



Bharatiya Vidya  
**Bhavan**

**Bhavan's Vivekananda College**

**of Science, Humanities and Commerce**

(Sainikpuri, Secunderbad, Telangana - 500094)

**Accredited with 'A' Grade by NAAC**

**Autonomous College - Affiliated to Osmania University**

**Department of Management Studies**

**Program Name: BBA (w.e.f 2020-23)**

**BBA I YEAR I SEMESTER - (2020-21)**

Course Code	Course Title	HPW	Credits
	English	4	4
	Second Language: Sanskrit/Hindi/ Telugu/French	4	4
<b>AECC1</b>	Environmental Science	2	2
<b>BBA181</b>	Principles of Management	5	5
<b>BBA182</b>	Basics of Marketing	5	5
<b>BBA183</b>	Business Economics	5	5
	<b>Total</b>	<b>25</b>	<b>25</b>

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PROFESSOR K.G. CHANDRIKA  
Department of Business Management  
Osmania University,  
HYDERABAD-500 007.

**BBA I YEAR II SEMESTER – (2020-21)**

<b>Course Code</b>	<b>Course Title</b>	<b>HPW</b>	<b>Credits</b>
	English	4	4
	Second Language: Sanskrit/Hindi/ Telugu/French	4	4
<b>AECC2</b>	Basic Computer Skills	2	2
<b>BBA 281</b>	Organizational Behavior	5	5
<b>BBA 282</b>	Business Statistics	5	5
<b>BBA 283</b>	Financial Accounting	5	5
	<b>Total</b>	<b>25</b>	<b>25</b>

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**Program Name: BBA (w.e.f 2020-23)**

**BBA II YEAR I SEMESTER - (2021-22)**

Course Code	Course Title	Credits	HPW
	English	3	3
	Sanskrit/Hindi/French/Telugu	3	3
<b>SEC 1</b>	SEC 1	2	2
<b>SEC 2</b>	SEC 2	2	2
<b>BBA 381</b>	Human Resource Management	5	5
<b>BBA 382</b>	Management Science	5	5
<b>BBA 383</b>	Financial Management	5	5
	<b>Total</b>	<b>25</b>	<b>25</b>

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**BBA II YEAR II SEMESTER: (2021-22)**

<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>	<b>HPW</b>
	English	3	3
	Sanskrit/Hindi/French/Telugu	3	3
<b>SEC 3</b>	SEC 3	2	2
<b>SEC 4</b>	SEC 4	2	2
<b>BBA 481</b>	Business Laws & Ethics	5	5
<b>BBA 482</b>	Marketing Research	5	5
<b>BBA 483</b>	Business Analytics	5	5
	<b>Total</b>	<b>25</b>	<b>25</b>

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**Program Name: BBA (w.e.f 2020-23)**

**SEC PAPERS:**

**SEC - Finance**

- Investment Banking
- Introduction to Mutual Funds
- Basics of Wealth Management


**SEC - HR**

- Employee Counseling
- Human Resource Information System
- Managing Diversity in the Workplace.

**SEC - Marketing**

- Global Marketing
- Public Relations & Reputation Management
- Digital Marketing

  
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**Summary of Credits (BBA 2020-23):**

<b>SNO</b>	<b>Course Category</b>	<b>No. of Courses</b>	<b>Credits</b>
1	English	6	20
2	MIL	6	20
3	AECC	2	4
4	SEC	4	8
5	GE	2	8
6	DSC	12	60
7	DSE	6	30
8	Project Viva Voce	1	4
	<b>TOTAL</b>	<b>39</b>	<b>154</b>
	Management	21	102

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**PROGRAM NAME: BBA (w.e.f 2020-21)**

**COURSE NAME: PRINCIPLES OF MANAGEMENT**

**PAPER CODE: BBA181**

**PPW: 5**

**YEAR/SEMESTER: I/I**

**NO. OF CREDITS: 5**

**Course Objective:** To introduce the basic concepts of management to the students and help them understand the process of management and functions.

**Unit Wise Objectives:**

**COB1:** To impart the basic concepts of Management

**COB2:** To make students understand the growth and evolution of management thought

**COB3:** To make students learn about the importance of Planning and decision-making skills.

**COB4:** To explain the different types of Organizational structures.

**COB5:** To make them understand the effectiveness of Coordination and Control mechanism in the organization

**Unit I: Nature of Management**

Management: Meaning, Definition, Nature, Purpose, and Importance- Management as Art, Science & Profession- Management Vs Administration Vs Organization; Levels of Management-R Skills of Managers, Functions of Management-Styles of Manager.

**Unit II: History and Evolution of Management thought**

Industrial revolution-Scientific Management-Administrative Management-Contribution of Max Webber - Human Relations Movement (Elton Mayo's Human Relation Movement) - Behavioral school of thought (McGregor's Theory X, Y and William Ouchi Z theory) -Systems theory of Management-Contingency theory

*M. Srinivasulu*

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### **Unit III: Planning and Decision Making**

Planning - Meaning - Need & Importance, types and levels - advantages & limitations. Planning Process, Management By Objectives (MBO) - Planning premises - Environmental uncertainty and contingency planning. Decision making-Process of decision making- Conditions of decision making (Risk, certainty and uncertainty).

### **Unit IV: Organizing**

Definition, meaning, nature, process of organizing - Authority, responsibility, accountability, delegation of authority, process of delegation and barriers to delegation, centralization vs decentralisation, span of control - Organisational Structure Definition, Types: Formal and Informal, Tall (Vertical) and Flat (Horizontal) - Functional structure - Line and Staff structure - Overcoming line and staff conflict.

### **Unit V: Coordination and Control**

Co-ordination - Need of co-ordination - Types - Techniques - Distinction between co-ordination and co-operation - Requisites for excellent co-ordination - Control Definition, concept, need, importance, Types of control - Process, Tools and techniques of controlling (in Brief) - Effective control system.


### **SUGGESTED READINGS:**

1. George, Jennifer M. and Jones, Gareth R. (2009). Understanding and Managing Organizational Behavior(5<sup>th</sup> ed.) Pearson Education Inc.
2. Subba Rao P.(2011). Management and Organisational Behaviour. Himalaya Publishing House.
3. Rao VSP (2009). Organizational Behavior. Excel Books.
4. Prasad, LM. (2010). Organisational Behaviour. Sultan Chand & Sons.

### **REFERENCES**

1. P.C. Tripathi & P.N. Reddy - Principles of Management - Tata McGraw-Hill
2. Principles of Management by R.K.Sharma , Shashi K. Gupta- Kalyani Publishers.
3. K. Aswathappa, "Organizational Behavior", Himalaya Publishing House.

