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

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

1. **ELIGIBILITY CONDITIONS**

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

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

1. Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University;

2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.

3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.

4. Foreign candidates’ admission is based on the Screening Process of the University currently in vogue.

2. **Instruction Schedule:**

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

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

Preparation Holidays: 7-10 Days

3. **Rules of Attendance:**

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

4. **Promotion Rules**

A student will be promoted subject to the following rules:

4.1 **I Semester to II Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should be registered for the University exam for the I semester.
4.2 Choice of Elective:
Student has to opt for one elective - Finance / Marketing / Human Resource / Systems. There are four papers in each elective area two papers in IIIrd Semester and two paper in IV Semester.

For Example: A Student in Finance area should opt for two Finance papers only in IIIrd and two Elective papers in IV semester. Similarly for Marketing, HR and Systems Electives.

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

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

Cancellation of Admission
The admission of a candidate admitted to the MBA Course stands cancelled if:
He / She does not put in at least 40% of attendance in Semester-I.
Or
He / She puts in at least 40% of attendance in Semester – I, but failed to register for 1st Semester Examinations
Or
He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA program.

Project Work:
The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Day Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters for Day Programme.
The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.
The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.
The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.
5. Award of Grades For Seminars, Project Report and Viva Voce Examinations:

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

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

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

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

7. Evaluation System:

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

8. Conduct Of Examinations:

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

9. Award Of Degree And Division:

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

10. Readmission For Pursuing Additional Elective Courses:

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

a) The Second Elective must be pursed in the same college in which the student attended and completed M.B.A.
b) The admission must be within four weeks of the commencement of the semester and admission to hostel is not a right.
c) The student must not be employed during the timings in which the elective classes are conducted in the college normally.
d) An amount equivalent 6/13 of the fee charged for the second year may be levied from
the students who joined the programme for second set of electives.
e) Any such admission and completion of the course must be within four academic year of
the student first joining MBA course.

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

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

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

13. **Choice Based Credit System (CBCS):**

   As per the University norms student needs to study one subject in the third semester
   outside the MBA department. This is applicable to only to the Department of Business
   Management, OU campus and not applicable to all the affiliated colleges including
   constituent colleges.

**General Clause:**

It may be noted that beside the above specified rules and regulations all the other rules and
regulations in force and applicable to semester system in Post-Graduate courses in Osmania
University will be applicable as amended from time to time by the University. The students shall
abide by all such Rules and Regulations.
## MBA (Day) Course Structure and Syllabus As Per CBCS Guidelines with Effect From 2016

### Year-I  Semester –I

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Nature</th>
<th>Credits</th>
<th>HPW</th>
<th>Max Marks (CIE+SEE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MB101</td>
<td>Management &amp; Organizational Behaviour</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB102</td>
<td>Accounting for Management</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB103</td>
<td>Marketing Management</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB104</td>
<td><strong>Open Elective-I (Choose One)</strong></td>
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<tr>
<td></td>
<td>1. Business Law &amp; Ethics</td>
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<td></td>
<td>2. Fundamentals of Technology Management</td>
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<td></td>
<td>3. Managerial Economics</td>
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<tr>
<td>MB105</td>
<td><strong>Open Elective –II (Choose One)</strong></td>
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<tr>
<td></td>
<td>1. IT Applications for Management</td>
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<td>2. Business Communication</td>
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<td></td>
<td>3. Customer Relationship Management</td>
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<tr>
<td>MB106</td>
<td>Computer Practicals</td>
<td>Practical</td>
<td>1</td>
<td>2</td>
<td>25</td>
</tr>
</tbody>
</table>

**Total credits at the end of 1st Semester**

| Semester Credits | 24 | 25 | 525 |

### Year-I  Semester –II

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Nature</th>
<th>Credits</th>
<th>HPW</th>
<th>Max Marks (IA+UE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MB201</td>
<td>Human Resources Management</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB202</td>
<td>Financial Management</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB203</td>
<td>Business Research Methods</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB204</td>
<td><strong>Open Elective-III (Choose One)</strong></td>
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<tr>
<td></td>
<td>1. Economic Environment and Policy</td>
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<td>2. Business Process Re-engineering</td>
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<td>3. International Business</td>
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<tr>
<td></td>
<td>4. Financial Markets &amp; Services</td>
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<tr>
<td>MB205</td>
<td><strong>Open Elective-IV (Choose One)</strong></td>
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<tr>
<td></td>
<td>1. Total Quality Management</td>
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<td></td>
<td>2. Strategic Management Accounting</td>
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<td></td>
<td>3. Start Up Management</td>
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<td></td>
<td>4. Retail Management</td>
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<tr>
<td>MB206</td>
<td>Seminar</td>
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<td>1</td>
<td>2</td>
<td>Grade</td>
</tr>
</tbody>
</table>

