

**II - SEMESTER**

**SEMESTER - II**  
**PAPER CODE: MB201**

**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 – MB 202**

**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. PrasannaChandra, “Financial Management Theory and Practice”, Tata McGraw Hill,
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.

  
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**SEMESTER-II**  
**PAPER CODE – MB 203**  
**Course: OPERATIONS RESEARCH**

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

1. To introduce OR techniques like LPP for business planning.
2. To Study network Concepts and techniques like PERT and CPM.
3. To study quantitative competitive strategy models such as game theory, simulation and queuing theory for understanding markets.

**Learning Outcomes:**

1. Helps in formulating real life situations in organizations in Quantitative form.
2. Helps in formulating strategies for optimal use of various resources within the organizations..
3. Application of optimization tools for 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 frame work-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.
- ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
- iii. Travelling salesman problem, Managerial applications of AP and TSP.

**Unit – IV: Network Models**

- i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.
- 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 Books:**

1. N.D. Vohra, “Quantitative Techniques in Management”, TMH.
2. J.K. Sharma, “Operations Research Theory and Applications, Macmillan.
3. Kasana, HS & Kumar, KD, “Introductory Operations Research theory and applications”, Springer.
4. Chakravarty, P, “Quantitative Methods for Management and Economics”, HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, “Quantitative analysis for Management”, Pearson.
6. Pannerselvam, R, “Operations Research”, PHI.
7. Selvaraj, R, “Management Science Decision Modeling Approach”, Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, “Operations Research Principles and Practice”, John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, TMH.
10. Prem Kumar Gupta & others, “Operations Research”, S. Chand.

  
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**SEMESTER-II**  
**PAPER CODE – MB 204**  
**Course: ENTREPRENEURSHIP DEVELOPMENT**

**Course Objectives:**

1. To make the students learn the importance of Entrepreneurship
2. To motivate the students towards Entrepreneurship
3. To make them learn about entrepreneurial environment
4. To impart training to write a business plan

**Course Outcomes:**

1. A student learns the cues and motives of Entrepreneurship
2. Students can learn more about types of Enterprises and growth
3. Knowledge of entrepreneurship prepares the entrepreneurial bent of mind
4. Problems and perspectives of the entrepreneurship can be understood

**UNIT – I: ENTREPRENEUR AND ENTREPRENEURSHIP:**

Understanding Concept of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneur, Types of Entrepreneurs, Recent Trends in Entrepreneurship Development, Role of Entrepreneurship in Economic development in India; Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

**UNIT – II: FACTORS AFFECTING ENTREPRENEURIAL GROWTH:**

Economic Environment – Economic, Non- Economic and Psychological factors – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship; Entrepreneurial Motivation, Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops; Entrepreneurship Development Programs (EDPs) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.

**UNIT – III: IDEA GENERATION AND EVALUATION:**

Idea Generation strategies, Entrepreneurial Opportunity Recognition and Evaluation; Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development. Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.

  
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## **UNIT – IV: SOCIAL ENTREPRENEURSHIP:**

Meaning, definition; Characteristics of Social Entrepreneurship - Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship, Mindset and motivations of Entrepreneur, Qualities and Skills of Social Entrepreneur, The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) frame work, The Social Entrepreneurship Frame work; Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector.

## **UNIT – V: WRITING A BUSINESS PLAN:**

Meaning and significance of a business plan, components of a business plan, Iterating the MVP, Digital Presence for Ventures, Guidelines for writing BP, pre- requisites from the perspective of investor. Business Models, Business Model Canvas.

### **Suggested Readings**

1. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Vasnth Desai, Small Scale Industry and Entrepreneurship, HimalayaPublishing House, Hyd.
4. A. Sahay and A. Nirjar, Entrepreneurship, Excel Books .
5. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age InternationalBooks.
8. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
9. Raj Aggarwal, Business Environment, Excel Books New Delhi.
10. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications.
11. Ramachandran , Entrepreneurship Development, Mc Graw Hill
12. Katz , Entrepreneurship Small Business, Mc Graw Hill
13. Byrd Megginson, Small Business Management An Entrepreneur's Guidebook 7th ed, McGrawHill
14. Fayolle A, Entrepreneurship and new value creation, Cambridge, Cambridge University Press
15. Hougaard S., The business idea. Berlin, Springer
16. Lowe R & S Mariott, Enterprise: Entrepreneurship & Innovation. Burlington, Butterworth Heinemann
17. Léo-Paul Dana ,World Encyclopedia of Entrepreneurship, , Edward Elgar

  
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**SEMESTER -II**  
**Paper Code – MB 205**

**Course: BUSINESS RESEARCH METHODS**

**Course Objectives:**

1. To involve students in activities related to Research
2. To train them on Data collection and data processing methods
3. To impart Report writing skills to build better business models.