  
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4. R. Satya Raju and A. Parthasarathy, "Management", 2009, PFI Learning (p) Limited.

**Course Outcomes:**

After Completion of the Course Students Will be able to:

**BBA181CO1:** Identify the key concepts of management

**BBA181CO2:** Explain the evolution of Management thought

**BBA181CO3:** Define the planning and decision-making process

**BBA181CO4:** Analyse the different organization structures in the organization

**BBA181CO5:** Evaluate the effectiveness of coordination and control techniques of the organization

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**PROGRAM NAME: BBA (2020-21)**

**BASICS OF MARKETING (DSC 102)**

**PAPER CODE: BBA182**

**PPW: 5**

**YEAR/SEMESTER: I/I**

**NO. OF CREDITS: 5**

**COURSE OBJECTIVE :** To provide an exposure to the students pertaining to the nature and scope of marketing, which they are expected to possess when they enter the industry as practitioners and to give them an understanding of the basic philosophies and tools of marketing management.

**UNIT-WISE COURSE OBJECTIVES:**

**COb1** To impart knowledge on the nature, scope and importance of marketing and core marketing concepts.

**COb2** To create an understanding of micro and macro marketing environment, Segmentation and Market targeting.

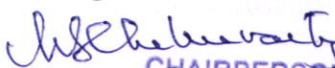
**COb3** To impart knowledge on various product concepts, new product development, pricing methods and pricing strategies.


**COb4** To create an understanding of the different tools of the promotion mix, creating effective marketing communication and designing marketing channels.

**COb5** To create an understanding of Digital marketing and its advantages and disadvantages, online marketing strategies, and Marketing plan and control

**UNIT - I : INTRODUCTION TO MARKETING :** Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts: Production concept, Product concept, Selling concept, Marketing concept, Societal Marketing concept.

**UNIT - II : MARKETING ENVIRONMENT AND MARKET SEGMENTATION**  
: Marketing Environment: Micro and Macro Environment, Levels of Market Segmentation, Bases for Segmenting Consumer Markets, Bases for Segmenting Industrial Markets. Market targeting.

  
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**UNIT - III : PRODUCT & PRICING DECISIONS** : Concept of Product, Meaning of a New Product, Need and Limitations for Development of a New Product, Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Stages in New Product Development, Reasons for Failure of a New Product, Consumer Adoption Process, Product differentiation and positioning, Pricing Decisions: Concept of Price, Pricing Methods and Pricing Strategies.


**UNIT - IV : PROMOTION AND DISTRIBUTION** : Concept of Promotion Mix, Factors determining promotion mix, Promotional Tools –Advertising, Sales Promotion, Public Relations & Publicity and Personal Selling, Direct Marketing, Distribution: Designing Marketing Channels, Channel functions, Types of Intermediaries, Levels of distribution channels, Types of distribution networks.

**UNIT V: DIGITAL MARKETING:** Introduction to Digital marketing, Digital Consumer, Digital Marketing Advantages and Disadvantages, Challenges, Online marketing strategies-SEO-Search Engine Optimization, Contents of a marketing plan, Types of Marketing Control.

**SUGGESTED READINGS :**

1. Kotler Philip, 'Marketing Management', 2002, 10<sup>th</sup> Edition (the millennium edition), Prentice Hall of India Pvt.Ltd.
2. Kotler Philip, Garyarmstrong, Prafullay Agnihotri, EU Haque, "Principles of Marketing", 2018, 18th Ed, Pearson Education Prentice Hall of India.
3. Paul Baines, Chris Fill, Kelly page, "Marketing Management", 2018, 15 Ed., Oxford University Press.
4. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
5. Dr. Sreeramulu, "Basics of Marketing, (2019), HPH
6. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian, 2019 Sage Publishing
7. Rajan Saxena, "Marketing Management", 2009, 4th Ed. Tata McGraw H
8. Roger J. Best , "Market – Based Management", 2009, 1st Ed. PHI Learning Pvt. Ltd.

  
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## COURSE OUTCOMES:

At the end of the course students will be able to:

**C01 Define** basic concepts of Marketing.

**C02 Describe** the characteristics of the micro and macro marketing environment and **outline** the basis on which consumer and business markets are segmented and targeted.

**C03 Describe** the product life cycle and PLC marketing strategies, **illustrate** the stages in new product development and the consumer product adoption process and effectively position products in different markets. Students will be able to **analyze** and **apply** different pricing strategies in different situations.

**C04 Design** advertisements and demonstrate the use of various tools of the promotion mix, illustrate the use of different levels of distribution channels and types of distribution networks suitable for different products.

**C05 Examine** the advantages and disadvantages of Digital Marketing, compare and select online marketing strategies and summarize the contents of a marketing plan and marketing control.



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PROGRAM NAME: BBA (w.e.f 2020-21)

**BBA (CBCS) DSC - 183 BUSINESS ECONOMICS**

PAPER CODE: BBA183  
YEAR/SEMESTER: I/I

PPW: 5  
NO. OF CREDITS: 5

**COURSE OBJECTIVE:** The Purpose of this course is to apply micro economic concepts and tools for analyzing business problems and making sound decisions.

**UNIT-WISE COURSE OBJECTIVES:**

**COb1** To impart knowledge on the nature, scope and fundamental principles of business economics.

**COb2** To create an understanding of the concepts of demand and supply, demand elasticity's and determinants of demand.

**COb3** To impart knowledge on various cost concepts, short run and long run cost curves and economies and diseconomies of scale.

**COb4** To impart knowledge on the production function, relationship between cost and output in the short run and long run period of operation and the least cost-output combination.

**COb5** To create an understanding of different types of market structures and their characteristics, equilibrium price and output determination under different market structures, Market positioning and pricing methods.

**Unit - I : Business Economics Nature And Scope :** Introduction to business economics, characteristics, nature and scope, Opportunity Cost, Incremental cost, Time perspective, Discounting and Equi-marginal principle.

**Unit - II: Demand Concepts & Elasticity Of Demand :** Concepts of Demand, Determinants of demand , law of demand, exceptions to the law of demand, elasticity of demand, types of demand elasticity, uses of demand elasticity. Concept of Supply, Determinants of Supply, Law of Supply, Elasticity of Supply.

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**Unit – III : Cost Concepts** : Cost concepts, Cost classification, short run cost curves and long run cost curves, Experience curve. Economies and diseconomies scale, Economies of scope.

**Unit – IV : Production Analysis** : Theory of production, Production function, input-output combination, short run and long run production function, law of diminishing marginal returns to scale, ISO-quant curves, ISO-cost curves.

