equilibrium in Game Theory – Prisoner's Dilemma Re visited.

Reference:

1. Grewal T. S. Introduction to Accounting, 2009, S Chand Publishers
2. Ramachandran, Ramkumar Kakani, Financial Accounting for Management, 2009, 2nd ed, Tata McGraw Hill Publishing, Pvt., Ltd.
3. Shah Pares, Basic Financial Accounting for management, 2009, 5th Ed, Oxford University Press
4. Shashi K. Gupta & R.K. Sharma Management Accounting Principles and Practice Kalyani Publishers, 12th Revised. Ed.
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, 2nd edition, PHI
6. Ambarish Gupta, Financial Accounting for Management, 2009 An Analytical Perspective, 3rd Ed. Pearson education.
7. Earl K. Stice and James. D. Stice, Financial Accounting – Reporting and Analysis, 2009, 7th Ed. South Western, Cengage Learning.

Master of Business Administration (MBA) Syllabus

Paper Code – MB103

Course: MARKETING MANAGEMENT

Unit – I: Basics:

Marketing, Market, Marketing Management. Tasks, Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Global marketing, Marketing Environment - Company's Micro and Macro Environment – Interface with other functional areas.

Unit – II: Market Segmentation:

Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments– Differentiation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Competitive strategies.

Unit – III: Marketing Programme:

Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling. Online Marketing.

Unit – IV: Consumer Markets:

Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior. Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Services Markets-Characteristics, and Strategies.

Unit – V: Marketing Organization and Control:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Organization Annual plan Control, Efficiency Control. Profitability Control and Strategic Control. Marketing Audit.

Suggested Books:

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, “Principles of Marketing”, 2016,13th Ed, Pearson Education Prentice Hall of Indi.
2. Paul Baines, Chris fill, Kelly page, “Marketing Management”, 2016, 1st Ed. Oxford UniversityPress.
3. Roger j. best, “Market- Based Management”, 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, “Principles of Marketing”, 2010, 12th Ed. Cengage Publications.
5. Tapan k panda, “Marketing Management”. 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, “Marketing Management”, 2009, The Global perspective-Indian Context Macmillan India Ltd.

Master of Business Administration (MBA) Syllabus

Paper Code – MB104– 1 Open Elective -I

1. BUSINESS LAW & ETHICS

Unit - I: Law of Contracts:

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

Unit - II: Law relating to Special Contracts:

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

Unit - III: Companies Act:

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

Unit - IV: Consumer Protection Law:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Laws relating to Intellectual Property Rights. Competition Law. Arbitration and conciliation.

Unit - V: Ethical and Value based Considerations – Need and Justification – Business ethics and efficiency – Social responsibility of business – Fair and just cooperation among owners, managers, workers and customers – Fair Market Wages – Integrity and ethical consideration in business operations – Indian value system and it's relevance in Management.

Suggested Books:

1. N.D. Kapoor, "Elements of Mercantile Law", 2015, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. Paul Wetherly and Dorron Otter, "The Business Environment – Themes and Issues", 2010, Oxford University Press.
6. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.
7. Richard Schaffer, Agusti & Earle.
8. K. Aswathappa, "Essentials of Business Environment", 2009, HPH.
9. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
10. S.S Gulshan, Business laws, 2010, Excel Books.



Master of Business Administration (MBA) Syllabus

Paper Code – MB104– 2 Open Elective –I

2. FUNDAMENTALS OF TECHNOLOGY MANAGEMENT

Unit – I: Introduction , Definitions Role and Importance, Technology Development, Implications of Technology Management , Technology change, TLC, Diffusion and Growth of Technologies Technological Transformation Alternatives, Technology Policy and Planning, Technolog development _Options & Strategies, Socio- Economic Planning, Production Functions & Technological Change, Macro effects of Technology change

Unit – II: Technology Development and Acquisitions – Forecasting and Technology Innovation Chain, Role of technology Forecasting approaches and methodologies Technology Strategy , Generations, an Development

Unit – III: Technology Transfer – Models Modes, Technology search strategy, Dimensions of Technology Transfer, features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of Conduct for Technology Transfer , Government initiative Technology transfer and absorption Process at Unit Level,

Unit – IV: Technology absorption and Diffusion - Technology – Package and Technology Dependence, Concepts Constraints of Technology absorption, Technology Import in India, Government initiative, Benefit Technology absorption. Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion – Major Diffusion activates, Diffusion strategy.