**Learning Outcomes:**

1. To gain understanding of various kinds of research designs and methods.
2. To enable learners to be able to formulate the research problem and analytical approaches.
3. To acquire knowledge on qualitative and quantitative research for understanding changing market behavior.

**Unit – I: INTRODUCTION TO RESEARCH**

Business Research: Definition, Significance, Nature & Importance – Criteria of Business Research – Marketing Information System, paradigm shift in Research – Research Design Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Types of research, Theoretical and Empirical Research – Cross-sectional and Time-series Research — Research Objectives – Research Hypotheses – Characteristics - Research from an Evolutionary Perspective – the Role of Literature Review in Research

**Unit – II: RESEARCH PROCESS & DATA COLLECTION**

Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods – Types of Data Collection - Questionnaire Design – Questionnaire Layout – Question Content - Wording – Target Population Identification – Sampling Process – Sampling Design – Sampling techniques – Sampling Procedure – Sampling Types – Pilot Study – Pre-Test.

**Unit – III: SCALING AND MEASUREMENT**

Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity, Construct Validity and Reliability

  
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## **Unit – IV: DATA ANALYSIS AND STATISTICAL TECHNIQUES**

Test of Hypothesis – Type-I, Type - II Errors - Small Samples and Large Samples – Parametric and Non-Parametric Tests – Chi Square Test – Mc Nemar Test – ANOVA – One Way and Two Way Analysis - Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Correlation and Multiple Regression Analysis – Multidimensional Scaling.

## **Unit – V: REPORT DESIGN, WRITING, AND ETHICS IN BUSINESS RESEARCH**

Report Preparation - Different Types of Reports – Contents of Report – Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing - Subjectivity and Objectivity in Research.

### **Suggested Books:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari ,Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Bordens, K. S. and Abbott, B. B., Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Green & Tull, Research for Marketing Decisions, Tata Mc Graw Hill, New Delhi.
7. Creswell, J. W., Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
8. Charmaz, K., Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
9. G. C. Beri, Marketing Research, Pearson Education, New Delhi.
10. Kothari, Research Methodology, S. Chand Publication, New Delhi.

  
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**SEMESTER-II**  
**Paper Code – MB 206**

**Course: BUSINESS LAW AND ETHICS**

**Course Objectives:**

1. This course is designed to introduce the legal aspects of business from the national and transnational perspective.
2. This Course also provides knowledge of trade agreements and trade partnerships.
3. The course also intends to offer insights into the ethical considerations in Business entities and their responsibility towards society.

**Learning Outcomes:**

1. The students would have a comprehensive understanding of business law.
2. The legal and ethical considerations in business organizations are imparted for business integrity.
3. The learners may gain knowledge of provincial and international business law in changing scenario.

**Unit - I: Law of Contracts:**

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

**Unit - II: Law relating to Special Contracts:**

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

**Unit - III: Companies Act, 2013:**

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

**Unit - IV: Consumer Protection and other Essential Laws:**

Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.

### **Unit - V: International Business Law and Business Ethics:**

Law of Export - Import Regulation; International and Comparative Commercial Arbitration. Ethical and Value based Considerations in Business, Need and justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility.

### **Suggested Readings:**

1. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, Vikas Publishing House Pvt. Ltd.
2. Akhileshwar Pathak, “Legal Aspects of Business”, TataMcGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, HPH.
4. C. Rama Gopal, “Export Import Procedures – Documentation and Logistics”, New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, “Land Policies in India: Promises, Practices and Challenges”, Springer Nature.
6. S.R. Myneni, “International Trade Law: International Business Law”, Allahabad Law Agency
7. Margaret L. Moses, “The Principles and Practice of International Commercial Arbitration”, Cambridge University Press.
8. N.D. Kapoor, “Elements of Mercantile Law”, Sultan Chand & Co.
9. PPS Gogna, “A Text Book of Company Law”, S. Chand
10. Marianne Moody Jennings, “The Legal, Ethical and Global Environment of Business”, South western Cengage learning, New Delhi.

  
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