**Unit – V : Market Structures And Pricing** : Concept of market, market structures and features, Equilibrium price and output determination under Perfect competition, Monopoly , Monopolistic and Oligopoly markets, syndicating in oligopoly, kinked demand curve, price leadership, Market positioning, Price discrimination.

**References:**

1. Mehta, P.L.: (2014) *Managerial Economics-Analysis, problems and Cases*, 8<sup>th</sup> edition, Sultan Chand & Sons, Delhi.
2. D. N. Dwivedi: (2016) *Microeconomics: Theory and Applications*. Pearson Education India.
3. D. N. Dwivedi: (2015) *Managerial Economics*, 8<sup>th</sup> Ed., Kindle Edition, Vikas Publishing., India.
4. Dominik Salvatore: (2008) *Micro Economics, Theory and Applications*. Oxford University Press, UK.

**Suggested Readings:**

1. Joseph G. Nellis and David Parker: (2009) *Principles of business economics*. 2<sup>nd</sup> Edition., Pearson Education Ltd., London.
2. H.L.Ahuja: (2016) *Business Economics*, 4<sup>th</sup> Edition, Sultanchand & Co., Delhi,
3. Varshiney & Maheswari, *Managerial Economics*, Juptan Publication, New Delhi
4. Lipsey and Crystal (2008) *Economics International* (15<sup>th</sup> Edn) Oxford University Press..
5. Kutosynnis (1979) *Modern Mircro Economics* (5<sup>th</sup> Edn) Mc millan Publishers
6. Rubin field and Mehathe (*Micro Economics* (7<sup>th</sup> Edn) Pearson Publishers. BBA (CBCS)

  
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**PROGRAM NAME: BBA (w.e.f 2020-21)**

**COURSE NAME: ORGANIZATIONAL BEHAVIOUR**

**PAPER CODE: BBA281**

**PPW: 5**

**YEAR/SEMESTER: I/II**

**NO. OF CREDITS: 5**

**Course Objective:** To acquaint the student with the determinants of intra - individual, inter-personnel and inter-group behaviour in organizational setting and to equip them with behavioural skills in managing people at work.

**Unit Wise Objectives:**

**COB1:** To make students understand the concept of OB and the attitude and personality of the employees in the organization.

**COB2:** To impart the knowledge of motivation and leadership concept in organizational context.

**COB3:** To make students learn about the importance of Groups and Teams and interpersonal behavior in organizations

**COB4:** To explain the different types of culture and approaches to change followed in the organization.

**COB5:** To make them understand the concepts of conflict, negotiation and power tactics used in the organization

**Unit I: Organizational Behaviour**

Concept of OB - Disciplines that contribute to OB - Attitude: Concept and components of attitude, behaviour and Major job attitudes, Personality: Concept of personality; Big Five model.

**Unit II: Motivation and Leadership**

(i) Motivation: Concept; Theories (Hierarchy of needs, Two factor, McClelland, Goal setting, Equity theory)

(ii) Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories (Fiedler), Inspirational Approaches (transactional, transformational and charismatic)

**Unit III: Group Dynamics**

(i) Groups and Work Teams: Concept; Five stage model of group development; Group cohesion

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Groups and teams; Types of teams; Creating team players from individuals.

(ii) Interpersonal Behaviour:

Johari Window; Transactional Analysis – ego states, types of transactions, life positions, applications of T.A.

#### **Unit IV: Organizational Culture & Change**

Concept of culture, Impact (functions and liability, Creating and sustaining culture, Employees and culture - Creating positive and ethical cultures.

Concept of Change, Types of change, Forces of change, Resistance and overcoming resistance to change

#### **Unit V: Conflict and Power & Politics**

Concept of conflict; Conflict process - Negotiation Definition, Strategies & Process - Power Definition, Bases of Power, Power tactics – Organizational Politics

#### **SUGGESTED READINGS**

1. Organisational Behaviour by Stephen P. Robbins, Timothy A. Judge and Seema Sanghi, 13<sup>th</sup> Ed, Pearson Education Ltd.
2. Luthans Fred., "Organizational Behaviour", McGraw Hill.

#### **REFERENCES**

1. Prasad, L.M., "Organizational Behaviour," Sultan Chand & Sons, 2003.
2. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western Thomson Learning, 9th edition, 2001.
3. Behavior In Organizations, Jerald Greenberg, 8 th edition, Pearson Education.

#### **Course Outcomes:**

After Completion of the Course Students Will be able to :

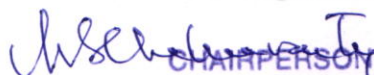
**BBA281CO1: Identify** the disciplines factors, attitudes and personalities contributing for the effectiveness of OB


**BBA281CO2: Analyse** the various motivational and leadership theories

**BBA281CO3: . Demonstrate** different interpersonal behaviour in group and team settings.

**BBA281CO4: Evaluate** different concepts of change and types of culture

**BBA281CO5: Summarize** the concepts of conflict, negotiation and power tactics used in the organization

  
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**PROGRAM NAME: BBA (w.e.f 2020-21)**

**COURSE NAME: Business Statistics**

**PAPER CODE: 282  
YEAR/SEMESTER:I/II**

**PPW: 5  
NO. OF CREDITS: 5**

**OBJECTIVE:** The Objective of this course to provide a student an understanding of basic statistical tools to apply for management problems and analysis. The tools starting from data gathering , tabulation, presentation and analysing using basic statistical techniques like measures of central tendency, dispersion, kurtosis, correlation and regression.

**Unit Wise Objectives:**

COb1 To make Students understand basic concepts of statistics in business and their applications

COb2 To make students learn skewness and curtosis and become capable in understanding their applications.

COb3 To enable Students understand Practically use regression analysis in research and business situations.

COb4 To Explain the concept of Index numbers and their applications.

COb5 To provide application capabilities of Time series analysis in business situations.

**UNIT - I : STATISTICS : Definitions – Functions of Statistics – data collection & analysis, measures of central tendency – Mean, Median & mode, Measures of Dispersion – range, Q.D, Skewness and Kurtosis**

**Unit II :**

Correlation : Correlation analysis – Scatter Diagram, positive and negative correlation, limits for coefficient of correlation, karl pearson's coefficient of correlation, Spearman's Rank Correlation.

**UNIT - III : Regression Analysis : Concept, least square fit, two lines of regression, properties of regression coefficients(simple problems only) and interpretation of regression line.**

  
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**Unit IV : INDEX NUMBERS :** Index Numbers - Introduction - Types - Problems in construction - Characteristics - Construction weighted and unweighted index numbers - Price and Quantity/Volume index numbers - Tests - time reversal - Factor Reversal and Circular tests - Chain and Fixed base - Changing of base - Splicing - Consumer price index.