Unit – V: Technology Environment – Science & Technology in India, R&D, Technology Missions, Trade Policy, Education, and other Policies, Linkages, Technology Support System Financing – Venture Capital, Technology Gaps and needs Evaluation of Technology option Rutes, R & D Resource Management.

Suggested Books:

1. Sharif Nawaz : Management of Technology Transfer & Development, APCFT, Bangalore, 1983
2. Rohtagi P.K, Rohatagi K and Bowonder B: Technological Forecasting, Tata MCGraw Hill, New Delhi
3. Detz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Track Khalil: Management of Technology, McGraw Hill International, 2000.

Master of Business Administration (MBA) Syllabus

Paper Code – MB104– 3 Open Elective –I

3: MANAGERIAL ECONOMICS

Unit – I: Nature & Scope of Managerial Economics:

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal concept Theory of Firm- profit and wealth maximization. Econometrics- Use of Econometric Models in decision making.

Unit – II: Demand Analysis:

Basis for demand ; Concept of Utility- cardinal and ordinal approaches of utility, Law of marginal utility,. Maximization of consumer utility, Consumer-Surplus Demand Analysis: Determinants of demand, Law of demand-Price, Income and cross elasticity of demand. Managerial applications of elasticity of demand- Demand forecasting and measurement methods.

Unit – III: Production and Cost Analysis:

Production Function; Cobb Douglas and CES Production functions. Laws of diminishing marginal returns to scale, Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphic method. Expansion path and ridge lines. Economies & and Diseconomies of scale. Economies of scope. Learning curve. Cost analysis: Economic and Accounting Costs. Role of time in cost analysis. Cost-volume Profit Analysis.

Unit – IV: Market Structure and Modern Pricing Practices:

Price determination under perfect competition. Monopoly, oligopoly and Monopolistic competition. . Game theory basics, dominant strategy, Nash equilibrium, prisoners dilemma. pricing and non pricing strategies. Sophisticated market pricing: price discrimination–using coupons and rebates for price discrimination. Peak load pricing. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

Unit – V: Macro economics & Business:

Nature, Concept and measurement of National Income. Classical and Keynesian approaches to Income, Employment and Investment. Inflation: Types, causes and measurement of inflation. Philips curve, stagflation. Trade cycles causes and policies to counter trade cycles.

Suggested Books:

1. Dominik Salvatore, “Managerial Economics”, 2016, 8th Ed. Oxford University Press
2. Mark Hirschey, Log “Managerial Economics – An Integrative Approach”, Cengage Learning.
- 3 Allen, Wegelt, Doherty & Mansfield, “Managerial Economics - Theory, Application & Cases”, 2010, 7th Ed. Viva-Norton Student E
4. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
5. P L Mehatha , “Managerial Economics”, 8th Ed S.Chand Publishing.
6. Trunett & Trunett, “Managerial Economics”, 2009, 8th Ed Wiley India.
7. Samuelson & Nordhaus, “Economics” 2010, 19th Ed., Tata McGraw Hills.
8. Atmanand, “Managerial Economics”, 2009, Excel Publishing.
9. Sumitra Paul, “Managerial Economics”, 2008, Macmillan.
10. Josph G. Nellis & David Parter “Principles of Business Economics”, 2009, 2nd Ed. Pearson Ed.,

Master of Business Administration (MBA) Syllabus

Paper Code – MBA 105 - 1 Open Elective -II

1. IT APPLICATIONS FOR MANAGEMENT

Unit – I: Concepts of Information Systems

Need for Information Systems – Business in the Information age, Information systems Concepts, Computer Based Information Systems – Categories of Information Systems- Operational Support Systems- Management Support Systems- Strategic Information Systems.

Unit – II: Technology for Information Systems.

