OMEGA INSTITUTE OF SCIENCE AND TECHNOLOGY(A)

College Code: 2144

UGC- AUTONOMOUS, Accredited by NAAC
(Approved by AICTE & Affiliated to Osmania University)
Sy. No:7, Edulabad, Ghatkesar, Medchal- Malkajgiri- 501301

MASTER OF BUSINESS ADMINISTRATION

(MBA)

CHOICE BASE CREDIT SYSTEM(CBCS) SYLLABI

SEMESTER III AND IV

With effect from Academic Year: 2026-2027

Under R24 Academic Regulations (III & IV Semester)

DEPARTMENT OF BUSINESS MANAGEMENT
ACADEMIC YEAR: 2026-2027
SEMESTER III & IV

ONLY

MBA III SEM SYLLABUS

MBA PROGRAM
PO'S & PSO'S

PROGRAM OBJECTIVES (POs)

PO-1: Apply the knowledge of management theories and practices in resolving the business problems.

PO-2: Foster analytical and critical thinking abilities for data-based decision making and develop value based leadership ability.

PO-3: Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business

PO-4: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO-5: Apply systems and processes used in the functional areas of business and organisational development and inculcate innovative thinking and entrepreneurial orientation.

PO-6: To make the student recognize the need for having the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO-1: The ability to use creativity and innovation while making decisions and Application of multidisciplinary knowledge comprising of finance, operations, system, marketing and human resources management to integrate business projects as well as to manage effectively through professional ethics and social responsibility.

PSO- 2: Graduates will be able to develop the extensible knowledge which is necessary in meaningful participation in local and global societies through a well-rounded business education which focusses on preparing graduates for a variety of positions in global management administration and entrepreneurship.

PSO-3: Empower the students to innovate and execute their ideas in developing the critical evaluation, problem solving, and ethical decision making skills required for considering diversity and multicultural viewpoints during the challenging business situations.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

***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**

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

OMISTA

SEMESTER-III

PAPER CODE – OM-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,

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jabangir
Professor
Department of Business Management
Osmania University

SEMESTER-III

PAPER CODE-OM-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 I: 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 II: 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 III: 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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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 IV: 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 V: 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 Kalakoda and Marcia Robinson
10. "e-commerce in India: A Game Changer for the Economy " by Pradeep Kumar

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
PAPER CODE-OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Unit-IV: Six Sigma and its Implementation

The concept of Six Sigma, Objectives of Six Sigma, the framework of Six Sigma programmer, 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, 2nd Ed. Macmillan
7. R.P. Mohanty & R.R. Lakhe, "TQM in the Service Sector" Jaico Books.2016.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code–OM-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 analyzing 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/optional 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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 underpriced 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, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus. A.J, Pitabas Mohanty, "Investments",TMH,8thEd.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rdEd.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc.9thEd.
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.9thEd.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "SecurityAnalysisandPortfolioManagement",2010, Macmillan Publishers.
9. Sudhindra Bhat, "SecurityAnalysisandPortfolioManagement",2009, Excel Books.
10. Preeti Singh, Investment Management, 2010, HPH, 17th 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code–OM-MB304–F-II
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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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 finds in India

Unit-V: Factoring and Credit Rating

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

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

Suggested Readings:

1. E. Gordon and K. Natarajan, 2019, Financial Markets, Instruments and Financial Services, 11th
   i. 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, 5th edition
7. Shashi K. Gupta, Nisha Aggarwal and Neeti Gupta, "Financial Services", Kalyani Publishers, 6th
   i. 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code –OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code–OM-MB304–M - II
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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jabangir
Professor
Department of Business Management
Osmania University

Unit – V: Trends in Retailing

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

Suggested Readings:

1. Aaker, David A, Advertising Management 4th edition, PHI
2. Bajaj Tuli Srinivatsava, Retail Management, 3rd 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 Himalaya Publishing 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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code – OM-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 1952; Wage Structure in different Sectors – in Central Government, in State Government, in PSEs and in Nationalized Banks; Wage Boards - structure, scope and functions – Pay Commissions– Compensation Committees; Compensating contingent employees.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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- 3rd Edition
2. Dr. Pradeep Kumar Das, Dr. Madan Chettri and Ms. Roshni Tamang., Compensation Management, Lulu Publication, 2021, 1st Edition.
3. Tapomoy Deb, Compensation Management – Texts and Cases, Excel Books, 2009, 1st 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, 3rd 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, 2nd edition, Wiley Publications.
8. Milkovich, Newman & Gerhart, Compensation, Tata McGraw Hill, 2011, 10th Edition
9. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
10. B D Singh, Compensation and Reward Management, 2008, Excel Books.
11. Dr. Vinay Ojha, "Compensation and Reward Management", 2019, 7th Edition.
12. Luis R Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
13. Mousmi S. Bhattacharya & Nilanjan Senguupta, Compensation Management, Excel Books, 2009, 1st Edition.
14. Dipak Kumar Bhattacharya Compensation Management- Oxford University Press, 2015

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code – OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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, 8th eition, 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 Publication House, 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code – OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
Paper Code – OM-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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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 Organization sand 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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III

Paper Code–OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

SEMESTER-III
PAPER CODE – OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Paper Code–OM-MB304–S - II
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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