**UNIT - V :** 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(Simple problems only).

**Course Outcomes :**

CO1 Define Basic concepts of statistics in business and their applications

CO2 Describe about skewness and curtosis and become capable in understanding their applications.

CO3 Practically use regression analysis in research and business situations.

CO4 To generate an understanding of Index numbers and their applications.

CO5 To provide application capabilities of Time series analysis in business situations.

**SUGGESTED BOOKS :**

1. Gupta SC: "Fundamental of Statistics" 7th Ed, Himalaya Publishers House, 2019.

2. Sharma JK: "Business Statistics" 2nd Edition Pearson Education, 2007.

3. Arora, PN, Arora, Sumeet and Arora, Amit: "Managerial Statistics", S. Chand, 1st Ed., 2009.

4. Bharadwaj, RS: "Business Statistics" , Excel books, 2nd Ed, 2008. 5. J K Singh, Business Mathematics, 2018, HPH.

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**PROGRAM NAME: BBA (w.e.f 2020-21)**

**COURSE NAME: Financial Accounting**

**PAPER CODE: 283  
YEAR/SEMESTER: I/II**

**PPW: 5  
NO. OF CREDITS: 5**

**COURSE OBJECTIVE:** To familiar the students with accounting concepts, accounting standards, preparation and analysis of financial statements.

**UNIT-WISE COURSE OBJECTIVES:**

**COB1** To discuss objectives, importance of Financial accounting and to understand various accounting principles.

**COB2** To prepare accounting equation, journal entries, ledger accounts and trial balance.

**COB3** To prepare final accounts.

**COB4** To compare and analyze financial statements using comparative and common size statements.

**COB5** To calculate ratios and analyse the company position.


**UNIT - I : INTRODUCTION TO FINANCIAL ACCOUNTING :**

Financial Accounting – Definition, objectives, accounting as an Information System, Importance and Scope, Limitations; Users of accounting Information; Accounting Principles, Accounting Concepts, Principles and Conventions. Brief overview on Generally Accepted Accounting Principles (GAAP) Ind-AS, IFRS. Nature of Accounts.

[ unit-I Theory only ]

**UNIT - II : TYPES OF BOOKS (PRIMARY AND SECONDARY) :**

  
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The Accounting Equation Rules of Debit and Credit( simple problems); Recording Transactions in Journal; Preparation of Ledger Accounts; ledger balancing; Opening and Closing Entries, Preparation of Trial Balance.

[ **Problems** on

- Pass journal entries, posting in ledger and preparation of trial balance.
- Accounting equation(short answer questions

### **UNIT - III: PREPARATION OF FINANCIAL STATEMENTS:**

Final accounts of sole proprietor: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries,  
Understanding contents of financial statements of a joint stock company as per the Companies Act 2013.(overview )( theory only)

[ **Problems** on Final accounts of sole proprietor with adjustments.]

### **UNIT - IV : FINANCIAL STATEMENT ANALYSIS :**

financial statement analysis- Meaning, objectives, sources of information, Techniques of financial statement analysis:-comparative statement analysis, common size statement analysis, Ratio Analysis, cash flow analysis, funds flow analysis.(theory ).analysing financial statements using comparative statement analysis.( Income statement, Balance sheet)

[**Problems:** Comparative statement analysis- Income statement and Balance sheet.]

### **UNIT - V : FINANCIAL STATEMENT ANALYSIS USING RATIOS:**

Financial Ratios: Meaning ,classification and Usefulness of Ratios. Analysis of ratios- Liquidity , Profitability Ratios and Turnover Ratios; Limitations of ratio analysis.

[**Problems:** calculation of ratios- liquidity, profitability and turnover ratios]

**At the end of the course students are able to:**

- **Determine** fundamental accounting principles, functions, uses of Financial accounting , and **Infer** GAAP, IFRS, Ind AS
- **Prepare** journal entries using double entry bookkeeping and post in ledger account and Trial balance.
- **Present** the steps in the preparation of final accounts
- **Prepare** and **examine** of financial statements using comparative statement.
- **Calculate** and **Judge** financial ratios of a company.

**References:**

1. Tulsian, P.C., Financial Accounting, Pearson

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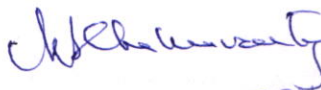
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2. T.S. Grewal, Introduction to Accountancy, Sultan Chand
3. Dr. Jawahar Lal Accounting for Management , HPH.

**SUGGESTED Readings :**

1. 1.Maheshwari, S.N. & Maheshwari, S.K. , Financial Accounting for B. Com., CA, CS, & ICWA
2. (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
3. Ghosh, T.P., Financial Accounting for Managers, Taxman Allied Services (P) Ltd.
4. Balwani, Nitin, Accounting and Finance for Managers
5. Jain, S.P. & Narang, K.L., Advanced Accountancy.
6. Santhi Vedula, Financial Accounting, 2019, HPH

  
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**Department of Management Studies**  
**PROGRAM NAME: BBA (w.e.f 2021-22)**

**COURSE NAME: HUMAN RESOURCE MANAGEMENT**

**PAPER CODE: BBA 381**  
**YEAR/SEMESTER: II/I**

**PPW: 5**  
**NO. OF CREDITS: 5**

**COURSE OBJECTIVE:** To interpret basic, underlying principles of Human Resources Management. And to Elucidate how an organisation acquire, motivate, build capacity, deploy and harmonize its Human resources effectively in an organization while highlighting contemporary HR practices.

**COB1 :** To impart basic concepts of HRM.

**COB2 :** To design the process of procurement of Human Resources.

**COB3 :** To define the procedure for assessment & development of Human Resources abilities.

**COB4 :** To explain key concepts, components and factors of Compensation Management.

**COB5 :** To impart the knowledge about handling employee relations

**Unit-I: Human Resources Management (HRM):**

Concepts - significance-objectives-scope-functions of HRM, Job Design-job rotation-job Enlargement-job enrichment. Job Analysis: concepts-objectives- Process of Job Analysis -components (Job Description and Job Specification) Methods of Job Analysis. Human Resources Planning - Concepts-objectives - Process of HR Planning.

**Unit-II: Procurement of Human Resources:**

Recruitment: Objectives-sources of Recruitment. Selection: Concepts-Selection-Procedure-Tests and Interview. Placement- Process of Placement - Induction - Employee mobility - Promotions - Demotions - Retirements - Transfers - Separations.

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### **Unit-III: Developing Human Resources:**

Human Resources Development (HRD) - concept-scope-objectives. Training - Need for Training- objectives and benefits of training. Assessing training needs - methods and evaluation of training. Difference between Training and Development. Performance management: concept- performance appraisal- concept- traditional and modern methods of Performance appraisal. Career planning and Development- Career -Career planning - Career planning process -Career Development- Stages of career development.