Computer Hardware-I/O Devices, Memory Devices, Processor -Software-Application & Systems Software- Multimedia – Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication & Computer Network – Definition, Types –Network Topologies-Network Devices, Wireless Networking. The Internet, Intranet.

Unit – III: Intra organizational Systems – Management Information systems- Decision Support Systems- types of DSS, Architecture of DSS , Artificial Intelligence, Intelligent Systems, types of intelligent systems, intelligent agent. Data Base Concepts- Definition-Advantages, Disadvantages– Types of Data Bases –Definition of Distributed Databases.

Unit – IV: Inter organizational Systems

Inter organizational- Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT) –Extranets, E-Commerce Overview- E-commerce applications, Mobile Commerce, E-Governance- Emerging Trends in Computing – Cloud Computing, Grid computing, Mobile Computing, Mobile Applications-their advantages & disadvantages

Unit – V: Information Security & Laws

Need For Security - Security Threats& Attacks- Malicious Software, Hacking, Security Services- Security Mechanisms - Cryptography, Digital Signature, Firewall- Types of Firewall- Identification & Authentication–Biometric Techniques–Other Security Measures- Security Policy, Need for legislation, cyber policy- cyber laws- cyber security issues in India, salient features of IT ACT.

Suggested Books:

1. Turban, Rainer and Potter, “Introduction to Information Technology”, John & Wiley Sons.
2. Anita Goel, “Computer Fundamentals”, Pearson.
3. Ramesh Behl, “Information Technology for Management”, McGraw-Hill Companies.
4. Ken Laudon, Jane Laudon&RajnishDass, “Management Information System”, 11nd Ed. Pearson.
5. B. Muthukumar, “Information Technology for Management”, 2010, Oxford.
6. Alex Leon & Mathew Leon, “Fundamentals of Information Technologies”, 2009, Leon Vikas, 2ndEd.
7. S. Sudalaimuthu& S. Anthony Raj, “Computer Applications of Business”, 2010, HPH.

Master of Business Administration (MBA) Syllabus

Paper Code – MBA 105 - 2 Open Elective -II

2. BUSINESS COMMUNICATION

Unit – I:

The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback.

Unit – II:

Characteristics of non verbal communication–Types and functions of non verbal communication–Interpreting non verbal communication; Negotiations–Approaches to negotiations–Preparing for and conducting negotiations

Unit – III:

Making Presentations–Choosing a method of speaking–Analyzing the audience–Nonverbal dimensions of presentations–Speeches for commemorative occasions–Effective presentation strategies. Persuasive speaking.

Unit – IV:

Report writing–Types of reports–Structure of reports–Individual and committee reports–Essentials of good report writing .Business letters–Drafting letters relating to enquiries and replies; orders and replies; complaints and claims. Effective business correspondence .drafting a resume

Unit – V:

Media relations–Building better relations with media. Investor relations–Framework for managing investor relations. Mana ging government relations–ways and means of managing governing power. Crisis communication–Do’s and dont’s in the wake of a crisis.

Suggested Books:

1. Penrose, Rasberry and Myers, “Business Communication for Managers”, Cengage Learning.
2. Kathleen Fearn-Banks, “Crisis Communications, A Casebook Approach”, Routledge.
3. Mary Munter, “Guide to Managerial Communication” 6th Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, “Basic Business Communication”, 2008 11th Ed. New York, McGraw-Hill.
5. Disanza, “Business and Professional communication”, Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishnan, “Business Communications”, 2009, HimalayaPublishing House.
7. Paul A Argenti, “Strategic Corporate Communications”, Tata McGraw Hill.
8. Krizan, Merrier, Logan and Williams, “Effective Business Communication”, 2008 CengageLearning.
9. Paul R.Timm, “Straight Talk: Written communication for career success”, Routledge Publication.
10. David Irwin, “Effective Business Communications”, 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, “Business and Professional communication”, Sage Publications.
12. U S Rai& S M Rai, “Business Communication”, Himalaya Publishing House.