**Semester Credits**

| Semester Credits | 24 | 25 | 500 |

**Total credits at the end of 2nd Semester**

- HPW – Hours Per Week
- CIE – Continuous Internal Exam
- SEE – Semester End Exam
### Revised MBA (Day) Course Structure and Syllabus As Per CBCS Guidelines with Effect From 2016

#### Year-II – Semester-III

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Nature</th>
<th>Credits</th>
<th>HPW</th>
<th>Max Marks (IA+UE)</th>
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<tbody>
<tr>
<td>MB301</td>
<td>Operations Management</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB302</td>
<td>E-Business</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB303</td>
<td>Operations Research</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
</tr>
<tr>
<td>MB304</td>
<td><strong>Discipline Specific Elective- I</strong></td>
<td>DSE</td>
<td>4</td>
<td>4</td>
<td>20+80</td>
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<tr>
<td></td>
<td>1. Financial Risk Management (Finance)</td>
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<td>2. Product &amp; Brand Management (Marketing)</td>
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<td>3. Compensation Management (Human Resource)</td>
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<td>4. Decision Support Systems (System)</td>
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<tr>
<td>MB305</td>
<td><strong>Discipline Specific Elective – II</strong></td>
<td>DSE</td>
<td>4</td>
<td>4</td>
<td>20+80</td>
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<tr>
<td></td>
<td>1. International Finance (Finance)</td>
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<td>2. Promotion &amp; Distribution Management (Marketing)</td>
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<td>3. Organization Development (Human Resource)</td>
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<td>4. Business Analytics (Systems)</td>
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<tr>
<td>MB306</td>
<td><strong>Interdisciplinary Courses</strong></td>
<td>ID</td>
<td>2</td>
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<tr>
<td></td>
<td>Management Theory and Practice</td>
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<td><strong>OR</strong></td>
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<tr>
<td></td>
<td>Innovation Management</td>
<td>Non-ID</td>
<td>4</td>
<td>4</td>
<td>20+80</td>
</tr>
<tr>
<td></td>
<td>(for all affiliated colleges including constituent colleges in lieu of ID Paper)</td>
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<tr>
<td>MB307</td>
<td><strong>Tutorials</strong></td>
<td></td>
<td>1</td>
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<td>25</td>
</tr>
<tr>
<td></td>
<td>1. Project Work Synopsis</td>
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</tbody>
</table>

| **Total credits at the end of IIIrd Semester** | 28 | 29 | 625 |

#### Year-II – Semester IV

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Nature</th>
<th>Credits</th>
<th>HPW</th>
<th>Max Marks (IA+UE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MB401</td>
<td>Strategic Management</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
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<tr>
<td>MB402</td>
<td>Business Intelligence</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
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<tr>
<td>MB403</td>
<td>Supply Chain Management</td>
<td>Core</td>
<td>5</td>
<td>5</td>
<td>20+80</td>
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<tr>
<td>MB404</td>
<td><strong>DS Elective- III</strong></td>
<td>DSE</td>
<td>4</td>
<td>4</td>
<td>20+80</td>
</tr>
<tr>
<td></td>
<td>1. Investment Management (Finance)</td>
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<td>2. Consumer Behaviour (Marketing)</td>
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<td>3. Performance Management (Human Resource)</td>
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<td>4. Data Base Management Systems (System)</td>
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<tr>
<td>MB405</td>
<td><strong>DS Elective- IV</strong></td>
<td>DSE</td>
<td>4</td>
<td>4</td>
<td>20+80</td>
</tr>
<tr>
<td></td>
<td>1. Banking &amp; Insurance (Finance)</td>
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<td></td>
<td>2. Services &amp; Global Marketing (Marketing)</td>
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<td></td>
<td>3. Talent &amp; Knowledge Mgt (Human Resource)</td>
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<td></td>
<td>4. Software Project Management (System)</td>
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<tr>
<td>MB406</td>
<td>Project Work</td>
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<td>Grade *</td>
</tr>
<tr>
<td>MB407</td>
<td>Comprehensive Viva - Voce</td>
<td>------</td>
<td>1</td>
<td>--</td>
<td>Grade *</td>
</tr>
</tbody>
</table>

| **Semester Credits** | 25 | 25 | 500 |

| **Total credits at the end of IVth and final Semester** | 49 | 50 | 2150 |

- **ID** – INTER DISCIPLINARY
- **DSE** – Discipline Specific Elective

* Evaluation will be done for 100 marks, which will be converted to equivalent grades.