### **UNIT- IV: Compensation Management**

Job Evaluation: concept- methods of Job evaluation. Compensation Management: - components of compensation management- concepts of minimum wage, living wage and fair wage- wage differentials – Factors affecting Wage differentials. Incentives (Individual – Taylor and Merrick plans, Group – Scanlon and Rucker plans and Organization Wide – Profit Sharing and ESOPs) - Fringe benefits and its types.

### **Unit-V: Employee Relations:**

Employee Discipline -Objectives – Indiscipline –Disciplinary Procedure – Employee Grievance - Grievance Redressal mechanism - Collective bargaining- Process- Forms of Collective Bargaining - Participative Management – Forms and Types of Participation.

### **SUGGESTED READINGS**

1. P.Subba Rao, “ Essentials of HRM and Industrial Relations,” 2013, Himalaya Publishing House Pvt. Ltd.: 5<sup>th</sup> Edition.
2. Michael Armstrong, “Human Resource Management”, 2010, Kogan Page.

### **REFERENCES**

1. Mathis & Jackson, “Human Resource Management”, 2009, Cengage.
2. David Lepak, Mary Gower, “Human Resource Management”, 2009, Pearson.

*M. Subba Rao*

*K.G. Chandrika*  
PROFESSOR K.G. CHANDRIKA  
Department of Business Management  
Osmania University,  
HYDERABAD-500 007.

3. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
4. Decenzo, "Human Resource Management", 2008, Wiley.
5. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
6. Wayne &Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
7. V.K. Sharma, "Human Resource Management", 2010, Viva Books.

**COURSE OUTCOMES:**

At the end of the course students will be able to:

- CO1:** Distinguish related concept and environment of HRM
- CO2:** Demonstrate, interpret, predict and organise the process of procurement of Human Resources
- CO3:** Define, outline, and determine key elements of Human Resource Development and Assessment.
- CO4:** Distinguish method for designing relative worth of job through better reward management.
- CO5:** Apply the learnt concepts in maintaining effective employee relations

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**Department of Management Studies**  
**PROGRAM NAME: BBA (w.e.f 2021-22)**

**COURSE NAME: MANAGEMENT SCIENCE**

**PAPER CODE: BBA 382**  
**YEAR/SEMESTER: II/I**

**PPW: 5**  
**NO. OF CREDITS: 5**

**Overall 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.

**Unit wise objectives**

- COb1.** To Provide an understanding about production and operations management, its functions and process technologies.
- COb2.** To make students know about plant management criteria and work study procedure.
- COb3** To provide an understanding about inventory management and its importance in production and operations management.
- COb4** To introduce the concept of operations research and their application.
- COb5** To evaluate various methods of solving transportation assignment and queuing theory in operations research.

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**UNIT - I: INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT:**

Definition of Production and Operations. An overview of Manufacturing processes: Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle. Process design - Project, Job, Batch, Assembly and Continuous process.

**UNIT - II: PLANT MANAGEMENT AND WORK STUDY:**

Capacity Planning, factory location, plant layout - types of layouts. Sequencing of Operations: n-Jobs with one, two and three facilities. Work Study: The concept and various techniques of methods analysis and work measurement.

**UNIT - III: PURCHASE AND STORES MANAGEMENT:**

Purchase Management: Sources of Supply of Materials, selection, evaluation of Vendors. Methods of vendor rating.

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Economic Order Quantity. Selective Inventory Control Techniques: ABC, VED, FNSD & XYZ.

**UNIT - IV: INTRODUCTION TO OR:**

Introduction to Operation Research: Introduction, Nature, Managerial applications and limitations of OR. Types of Operation Research Models.

Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by Graphical Method.



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## **UNIT – V: TRANSPORTATION, ASSIGNMENT AND QUEUING THEORY:**

Transportation Problem (TP) - Mathematical model, IBFS using North West Corner Rule, Least Cost Method (LCM) and Vogel's Approximation Method (VAM).

Assignment Problem (AP): Mathematical model, method of obtaining solution- Hungarian method.

Queuing Theory - Concepts of Queue - General structure of a Queuing system- Operating Characteristics of Queues.

### **SUGGESTED BOOKS:**

1. S.N. Chary, "Production & Operation Management" 5th Edition, Tata-McGraw – Hill Publishing Company Ltd.
2. N.G. Nair, "Production and Operation Management", 2nd Edition, Tata-McGraw – Hill
3. Kanishka Bedi, "Production and Operations Management", 2007, 3rd Edition, Oxford University Press.
4. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Edition, Tata-McGraw – Hill Publishing Company Ltd.
5. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Edition, Macmillan.

### **COURSE OUTCOMES:**

At the end of the course students will be able to:

1. Develop an understanding of about production and operations management, its functions and process technologies
2. Identify and know about plant management criteria and work study procedure

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3. Understand the concepts of inventory management and its importance in production and operations management
4. Know about operations research and its application
5. Evaluate various methods of solving transportation assignment and queing theory in operations research

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**Department of Management Studies**  
**PROGRAM NAME: BBA (w.e.f 2021-22)**

**COURSE NAME: FINANCIAL MANAGEMENT**

**PAPER CODE: 383**

**PPW: 5**

**YEAR/SEMESTER: II/I**

**NO. OF CREDITS: 5**

**COURSE OBJECTIVE**

To acquaint the student with the basic knowledge of finance and the financial decision making process of a business concern.

**UNIT-WISE COURSE OBJECTIVES:**

**COb1** To discuss scope, functions, objectives of financial management and to understand the risk and return relationship, time value of money.

**COb2** To calculate the non- discounted and DCF methods of capital budgeting.

**COb3** To understand the various long term sources of finance, calculate cost of capital and leverages.

**COb4** To understand the concept of working capital, estimate working capital requirement and cash budget.

**COb5** To calculate various relevance dividend theories.

*Chandrika K. G.* *K. G. Chandrika*

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### **Unit I: Introduction**

Introduction – Objectives – Scope – Functions of Financial Management. Functions of financial Manager – Profit vs. Wealth Maximization Vs welfare. (Goals of FM) ,Risk Vs Return concept. Time value of money – present value & future value .

Problems: short answer questions on present value & future value.

### **Unit II: Capital Budgeting**

Capital Budgeting – Types, Traditional( non- discounting methods) and modern methods( Discounting methods) of evaluating investment - Estimation of cash flows - payback – ARR – NPV – IRR – Profitability Index.

\*\* Problems: Payback period, ARR, NPV, IRR, PI.

