

REVISED SYLLABUS OF MBA(EVENING) PROGRAM 2022-23 AS PER CBCS AND AICTE GUIDELINES

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

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

- I. Three-year i.e., six semester Part Time Evening program

1. Eligibility Conditions

M.B.A. (Evening)

Candidate seeking admission into Part Time M.B.A. (Evening) program must be:

1. Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University;
2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
 - a. Must have at least Two years experience in Executive / Managerial /Administrative/ Supervisory position in any organization after obtaining the Bachelor Degree.
Or
 - b. Officers / Executives / Engineers working with any Government / Quasi govt. /Autonomous bodies / Local authorities/ teachers working in academic institutions with post-bachelor's experience of 2 years.
Or
 - c. Officers of the Defence Forces / Establishments holding Administrative/ Executive post with not less than 2 years experience after obtaining Bachelor degree.
3. The candidate should submit Service certificate and No Objection Certificate from the present employer.

Note: The Work experience of Two years should be completed as on the Date of Admission into MBA program.

2. Instruction Schedule:

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

Duration of Instruction : 14 Weeks

Preparation Holidays : 7-10 Days

Total No of Hours (Theory + Tutorial + Practicals)

Per Semester : **420 Hours**

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.


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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) for both day and evening programs and should be registered for the University exam for the I semester.

4.2 II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) for both day and evening programs 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)

4.3 III Semester to IV Semester:

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

4.4 IV Semester to V Semester: (Applicable for MBA Evening Programme only)

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 cases of medical exemption) and should have passed at least 50% of Theory courses of I, II, III & IV Semesters put together. (Viva Voce and Lab courses not considered for the purpose)

4.5 V Semester to VI Semester: (Applicable for MBA Evening Programme only)

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 cases of medical exemption) and having registered for the University Examination.

5. 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 fulfil all the requirements for the award of the degree as specified, within 6 academic years in case of part time MBA (evening) 3 year program.

6. Project Work:

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

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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.

7. Scheme of Evaluation:

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

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

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

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

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

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

Project Assessment for 150 Marks

Marks distributed for Project Assessment shall be as follows:

Internal Assessment

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

VI Semester end Assessment

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

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

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

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

11. Evaluation System:

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

12. Conduct of Examinations:

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

13. 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.

14. Readmission for Pursuing Additional Elective Courses:

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

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

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

Total number of credits at the end of sixth semester (MBA-Evening) = $16+18+16+18+16+18 = 102$

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16. Awarding Cumulative Grade Point Average (CGPA) and Semester Grade Point Average (SGPA):

16.1 Subject- wise Grading

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

16. 2. Semester Grading

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

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

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

Table 1

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

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

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

$$\text{Credit points (CP)} = \text{grade point (GP)} \times \text{credits}$$

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

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16.3 Cumulative Grade Point Average (CGPA)

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

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

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

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

17.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. This includes Plagiarism rules notified by the University.

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MBA Year-I Semester –I

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MBAE101	Management & Organizational Behaviour	Core	4	4Th + 1 Tu	30+70
MBAE102	Accounting for Management	Core	4	4Th + 1 Tu	30+70
MBAE103	Marketing Management	Core	4	4Th + 1 Tu	30+70
MBAE104	Statistics for Management	Core	4	4Th + 1 Tu	30+70
Total credits at the end of I Semester			16		400

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


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MBA Year-I Semester –II

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MBAE201	Economics for Managers	Core	4	4Th + 1 Tu	30+70
MBAE202	IT Applications for Management	Core	4	3Th+2P	30+50+20P
MBAE203	Human Resources Management	Core	4	4Th + 1 Tu	30+70
MBAE204	Financial Management	Core	4	4Th + 1 Tu	30+70
MBAE205	Seminar Presentation *	Core	2		Grade
Semester Credits			18		400
Total Credits at the end of II Semester			34		800

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

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

*** Student Seminars to be done on FIRST and SECOND semester subjects.**



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I - SEMESTER

**REVISED SYLLABUS OF MBA(EVENING) PROGRAM 2022-23 AS PER
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PAPER CODE – MBAE101**

Course: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objectives:

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

Learning Outcomes:

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

Unit-I: Management Philosophy and Approaches:

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

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

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

Unit-III: Organizational Behavior:

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

Unit -IV: Group Dynamics and Leadership:

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

Unit-V: Emerging aspects of OB:

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

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Suggested Readings:

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


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SEMESTER-I

PAPER CODE – MBAE102

Course: ACCOUNTING FOR MANAGEMENT

Course Objectives:

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

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

Learning Outcomes:

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

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

Unit - I: Introduction to Financial Accounting

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

Unit – II: Preparation of Final Statements

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

Unit – III: Financial Statement Analysis

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



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Unit – IV: Cash Flow Statement

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

Unit – V: CVP Analysis

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

Suggested Readings:

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


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SEMESTER I

PAPER CODE –MBAE103

Course: MARKETING MANAGEMENT

Course Objectives:

To impart the basic tools of marketing and selling

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

Learning Outcomes:

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

Unit – I: Origin of Marketing:

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

Unit – II: Market Segmentation:

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

Unit – III: Designing Marketing Program:

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



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Unit – IV: Consumer & Industrial Markets:

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

Unit – V: Marketing Control & Consumerism:

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

Suggested Readings:

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


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SEMESTER-I

PAPER CODE – MBAE104

Subject: STATISTICS FOR MANAGEMENT

Course Objectives:

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

Learning Outcomes:

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

Unit – I: Introduction to Statistics

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

Unit – II: Probability Distribution

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

Unit – III: Sampling

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

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Unit - IV: Tests of Hypothesis

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

Unit - V: Correlation and Regression

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

Suggested Books:

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


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II - SEMESTER

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SEMESTER-II

PAPER CODE – MBAE201

Course: ECONOMICS FOR MANAGERS

Course Objectives:

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

Learning Outcomes:

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

Unit – I:

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

Unit – II:

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

Unit – III:

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

Unit – IV:

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



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Unit – V:

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

Suggested Books:

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


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SEMESTER-I PAPER

CODE – MBAE202

Course: I.T APPLICATIONS FOR MANAGEMENT

Course Objectives:

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

Learning Outcomes:

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

Unit – I: Information Systems and Management:

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

Unit – II: Emerging Trends in IT:

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

Unit – III: Communications and Networks:

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

Unit – IV: Functional Areas of Information Systems:

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



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Unit – V: Security and Ethical challenges in IT:

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

Suggested Books:

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


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SEMESTER-I PAPER

CODE – MBAE 202

Course: COMPUTER PRATICAL

MICROSOFT EXCEL:

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

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

MICROSOFT ACCESS:

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

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

Suggested Books

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


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PAPER CODE: MBAE203

Course: HUMAN RESOURCE MANAGEMENT

Course Objectives

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

Learning Outcomes:

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

Unit - I: HRM Evolution.

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

Unit - II: HR Planning & Design.

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

Unit - III: HR Training & Development

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



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Unit - IV: Effective HR Systems.

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

Unit - V: Emerging HR Trends.

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

Suggested Books:

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


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SEMESTER-II

PAPER CODE – MBAE 204

Course: FINANCIAL MANAGEMENT

Course Objectives:

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

Learning Outcomes:

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

Unit – I: The Finance function:

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

Unit – II: The Investment Decision:

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

Unit – III: The Financing Decision:

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

Unit – IV: Current Assets Management and Dividend Decision:

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



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Unit – V: Corporate Restructuring and Corporate Governance:

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

Suggested Books:

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