OMISTA

Paper Code – OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Paper Code-OM-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)

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

OMISTA

IV-SEMESTER

ORIGINAL

MASTER OF BUSINESS ADMINISTRATION

MBA Year-II Semester–IV

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+ESE)
OM-MB401	Business Policy and Strategy	Core	5	4Th + 1 Tu	40+60
OM-MB402	Logistics and Supply Chain Management	Core	5	4Th + 1 Tu	40+60
OMMB403	Business Intelligence	Core	5	4Th + 1 Tu	40+60
	Finance				
OM-MB404-F-III	Financial Risk Management	Elective	5	4Th + 1 Tu	40+60
OM-MB404-F-IV	International Finance	Elective	5	4Th + 1 Tu	40+60
	Marketing				
OM-MB404-M-III	Buyer Behaviour	Elective	5	4Th + 1 Tu	40+60
OM-MB-404-M-IV	Services and Digital Marketing	Elective	5	4 Th + Tu	40+60
	Human Resources				
OM-MB404-HR-III	Leadership and Change Management	Elective	5	4 Th + 1Tu	40+60
OM-MB404-HR-IV	Performance Management	Elective	5	4 Th + 1 Tu	40+60
	Entrepreneurship				
OM-MB404-E-III	Technology for Entrepreneurs	Elective	5	4 Th + 1 Tu	40+60
OM-MB404-E-IV	Social Entrepreneurship	Elective	5	4 Th + 1 Tu	40+60
	Systems with Business Analytics				
OM-MB404-S-III	Data Visualization	Elective	5	3 Th + 2 P	40+40+20P
OM-MB404-S-IV	Data Mining for Business	Elective	5	4 Th +1 TU	40 + 60
OM-MB405	Dissertation		2		50
OM-MB406	Viva Voce		2		50
Semester Credits			**29**		**600**
Total Credits at the end of IV Semester			**120**		**2400**

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV PAPER CODE-OM-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, Poltfolio 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,

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV PAPER CODE-OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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 o Supply Chain Management", 2010, CRC Press.
4. Mohanty, R P and Deshmukh S.G, "Essentials of Supply Chain Management", 2009, 1st Ed Jaico,
5. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford,1stEd.
6. Altekar, 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, 1st Ed Cambridge.
10. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTEROF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IVPAPER CODE -OM-MB 403

Course: BUSINES 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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, 1st Edition, PHI
5. Ramesh Sharda, Turban E, Business Intelligence and analytics, 10th 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, 2nd edition Springer India publication
9. Paulraj Ponniah, Data warehousing fundamentals for IT professionals, 2nd edition, John Wiley books
10. Lather A S, Anil K Saini "Business Intelligence and data warehousing" 2018, Narosa publication

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE -OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jabrane
Professor
Department of Business Management
Osmania University

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER-IV- Discipline Specific Elective

PAPER CODE: - OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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. HendrikVandenBerg,"InternationalFinanceandOpenEconomyMacroEconomics"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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE – OM-MB404-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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE – OM-MB404-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-

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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, "Cenage Publications- 5th Edition
4. Sucharith Debnath, Dr. Indrajt 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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE – OM-MB404-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Unit - IV: Initiating Change

Weinberg's change process, triggers, drivers and tracers of change - Leavitt model- change mapping, change spectrum, Gestait 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 Stewat'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 Lornge, "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 Grieves, "Organizational change",2010, Oxford.
13. Jeffry Russell, "Change Basics ", 2006, ASTD Press.
14. N. Sengupta, "Managing change in organizations", 2006, PHI.
15. Srivasthava, "Transformation Leadership", 2008, Macmillan

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jahanpir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE – OM-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 process's 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.
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 approach 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE – OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE -OM- 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 though 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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 idea2004
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", 1st Edition Sage Publishing, 2022

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE – OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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.Tom Soukup, Ian Davidson,"
4. Visual Data Mining -Techniques and tools for Data Visualization and Mining", Wiley Publishing.
5. Wayne W Eckerson, "Performance Dashboards-Measuring, monitoring and managing your business" Wiley &Sons, Inc.
6. Mitchell Pearson, Manuel Quintana, Microsoft Power BI quick start guide: Packt Publishing, 2018.
7. Alberto Ferrari, Marco Russo," Introducing Microsoft Power BI- Microsoft Press, 2016, Microsoft Corporation.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-IV - Discipline Specific Elective
PAPER CODE – OM-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
6.

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, Aprori Algorithm, Software for association rule mining.

Classification and prediction: Decision tree, Bayesian classification, Rule-base 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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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

Course Objectives:

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Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

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 Khushboo Saxena, Sandeep Saxena, Akash Saxena, "Data Mining and Warehousing ", BPB Publications
8. G. K. Gupta "Introduction To Data Mining With Case Studies", PHI Learning
9. Jain Pei, Jiawei Han, Micheline Kamber,"Data Mining: Concepts and Techniques" Elsevier Scie

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

OMISHA

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

Semester-IV

PAPERCODE-OM-MB404Practical

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

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

OMISTA

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

Semester-IV – OM-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)

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

OMISTA

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

Semester-IV – OM-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.

Dr. Y. Jahangir
Professor
Department of Business Management
Osmania University

OMISTA