### **Unit III: Sources of Finance**

Sources of capital (long term)– equity – debt – preference – retained earnings. Cost of capital – Specific cost of capital – debt – equity- preference – retained earnings; weighted average cost of capital – Book value weights and market value weights. Introduction to Leverages- financial and operating leverage.

\*\* Problems: WACC (weighted average cost of capital), financial leverage and operating leverage.

### **Unit IV: Dividend Theories**

Dividend function – types of dividend (cash and bonus shares) – dividend theories – relevance theories- Walter's dividend model, Gordon's dividend model.

\*\* Problems: Walter's model , Gordon model.

### **Unit V: Working Capital**

Working capital – concept - types (gross working capital, Net working capital), factors determining working capital – operating cycle- Estimation of working capital. Cash Management- cash budget.

\*\* Problems: estimation of working capital, problems on cash budget.

*M. S. Beavarty*

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### References:

1. Sudershana Reddy, "Financial Management", 2010 HPH
2. Prasanna Chandra, "Financial Management Theory and practice", Tata McGraw Hill.

### Suggested Readings:

1. IM Pandey, "Financial Management", Vikas publishing Pvt.Ltd.,
2. M Y Khan AND PK Jain, "financial management", TMH.

### COURSE OUTCOMES:

At the end of the course students will be able to:

- 1 Demonstrate** functions of financial management in business corporations, Knowledge of the value of money overtime.
- 2 calculate** the various capital budgeting techniques for taking investment decisions .
- 3 Distinguish** between equity, debt and preference capital. **Calculate** specific cost of capital and weighted average cost of capital and leverages.
- 4 Demonstrate** the concept of working capital **Determine** working capital estimation and **calculation** of cash budget.
- 5 Calculate** value of the firm using Walter's Model, Gordon's Model dividend theories .

*Chandra Prasad*

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**PROGRAM NAME: BBA (w.e.f 2021-22)**

**COURSE NAME: BUSINESS LAW & ETHICS**

**PAPER CODE: BBA 481**

**PPW: 5**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 5**

**Objective:**

To acquaint the students with basic and elementary knowledge of legal aspects relating to business and corporate world.

**Unit Wise Objectives:**

**COb1:** To make students Understand the legal system of business.

**COb2:** To make students aware of the special contracts in business and business transactions.

**COb3:** To make students aware of Companies Act 2013.

**COb4:** To provide an insight about the law, rules, and regulations related to Consumers Protection act and Intellectual Property Rights.

**COb5:** To make students aware of the concept of Business ethics.

**Unit-I: Indian contract Act 1872**

Essential elements of a valid contract- definition, classification of contract, Legal rules of offer and acceptance and consideration ,capacity of parties, concept of Free consent (Coercion, undue influence , Misrepresentation , fraud , mistake and types of mistake) , breach of contract- remedies.

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## **Unit II: Special Contracts**

Contract of sale of goods, definition, formation of contract, sale and agreement to sell, conditions and warranties. Definition, types and characteristics of negotiable instruments - promissory notes, bills of exchange, cheques - crossing of cheques.

## **Unit III: The Companies Act**

Definition, Formation of company, Memorandum and Articles of Association, Types of companies, Highlights of Companies Act 2013 -Appointment of Directors and Managing Director, Powers of Board, Meetings of Board, Company Meetings, Statutory Meetings, Annual General Meetings And Extraordinary General Meeting.

## **Unit IV: The consumer protection Act 1986 and Intellectual Property Rights**

Scope, Consumer Protection councils, consumer disputes Redressal Agencies -Rights of consumers- consumer awareness. Definition, types of IPR (Trade Marks, Patents, Copy rights), Importance of IPR, Intellectual property protection and enforcement.

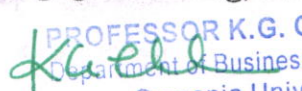
## **Unit V Business Ethics:**

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

## **References:**

1. N.D.Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & amp; Co.
2. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
3. K. Aswathappa, "Essentials of Business Environment," 2009, HPH.
4. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.

  
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**Suggested Readings:**

1. S.S. Gulshan, "Business Laws," 2010, Excel Books.
2. PPS Gogna, "A Text Book of Company Law," 2006, S.Chand.


**Course Out Comes:**

After Completion of the Course Students Will be able to :

- C01** To Identify essential elements of contract act 1872.
- C02** To Define concept of Sales of Goods Act and Summarize various types and characteristics of negotiable instruments under Negotiable Instruments act 1881.
- C03** To Summarize the formation, MOA, AOA along with Highlights of Companies act 2013.
- C04** To Outline the concept of Consumer protection Act and IPR.
- C05** To Explain the concept of Business Ethics and the Indian value system relevance in Management.



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**PROGRAM NAME: BBA (w.e.f 2021-22)**

**COURSE NAME: MARKETING RESEARCH**

**PAPER CODE: BBA 482**

**PPW: 5**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 5**

**COURSE OBJECTIVE:** To provide an exposure to the students on the nature and Scope of marketing research and give them an understanding of the basic techniques and tools of marketing research.

**Course Objectives:**

**Cob1:** To provide an understanding of the nature and scope of Marketing Research.

**COB2:** To provide an understanding of the various sources of data and sampling design.

**COB3:** To impart knowledge on the types of measurement scales.

**COB4:** To provide an understanding of Hypothesis formulation and non-parametric tests of significance.

**COB5:** To provide an understanding of the structure of a research report.

**UNIT -I: MARKETINGRESEARCH:**

Nature and Scope of Marketing Research – Role of Marketing Research in Decision Making. The Research process – Steps in the Research Process.

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**UNIT - II : SOURCES OF DATA :** Primary data and Secondary data, Methods of data collection: Survey method, Observation method – Types of observation, Interview, Depth interview , Focus group interview, Experimental method and other methods, Research instruments(questionnaire, schedule, mechanical instruments), Steps in designing a questionnaire, Sampling design-sampling unit, sample size, sampling methods.

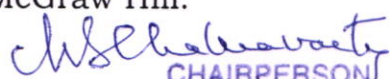
**UNIT - III : MEASUREMENT AND SCALING :** Concept of measurement and scaling, Levels of Scales – Nominal ,Ordinal, Interval and Ratio Scales – Likert scale, Semantic differential scale, Rating and ranking scales, Reliability and Validity of a scale.


**UNIT - IV : DATA ANALYSIS AND INTERPRETATION :** Hypothesis formulation and testing, Chi square test. Introduction to theoretical concept of ANOVA,McNemar test, Wilcoxon matched pairs test, Mann-Whitney U test, Kruskal-Wallis test.