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Paper Code – MBA 105 - 3 Open Elective -II

3. CUSTOMER RELATIONSHIP MANAGEMENT

Unit – I: Evolution of Customer Relationship:

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

Unit – II: CRM Concepts:

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

Unit – III: Planning for CRM:

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

Unit – IV: CRM and Marketing Strategy:

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

Unit – V: CRM Planning and Implementation:

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Suggested Books:

1. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2015, a division of Reed ElsevierIndia Pvt. Ltd., 2nd Ed.
2. JagdishN.Sheth, AtulParvatiyar&G.Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 2009, TMH.
3. DilipSoman& Sara N-Marandi," Managing Customer Value" 1st edition, 2009, Cambridge.
4. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
5. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2005, Pearson Education.
6. MukeshChaturvedi, AbinavChaturvedi, "Customer Relationship Management- An IndianPerspective", 2008, Excel Books, 2nd edition.

Master of Business Administration (MBA) Syllabus

Paper Code – MB 106

Computer - Lab

1. MS-EXCEL

Unit – I: Introductory concepts of MS-EXCEL spreadsheet:

Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options.

Unit II: Data And Graphical Options:

Filling a Series, Sorting data, querying of data. Working with graphs and charts.

2. MS-ACCESS

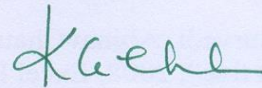
Unit I – Introduction to MS-ACCESS:

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels.

Unit II: Transfer of data between Excel & Access.

Suggested Books:

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
5. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.
6. D.P. Apte, "statistical Tools for Managers – using MS Excel", 2009, Excel Books.



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**Master of Business Administration (MBA) Syllabus
Paper Code – MB201**

Course : HUMAN RESOURCE MANAGEMENT

Unit – I:

Definition, Evolution, objectives, scope and functions of HRM. HRM Typology, system, strategy, and matrix of HR – Stakeholders and Integrated Models of HRM – Line vs. Staff - The changing environment and role of HRM. Competitive challenges influencing HRM – HRIS: Three levels comparison – Competency Framework for HR professionals.

Unit – II:

Job analysis – Systems exchange model. Analysis and mapping of workflow. Job characteristics model. Job Design - Job evaluation – Towers Perrin Model of Total Reward - Performance appraisal– HR Planning – Gallagher HR Estimator – Cohort Analysis – Recruitment- Yield – ratio Analysis -Process of selection, placement and orientation. Training Methods – Kirkpatrick and Pecuniary Utility Models of Training – MDP.

Unit – III:

Introduction to HRD – HR Accounting – Lev and Schwartz, Flamholtz and Hermanson's Models – Audit, research, Policies, validity generalization of HR – Career planning – Greenhaus career Development Model – Protean career – Psychological Contract: Functions and Types – HR Utility Framework – Markov Employee Transition.

Unit – IV:

Dunlop's IR Model – Organogram – QWL – QC - Grievance management – Labour Turnover and stability indices – Worker's Participation in Management – Bate's brand wheel for employer brand –employee Engagement Index – Employee Value Proposition – Absence Management – Brad factor.

Unit – V:

HR outsourcing - HR issues in mergers and acquisitions – HR six – sigma process – HR Index – HR- ROI – Job Diagnostic Model - Emotional intelligence and competencies at work - Work life integration – Introduction to International HRM, Global HRM, and Strategic HRM – HR Score card –Paradox Theory as a lens of theorizing for Sustainable HRM – Sustainable HRM Model – Paauwe's –Paradox Framework for Sustainable HRM.

Suggested Books:

1. Michael Armstrong, "Human Resource Management", 2015, Kogan Page.
2. Mathis & Jackson, "Human Resource Management", 2016, Cengage.
3. David Lepak, Mary Gower, "Human Resource Management", 2015, Pearson.
4. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
5. Decenzo, "Human Resource Management", 2008, Wiley.
6. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
7. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
8. Gomez Mejia et.al, "Managing Human Resource", 2010, PHI.
9. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
10. V.K. Sharma, "Human Resource Management", 2010, Viva Books.
11. Sanghi, "Human Resource Management", 2010, Macmillan.
12. David G. Collings, "Human Resource Management", 2009, Routledge.
13. W.J. Rothwell, "Planning & Managing HR", 2010, Jaico.
14. Kenneth M. York, "Applied Human Resource Management", 2009 Sage.