* **Project Work Synopsis:** Student must present briefly the research methodology of the project topic he intends to submit in IV semester as project report.
Master of Business Administration (MBA) Syllabus

Paper Code – MB 301
Course: OPERATIONS MANAGEMENT

Course Objective: The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems. Further a thorough understanding of quality in materials management, manufacturing and services is emphasized.

Unit - I: Introduction


Unit – II: Long – range capacity Planning:


Unit - III: Work Study & Service Management:

(a) Work study : Definition and its advantages and the various components. Techniques of methods analysis and work measurement

(b) Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product

Scheduling challenges in Various service Operations, Value creation through service.

Service quality, Culture and innovation

Unit - IV: Materials Management:


Unit - V: Stores Management:

Inventory decision: Need, functions and Significance of Inventory, Safety Stock. Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory: Fixed order quantity systems and fixed period quantity systems

Suggested Readings:

3. Amol Gore and Robert Panizzolo, Operation Management
4. R. Panneerselvam, Production and Operation Management 3rd edition, PHI
9. S.N. Chary Production & Operation Management.
Master of Business Administration (MBA) Syllabus

Paper Code – MB 302
Course: E – BUSINESS

Course Objective: To provide an understanding of e-business applications in today’s organizations and evolutionary nature of business with the change of technology like mobile commerce and its relevance for business.

Unit I: Introduction


E-Business Infrastructure-Internet, Intranet, Extranet and WWW- Online Payment Basics –E-Cash, E-Wallets, Stored Value Cards.

Unit II: E-Business Environment & e-Marketing


Unit III: Mobile Commerce Basics

Introduction to mobile commerce- Scope, Benefits, limitations of mobile commerce, M-Commerce framework, M-Commerce Business Models, E-Commerce vs M-Commerce, Mobile commerce services – Types of M-Commerce Services, Mobile commerce applications.

Unit IV: Mobile Commerce Technology


Key Players- Mobile Devices, Mobile Service Providers – Mobile Commerce Service Providers,

Unit V: Mobile Commerce Applications

Suggested Readings:

3. **Mobile Commerce** - Karabi Bandyopadhyay - PHI-EEE.
Master of Business Administration (MBA) Syllabus

Paper Code – MB 303
Course: OPERATIONS RESEARCH

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

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

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

Unit – III: Allocation Model - II
i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel’s approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
iii. Travelling salesman problem, Managerial applications of AP and TSP.

Unit – IV: Network Models
ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

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

Master of Business Administration (MBA) Syllabus

Paper Code – MB 304 – 1 Discipline Specific Elective - I

1: FINANCIAL RISK MANAGEMENT (FINANCE)

**Course Objective:** This course aims to equip the students with adequate knowledge and skill to understand and manage the risk and uncertainties to which financial institutions are exposed to. A clear understanding of the concerned risks and the tools and techniques to manage them is stressed.

**Unit – I: Introduction**


**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.

**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.

Unit – V: Techniques and Tools of Risk Management: Options


Suggested Readings:

10. Jayanth Rama Varma, ”Derivatives and Risk Management”, TMH.
Master of Business Administration (MBA) Syllabus

Paper Code – MB 304 – 2 Discipline Specific Elective -I

2: PRODUCT AND BRAND MANAGEMENT (MARKETING)

Course Objective: To provide an understanding of Different types of Product Decisions, Product Markets, and Product Development and testing.

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:


Unit - III: Product Modification and New Product Introduction:


Unit - IV: Market Segmentation:


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:

Course Objective: To impart techniques and methods for competing employer–employee negotiations for arriving at optimal compensation system.

UNIT - I: Introduction to Strategic Compensation Management:
Concept of compensation—Exploring and defining the compensation context—System of compensating—compensation dimensions—concept of reward—Role of compensation in Organization—Non-financial compensation system—Concept of total reward system—New trends in compensation management—The 3-P compensation concept.

UNIT – II: Compensation and Employee Behaviour:

UNIT – III: Designing Compensation System:

UNIT – IV: Employee Benefits Management:
Components—Legally required Benefits—Benefits Administration—Employee Benefits and Employee Services—Funding Benefits through VEBA—Costing the Benefits—Components of Discretionary Core Fringe Compensation—Designing and Planning Benefit Program—Totally Integrated Employee Benefit Program.

UNIT – V: Contemporary Strategic Compensation Challenges:

Suggested Readings:
4: DECISION SUPPORT SYSTEMS (SYSTEMS)

Course Objective: To Provide an understanding about computerized Information Support System for Decision Making in Organization.

Unit I: Introduction


Unit II: Development and Implementation of DSS and Models in DSS:


Unit III: Group DSS and Groupware:

Group Decision Making - problems with groups- MDM Support Technologies-Distributed Group DSS- Distributed DSS Technologies- Executive Information Systems-definition-EIS Components – Making the EIS work – The Future of Executive Decision Making and The EIS.