**UNIT - V : REPORT WRITING:** Steps in writing a good report, precautions, Structure of a research report, Plagiarism.

**SUGGESTED READINGS :**

1. O.R.Krishnaswami and M.Ranganatham, 'Methodology of Research in Social Sciences' HPH, 2011 edn.
2. Malhotra, K. Naresh, "Marketing Research- An applied orientation", Pearson Prentice Hall, 5<sup>th</sup>Edn.
3. G.C. Beri, "Marketing Research", 2008, 8th Ed, Tata McGraw Hill.
4. G.C. Beri, "Business Statistics", 2010, 3rd Ed, Tata McGraw Hill.
5. Green E. Paul, TullS.Donald&Albaum, Gerald: "Research for Marketing Decisions", 2018, PHI.
6. Tull and Hawckins, "Marketing Research", 2000, 4th Ed. Tata McGraw Hill.

  
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7. Cooper & Schindler: Business Research Methods McGraw-Hill Education.
8. Martin callingam, "Market intelligence", 2009, Kogan Page Publishers.

**Course Outcomes:**

**CO1:** Explain the nature and scope of marketing research, role of marketing research in decision-making and enumerate the steps in the research process.


**CO2:** Explain the methods of data collection for research, develop the ability to design a questionnaire and describe the methods of sampling.

**CO3:** Describe the various levels of measurement, types of measurement scales, and explain the validity and reliability of a scale.

**CO4:** Formulate and test a hypothesis using non-parametric tests such as Chi-square, McNemar, Wilcoxon matched pairs test, Mann Whitney U test, and Kruskal wallis test and develop theoretical knowledge about the ANOVA test.

**CO5:** Explain the methodology and precautions while writing reports, and explain what is plagiarism while writing a report.

  
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**PROGRAM NAME: BBA (w.e.f 2021-22)**

**COURSE NAME: BUSINESS ANALYTICS**

**PAPER CODE: BBA483**

**PPW: 5**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 5**

**Course Objective:** The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Big Data, Descriptive and Predictive analytics.

**Unit Wise Objectives:**

**COB1:** To impart knowledge on the overview of business analytics concepts

**COB2:** To make students familiarize the concepts of Big Data.


**COB3:** To create an understanding on descriptive analytics techniques.


**COB4:** To make students understand the forecasting techniques like trend analysis.

**COB5:** To help the students implement the predictive techniques like regression analysis.

**Unit I: Introduction to Business Analytics**

Definition and Concept of Business Analytics, Advantages and Challenges of Business Analytics - Types of Business Analytics (Descriptive, Predictive and Prescriptive), Business Analytics in practice in various sectors.

  
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## **Unit II Big Data**

Overview of using Data, Types of Data, Big Data - Characteristics of Big Data - Advantages and Challenges of Big Data - Building blocks of Big Data - Types of Big Data (Structured, Unstructured and Semi Structured) - Sources of Big Data - Big Data Analytics Techniques and Software - Application of Big Data.

## **Unit III: Descriptive Analytics**

Overview of Description Statistics – Measures of Central Tendency (Mean, Median & Mode) using functions in MS Excel – Measures of Variability (Range, Standard Deviation, Variance and Coefficient of Variation) using functions in MS Excel.

Data Visualization (Definition, Visualization Techniques – Tables, Cross Tabulations using Pivot tables, Charts using MS Excel & Data Dashboards).

No Numerical Problems

## **Unit IV: Predictive Analytics**

Forecasting Techniques – Trend Lines - Definition, Advantages and Disadvantages (Straight Line, Parabola and Exponential) using MS Excel & Regression Analysis (Simple & Multiple) Steps in MS Excel, Building a good regression model.


No Numerical Problems

## **Unit V: Data Mining**

Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling (Only Conceptual framework ).

No Numerical Problems

  
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### **SUGGESTED READINGS:**

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning, 2015.
- Jakkula, Agarwalla, Karuna Sree, Business Analytics, Himalaya Publishing House, 2019.

### **REFERENCES:**

- Albright Winston, Business Analytics-Data Analysis- Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
- Sahil Raj, Business Analytics, Cengage Learning, 2015.
- James Evans, Business Analytics, Pearson, Second Edition, 2017.

### **Course Outcomes:**

After Completion of the Course, students will be able to:

- C01:** Describe business analytics concepts and Examine the various types of analytics.
- C02:** Examine the concept of Big Data.
- C03:** Implement the techniques of descriptive analytics.
- C04:** Demonstrate the various techniques of forecasting techniques like Trend analysis.
- C05:** Evaluative predictive techniques like regression analysis.

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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: INVESTMENT BANKING**

**SEC Finance Paper - I**

**PPW: 2**

**NO. OF CREDITS: 2**

**Course Objectives:**

**COB 1: To make the students understand about investment banking in India, functions and regulations**

**COB 2: To acquaint the students about the public issue, book building process and right issue**

**Unit 1:**

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue, types of groups within the investment banking division- hierarchy within the investment bank do?

**Unit 2:**

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment,

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preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option;

Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work and obligations, Investor protection, Broker, sub broker and underwriters. De-mat accounts: introduction, merits and limitations.

**Suggested Readings:**

1. M. Y. Khan: Financial Services, Tata McGraw –Hill.

2. Machiraju: Indian Financial System, Vikas Publishing House.

References: 1. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.

3. Ennew C. Trevor Watkins and Mike Wright: Marketing of Financial Services, Heinemann Professional

4. V.K. Bhalla, Management of Financial Services, New Delhi, Anmol Publication, 2nd edition 2005

5. Payne, Adrian. The Essence of Services Marketing,. New Delhi: Prentice Hall of India, 1993

6. Verma, J.C. Bharat's Manual of Merchant Banking: Concepts, Practices and Procedures. 4th ed. New Delhi: Bharat Law House. 1996. 1568p.

**Course Outcomes:**

At the end of this course students should be able to:

**CO1.** To Determine investment banking in India, functions and regulations

**CO2.** To Infer about the public issue, book building process and right issue

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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: BASICS OF INDIAN STOCK MARKETS**

**SEC Finance Paper - II**

**PPW: 2**

**NO. OF CREDITS: 2**

**Course Objectives:**

**Cob1: To make the students understand Concept of Indian Financial system and Functions of primary and secondary market**

**Cob2: To make the students understand stock market instruments**

**Unit 1:**


Stock Market: introduction to financial system. stock market Meaning, Functions, Evolution, Features of Primary Market and Secondary Market Stock Exchange Indexes (NSE& BSE, Nifty 50 and Sensex. Stock Trading: Order types and Margins, costs involved in trading. Clearing and settlement process at National Stock Exchange (NSE).