Master of Business Administration (MBA) Syllabus

Paper Code – MB 202

Course : FINANCIAL MANAGEMENT

Unit – I: The Finance function:

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

Unit – II: The Investment Decision:

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

Unit – III: The Financing Decision:

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

Unit – IV: Current Assets Management and Dividend Decision:

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

Unit – V: Corporate Restructuring and Corporate Governance:

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

Suggested Books:

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10th Ed. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
5. Prasanna Chandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, 2010, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.

Master of Business Administration (MBA) Syllabus

Paper Code – MB 203

Course: BUSINESS RESEARCH METHODS

Master of Business Administration (MBA) Syllabus

Paper Code – MB203

3.BUSINESS RESEARCH METHODS

Unit – I: Introduction:

- i. Nature of Business Research, criteria in Business Research, Research Designs – Exploratory, Descriptive & Diagnostics studies.
- ii. Measures of Central Tendency- Standard deviation and Mean, median –mode.

Unit – II: Introduction to Probability

- i. Probability – Concepts and Definition. Addition and Multiplication Theorems, Marginal Conditional and Joint Probability. Baye’s Theorem and its applications.
- ii. Discrete Probability Distribution: Binomial and Poisson’s Distribution and applications.
- iii. Continuous Probability Distribution Normal Probability Distribution – Properties and applications.

Unit – III : Data Collection

- i. Measurement and Scaling Techniques, Nominal , Ordinal , Interval and Ratio Scales.
- ii. Sources and Methods of Data Collection: Primary and Secondary, Purpose and benefits of Sampling, Techniques of Sampling, Questionnaires design.

Unit – IV: Data Analysis

- i. Hypothesis Testing: Type - I, Type – II errors, Statistical Estimation, Point and Interval Estimation, Properties of Good Estimator, Confidential Interval.
- ii. Large Sample Test: Test for one and Two Means, Test for One and two proportions. Small Sample Test: t-distribution, properties and applications, paired t test.
- iii. Analysis of Variance-One way and two way Anova, ChiSquare Distribution, Test for Goodness of fit.

Unit – V: Correlation, Regression and Report Writing

- i. Correlation Analysis, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, concept of multiple and partial correlation.
- ii. Regression Analysis-Concepts, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii. Relationship Between Correlation and regression presentation of Results and Report writing..

Suggested Books:

1. Naval Bajpai, “Business Research Method” Pearson 2017
2. Levin R.I., Rubin S. David, “Statistics for Management”, 2000, 7th Ed. Pearson.
3. William G Zikmund, Business Research Method, Cengage Learning..
4. Donald R Cooper, Business Research Method, mc Grawhill
5. J. K Sharma, “Business Statistics”, 2010, 2nd Ed. Pearson.
6. Naresh K Malhotra and Das, Marketing Research, Pearson
7. C.R. Kothari, Research Methodology, New Age International, #rd Editon.

Master of Business Administration (MBA) Syllabus

Paper Code – MBA 204 - 1 Open Elective -III

1 : ECONOMIC ENVIRONMENT AND POLICY

Unit – I : Business Environment and Analysis :

Nature, Composition and Scope of Business Environment. Business Environment. Analysis of Indian Economy , National Income, Saving and Investment Components, Industry, Agriculture and Tertiary Sectors, Profile of emerging industries, - IT and Biotech etc. Govt. and Business – role of Public Sector in the economy.

Unit – II : Indian Financial System :

Evolution and current structure. Elements of Financial System – markets, institutions and environment. R.B.I, Banking and Non-banking Institutions – their functions and role in the Money Market. Components of Capital market – Primary, Secondary, debt and equity market. Problems and prospects of Indian Capital market. Role of SEBI. Foreign Exchange market - FEMA.

Unit – III : Economic Policies of India :

Industrial Environment and Policy Role of SSUs, and MMcs, MRTP and competition Law. Public Sector Reforms and Disinvestments Policy. Foreign Investment Policy, Trading environment and EXIM Policy , Recent trends in Regulatory Frame Work in respect of Insurance, Telecom, Power Sector and Banking.