Unit IV: Artificial Intelligence (AI) and Expert System (ES):


Unit V: Data Warehouse and Data Mining:

Data Warehouse – Definition- Data Marts, Data Stores, Meta Data – Characteristics of Data Warehouse – Data Warehouse Architecture- Implementing Data Warehouse. Data Mining- Definition-Online Transaction Processing Techniques use to Mine Data, Data Mining Techniques-Limitations of Data Mining- Data Visualization.

Suggested Readings:

5. Efraim Turban, “Decision Support and Expert System”, MSS, PHI.
Master of Business Administration (MBA) Syllabus

Paper Code – MB 305 – 1 Discipline Specific Elective -II

1: International Finance (FINANCE)

Course Objective: To provide a detailed analysis of International Financial System and International taxation.


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


Unit-III: Multinational Corporate Decisions in Global Markets: Nature of International Finance Functions and the Scope of International Financial Management, IFM 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– world wide approach, territorial approach, Foreign tax Credits; tax havens, Organisation Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, reinvoicing centre, 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

Suggested Readings:
Master of Business Administration (MBA) Syllabus
Paper Code – MB 305 – 2 Discipline Specific Elective -II

2: PROMOTION AND DISTRIBUTION MANAGEMENT (MARKETING)

Course Objective: To provide an understanding about the relevance of marketing communication, promotion activities and management of distribution networks.

Unit-I: Marketing Communications:
The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

Unit – II: Developing Integrated Marketing Communications:

Unit – III: Personal Selling:
Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

Unit – IV: Sales Promotion and Support media:
Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off-shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement.
Support media – Elements of Support media and their role.
Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

Unit – V: Distribution Management:
Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

Suggested Readings:
12. David Aker Advertisement Management
Master of Business Administration (MBA) Syllabus

Paper Code – MB 305 – 3 Discipline Specific Elective -II

3: ORGANIZATION DEVELOPMENT (HUMAN RESOURCES)

Course Objective: To Create a mind set of planned changed, Techno-structural and strategic interventions for Development of Organization through organizational Transformation.

Unit – I: General Introduction to OD:

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit - II: Foundations of OD:

Models and Theories of Planned Change-(a) Lewin’s Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A ‘normative-reductive’ strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit—III: Managing the OD Process:


Unit—IV: Human Process Interventions:


Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

Unit—V: Techno-Structural and Strategic Interventions:


Suggested Readings:

Master of Business Administration (MBA) Syllabus

Paper Code – MB 305 – 4 Discipline Specific Elective –II

4: BUSINESS ANALYTICS (SYSTEMS)

Course Objective: The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

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.

Unit II: Descriptive Analytics

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

Unit III: Predictive Analytics

Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

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.

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:

Master of Business Administration (MBA) Syllabus
Paper Code – MB 306 – Interdisciplinary Courses

MANAGEMENT THEORY AND PRACTICE

Course Objective: The objective of this course is to provide an understanding of Basic Concepts of Management.

Unit – I: Origin of management:

Unit – II: Nature of Management:
Management Process – Planning, Organizing, Staffing, Directing, Coordinating and Controlling. Decision Making: Decision making process, Different types of decisions and Barriers to effective Decision making.

Unit – III: Organizational process and Concepts:

Unit – IV: Organizational Behavior:

Unit – V: Communication process and Methods:

Suggested Books:
Master of Business Administration (MBA) Syllabus

Paper Code – MB 306

Course: INNOVATION MANAGEMENT

Course Objective: The objective of the course is to provide an overview of basic concepts related to R&D, Innovation and Innovation Management in an Organization.

Unit I: Introduction to Management of Research and Development

Introduction about R&D, Traditional view of R&D, R&D Management and the industrial context, R&D investment and company success, Classifying R&D, Operations that make up R&D, Integration of R&D, Strategic pressures on R&D, Technology Leverage and R&D strategies.

Unit II: Managing R & D Projects

Allocation of Funds to R&D projects, Setting R & D budgets, levels of Expenditure. Changing nature of R&D management, organizing Industrial R &D, Acquisition of external technology, Forms of External R&D.

Unit III: Effective Research & Development Management

Managing scientific freedom, Link with product innovation process, effect of R&D investment on products, Evaluating R&D progress, evaluation criteria.

Unit IV: Innovation Management

Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation a Management process.

Unit V: Managing Innovation within Organizations

Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation.

Suggested Books

5. V.K Narayana, Gina Colarelli, Encyclopedia of Technology and innovation Management, John Wiley & Sons Publication.