Unit – IV : Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy :

Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization– Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

Unit – V : Economic Survey and Union Budget :

Taxation environment – Direct and Indirect Taxes – MODVAT, CENVAT and Value added Tax Current Economic Survey and budget as instruments of indicative planning.

Suggested Books :

1. ShaikhSaleem , Business Environment, Pearson Education.
2. Justin Paul, 2016, “Business Environment”, McGraw Hill Companies.
3. Dutta&Sundaram, 2016, Indian Economy, S. Chand& Co., New Delhi.
4. Misra. S.K., &Puri V.K., 2006, Indian Economy, Himalaya Publishing House, Mumbai.
5. Khan. M.Y. 2007, Indian Financial System, 5th Edition, Tata McGraw Hill, New Delhi.
6. Meir Kohn, 2007, Financial Institutions and Markets, 2nd Edition, Oxford University Press, New Delhi.
7. Conklin.D.W., 2006, Cases in Environment of Business – International Perspectives, The Ivey Casebook series, Sage Publications.
8. Suresh Bedi, 2004, Business Environment, Excel Books , 1st Edition, New Delhi.2.

Master of Business Administration (MBA) Syllabus

Paper Code – MBA 204 - 2 Open Elective –III

2. BUSINESS PROCESS RE-ENGINEERING

Unit – I: Introduction to BPR

Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

Unit – II: Managing Process Flows

Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little's Law. Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

Unit – III: Implementation Process

Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

Unit – IV: Making effective BPR

Virtual ingredient – people, top management's involvement, involvement of consultants, empowerment and autonomy, the IT 'black hole', using process Simulation to minimize the risk Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key performance Indicators.

Unit – V: ERP and BPR

ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

Suggested Books:

1. Laguna "Business Process Modeling, Simulation and Design", 2016, Pearson.
2. Chan Meng Khoong, "Reengineering in action", 1st edition, 2009, Cambridge.
3. Charles Poirier "Business Process Management Applied", 2015, Cengage.
4. Martyn A. Ould "Business Process Management", 2010, BCS Viva Books.
5. Tony Carter, "The Aftermath of Reengineering", 2007, Viva Books.
6. Dey "Business Process Reengineering", 2016, Wiley.
7. K. SridharaBhat, "Business Process Reengineering", 2007, HPH.
8. Saxena K.B.C., "Business Process Outsourcing", 2007, Excel.
9. MahadeoJaiswal, "Enterprise Resource Planning", 2005, Mac Millan.
10. MS.Jayaraman, et.al; "Business Process Reengineering", 1994, TMH.
11. Varun Grover, M. Lynne Markus, "Business Process Transformation", 2010, PHI.
12. Daniel minoli, "Business Process Reengineering", 2010, Routledge.

Master of Business Administration (MBA) Syllabus

Paper Code – MBA 204 - 3 Open Elective –III

3. INTERNATIONAL BUSINESS

Unit - I: Global Imperative:

An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories; Environment of International Business-Cultural Environment and Political Environment.

Unit - II: Global Business & National Regulation:

Rationale for Government Intervention–Forms of Trade Regulation at National Level-Tariff and Non- Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization–Structure and functions–TRIPs & TRIMs-WTO & India–UNCTAD.

Unit – III: Global Business and Entry Strategies:

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Unit – IV: Global E-Business:

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions–E-enabled Business Process Transformation and Challenges–E-business Technology and Environment–EBusiness Applications–E- Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business.

Unit - V: Managing Global Business:

Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", 2010, 6th Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, John R. Rosenberger, 2010, Pearson Ed.
2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, "International Business", 2009, 7th Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, "International Business Strategies" 1st edition, 2009, Cambridge
4. Rakesh Mohan Josh, "International Business", 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
6. Jeanett and Hennessey, "Global Marketing Strategies", 2005, Jaico, New Delhi.
7. Subba Rao, 2007, "International Business", 2010, Himalaya Publications, New Delhi.
8. Bholanath Dutta, "International Business Management", 2010, Text & Cases, Excel, New Delhi.
9. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
10. Hodgetts, Luthans and Doh, "International Management Culture, Strategy and Behaviour", 2006, Tata McGraw-Hills, New Delhi.
11. A nan t. K. Sundaram and J. Stewart Black, "The International Business Environment", 2009, Test and Cases, PHI Learning, New Delhi.
12. Pradip Kumar Sinha and Sanchari Sinha, "International, Business Management", 2008, Excel, New Delhi.

4. Financial Markets and Services

Unit-I: Financial Markets – Indian Securities Market – An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market

Financial Services: - Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

Unit-II: Merchant Banking:

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

Unit-III: Leasing and Hire-Purchasing :

(a) Leasing concept and classification . Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions.

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire-purchase deals.

Unit – IV: Insurance:

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

Unit – V: Other financial services:

(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India.

(b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

Suggested Books:

1. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition , Oxford University Press, South Asia Edition .
2. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8
3. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education
4. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education
5. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
- 6.ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
- 7.Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill

Master of Business Administration (MBA) Syllabus

Paper Code – MB205– 1 Open Elective –IV

1. TOTAL QUALITY MANAGEMENT

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, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

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, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit – III: Techniques of TQM:

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

Unit – IV: Six Sigma:

The concept of Six Sigma, Objectives of Six Sigma, The frame-work 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 the Service Sectors:

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services –Banks, Investment Company and Mutual Funds.

Suggested Books:

1. John L. W. Beckford, "Quality: A Critical Introduction", 3rd Ed. Routledge – Taylor and Frances Group, New York and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-scare, "Total Quality Management", 2006, 3rd Ed. PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
4. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books. 2016
5. Kanishka Bedi, "Quality Management", Oxford University Press.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. Kanji K. Gopal & Asher Mike, "100 methods for TQM", Response.

Master of Business Administration (MBA) Syllabus

Paper Code – MB205–2 Open Elective –IV

2. STRATEGIC MANAGEMENT ACCOUNTING

Unit – I: Introduction to Management Control:

Strategic Management accounting–Meaning–Scope–Strategic importance–nature and characteristics of Management Control system. Cost behaviour and decision making–Fixed and variable costs–C.V.P analysis–Marginal Costing–Concept of break even analysis–Uses for decision making–Optimization of product mix–Make or buy–Capacity Utilization–Plant shutdown–Key factor analysis.

Unit – II: Strategic Planning and Control & Accounting for Control:

Strategic Planning, Management Control and Operational Control–Meaning and Concept and purpose. Standard costing–Concept and purpose of standards–types of standards–Standard setting–Variance analysis–Interpretation–Budgetary control–Meaning & purpose–Component of effective budgeting program–Performance budgeting–Zero based budgeting–Concept–Importance and relevance.

Unit – III: Responsibility Accounting:

Responsibility Centers–Need for divisionalization–types of responsibility centers–Performance reports–responsibility accounting–Behavioural aspects–Segmented Performance evaluation–Transfer Pricing.

Unit – IV: Activity based Costing and Customer account profitability analysis:

Activity based costing systems–Meaning–tracing costs from activities to products and services–Activity based Management–Activity Cost drivers–Activity based Costing vs traditional costing. Customer account profitability analysis–Meaning and need for CAP analysis–Managing Customer Profitability Managing Relationships–Customer Costs in Service Companies.

Unit – V: Strategic decisions for Product life cycle, Activity Based Costing and Competitor analysis:

Product life cycle costing–PLC assessment–Cost assessment–Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting–Concept and Importance–Sources of Competitor information–Competitive pricing and bidding. Target Costing and Cost analysis for Pricing decisions.

Suggested Books:

1. Hansen&Mowen, “Management Accounting”, 2009, 7th ed. Cengage Learning, New Delhi.
2. Bamber, Braun & Harrison, “Managerial Accounting”, 2009, Pearson Ed, New Delhi.
3. Ronald.W.Hilton, G.Ramesh&M.Jayadev, “Managerial Accounting”, 2008, Tata McGraw-Hill.
4. “Management Control System”, Anthony & Deardon,
5. Asish K. Bhattacharya, “Cost Accounting for Business Managers, Elsevier”, 2009, New Delhi.
6. Garrison, Noreen and Brewer, “Managerial Accounting”, 2009, Tata McGraw Hill.
7. S.C. Vaidya, Suveera Gill, “Cost Management–A Strategic Approach”, 2009, Macmillan India.
8. SudhindraBhat, “Management Accounting”, 2009, Excel Books, New Delhi.
9. Atkinson. A.A., Kaplan. R.S., and Young S.M., G. Arun Kumar, “Management Accounting”, 2009, IVedition, Pearson/ Prentice Hall of India.
10. Khan M.Y. and Jain. P.K., “Management Accounting – Text, Problems and cases”, 2007, 4th edition, TataMcGraw Hill, New Delhi.

Master of Business Administration (MBA) Syllabus

Paper Code – MB205–3 Open Elective –IV

3. STARTUP MANAGEMENT

Unit – I: Entrepreneur and Entrepreneurship:

Evolution of the Concept of Entrepreneur–Characteristics of an Entrepreneur–Distinction Between an Entrepreneur and a Manager–Functions of an Entrepreneur–Types of entrepreneurs, Concept of Entrepreneurship - Functions, Problems, Entrepreneurial process, Growth of Entrepreneurship in India–Recent Trends of Women Entrepreneurship–Meaning of and Need for Rural Entrepreneurship– Problems and Development of Rural Entrepreneurship.

Unit – II: Factors Affecting Entrepreneurial Growth:

Economic and Non-Economic Factors–Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; Role of Entrepreneurship in Economic Development – Entry strategies for startups – New product, franchising, Partial momentum, sponsorship and acquisition. Entrepreneurship Development Programmes (EDPs)–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

Unit – III: Small Enterprises:

Definition–Characteristics–Relationship with large units–Rationale–Objectives–Scope of Small Enterprises–Opportunities for an Entrepreneurial career–Role of Small Enterprises in Economic Development–Their problems–Project Identification and Selection–Project Formulation–Project Appraisal–ownership Structures, MSME act, Intellectual Property: Creation and Protection.

Unit – IV: Institutional Finance to Entrepreneurs:

Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs–Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

Unit – V: Venture Capital:

Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,Millenium Edition.
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.
7. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
8. A. Sahay and A. Nirjar, “Entrepreneurship”, 2006, Excel Books.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises”, 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., “Cases in Entrepreneurship”, 2006, Sage Publications.
11. Donald G. Kuratko and Richard M. Hodgetts, “Entrepreneurship”, 2006, Thomson.
12. Raj Agrawal, “Business Environment”, 2005, Excel Books.
13. Cases in entrepreneurship by Morse and Mitchell, Sage South Asia Edition

Master of Business Administration (MBA) Syllabus

Paper Code – MB205– 4 Open Elective –IV

4. Retail Management

UNIT I: Retailing : Role, Relevance and Trends – Introduction to Retailing what is retailing and economy , Types of Retailing , Characteristics of Retailing, Functions and activities of Retailing .

UNIT II : Retail in India – Emergence of organized retailing traditional retail forms – co operatives and Government Modern retail forms in India. Retailing rural India, Geographical spread of Indian Market – Retail in food, Health , Clothing and Home Furniture

International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing

UNIT III: Retail Marketing: Segmentation - Retail market segmentation & franchising- Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Social Marketing in Retail management.

Retail Pricing - Strategies- Retail Promotion strategies -Advertising & sales promotion

UNIT IV: Merchandise Management : Sources of merchandise, Logistic Management , Category Management, Store Layout Design and Visual Merchandising, Retailing Strategy and Customer Services.

UNIT V: CRM Process in Retailing Legal & compliances for Store : Customer Data, Analyzing . Retailing, Developing CRM Program – Implementing CRM Program.

Legal and compliances License Contract and recovery Legal process Law- Shops establishment – IPR patent copy right trade marks - Customer Rights in Consumer protection acts

Suggested Books:

1. Bajaj Tuli Srinivastava, Retail Management 3rd edition, oxford Publication, 2016.
2. Retailing Management -Levy &Weitz- The McGraw Hill Companies 2015
3. Bary Berman & Evans, Retail Management a Strategic Approach , Pearson Education. 2015
4. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
5. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.