**Unit 2:**

Overview on Stock Market Instruments: Bonds, Debentures, Shares, Mutual Funds, Commodities, ADRs, GDR. Products and services of stock market with reference to BSE, NSE. Inputs for first time investor. Overview of NSE Pathasala.

How to read stock market performance of a security, market capitalization. Overview of DEMAT Account. Over view on IPO's, FPO's

  
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\*\* students should enrol in NSE Pathasala for mock trading.

**References:**


1. Vasant Desai "The Indian Financial System and Development", Himalaya publishing house.
2. Gordon & Natarajan, "Financial Services" , Himalaya publishing House.
3. V.K.Bhalla, "Investment Management", S.Chand


**Course Outcomes**

After the Completion of the course students are able to:

**CO1.** To **Infer** Concept of Indian Financial system and Functions of primary and secondary market

**CO2.** To **Determine** the stock market Instruments

  
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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: BASICS OF WEALTH MANAGEMENT**

**SEC Finance Paper – III**

**PPW: 2**

**NO. OF CREDITS: 2**

**Course Objectives:**

**COB1: To make the students understand Financial planning process and phases of Wealth Management**

**COB2: To make the students understand estate planning and retirement planning**


**Unit 1:**


Introduction to financial planning, financial planning process, wealth management, wealth management phases, investment products, selecting a financial professional, asset allocation- strategies.

<https://pdfcoffee.com/wealth-management-4-pdf-free.html>

**Unit 2:**

Introduction to estate planning, objectives of estate planning, estate planning tools- nomination, joint account, creation of trust, Retirement planning-need, introduction to NPS.

  
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**References :**

1. Dun & Bradstreet, "Wealth Management", Mc Graw Hill Professional.
2. Madhu Sinha, "Financial Planning", Tata Mc Graw Hill Publishing company limited.

**Course Outcomes:**

**CO1:** To **infer** about financial planning process and phases of wealth management

**CO2:** To **Determine** estate planning and retirement planning



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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: MANAGING DIVERSITY IN THE WORKPLACE**

**SEC Human Resource Paper - I**

**PPW: 2**

**NO. OF CREDITS: 2**

**Course Objective:** To impart the understanding of the concepts of Workplace Diversity and Dynamics.

**UNIT-WISE COURSE OBJECTIVES:**

**COB1:** To make learner understand the concept and context of Workplace Diversity.


**COB2:** To make learner comprehend the workplace dynamics.

**Unit I: Introduction to Workplace Diversity:**

Definition and Concept of Diversity - Why Diversity - Diversity as Good Business Sense - Relevance of Diversity in Indian context - Managing Workplace Diversity - Understanding and Valuing Workplace Diversity at the Individual, Group and Organizational Levels of Analysis.

**Unit II: Workplace Dynamics:**

The impact of gender and culture - Do Men and Women Lead and Manage Differently - Breaking through Glass Ceiling - Sexual Harassment - Race and

  
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Racism in the workplace and Affirmative Action - Physical Ability in the Workplace - Sexual orientation in the workplace - Implementing Diversity: Learning from Best Practices and Avoiding Pitfalls Diversity Scorecard

### **Suggested Readings:**

1. Cox, T. Jr. & Blake, S. D. (1991). Managing cultural diversity: implications for organizational competitiveness. *Academy of Management Executive*, 5(3), 45-56.
2. Group identities in the self-concept from Cox, Taylor Jr. (1993)
3. Cultural differences from Cox, Taylor Jr. (1993).
4. Rigg, C. & Sparrow, J. (1994). Gender. Diversity and Working Styles, *Women in Management Review*, 9(1), 9-16.

### **REFERENCES**

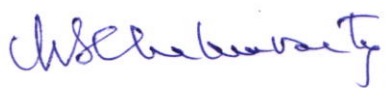
1. P Subba Rao, *Essentials of Human Resource Management and industrial Relations: Text, Cases and Games*, Himalaya Publishers, Mumbai (2011).
2. V.S.P. Rao, *Human Resource Management*, Excel Books, New Delhi (2010).
3. Michael Armstrong, *A Handbook of Human Resource Practice*, London, Kogan Page, (2006).

### **COURSE OUTCOMES:**

At the end of the course students will be able to:

**CO1:** Define the concept of Workplace Diversity and have insights about Individual, Group and Organizational Levels of Analysis.

**CO2:** Explain the issues and challenges involved in managing a diverse workforce.

  
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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: HUMAN RESOURCE INFORMATION SYSTEMS**

**SEC Human Resource Paper - II**

**PPW: 2**

**NO. OF CREDITS: 2**

**COURSE OBJECTIVE:**

To impart the understanding of the concepts of Human Resource Information System and the future trends of HRIS


**UNIT-WISE COURSE OBJECTIVES:**

**COB1** To make the students comprehend the concept and application of HRIS

**COB2** To make the students gain insights on emerging trends of HRIS

**Unit 1: Human Resource Information Systems:**

HRIS Meaning and definition- History and Overview of HRIS - Evolution of HRIS- Types of HRIS - Advantages and Challenges of HRIS -HRIS Providers - Applications of HRIS in- HRP Planning - Recruitment - Selection & Assessment - Training- Performance Management - Compensation.

  
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## Unit -II Future of HRIS:

Trends in HRM- Health and wellness – Business Intelligence and People Analytics-Demographic workforce changes-Employee Engagement-virtualisation of work. Trends in HRIS: Bring your own device- Gamification – Web 2.0 and social Networking-Open-Source Software-Evolving HRIS technology Strategy-Future trends in workforce technologies.

## SUGGESTED READINGS

1. Michael J. Kavanagh, Dr. Mohan Thite, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage Publications (2017).
2. Nitin C. Kamat, Chinmay N. Kamat, Dr. Pooja Upadhyay, Human Resource Information Systems. Nirali Prakashan Publications(2015).

## REFERENCES

1. P Subba Rao, Essentials of Human Resource Management and industrial Relations: Text, Cases and Games, Himalaya Publishers, Mumbai (2011).
2. V.S.P. Rao, Human Resource Management, Excel Books, New Delhi (2010).
3. Michael Armstrong, A Handbook of Human Resource Practice, London, Kogan Page, (2006).

## COURSE OUTCOMES:

At the end of the course students will be able to:

**CO1** Explain the concept of the concept and application of Human Resource Information System.

**CO2** Examine the various emerging trends in HRIS

  
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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: EMPLOYEE COUNSELING**

**SEC Human Resource Paper - III**

**PPW: 2**

**NO. OF CREDITS: 2**

**COURSE OBJECTIVE:**

To impart the understanding of the basic concepts of counselling of employees at workplace and also addressing the specific counselling sessions provided in the organizations.


**UNIT-WISE COURSE OBJECTIVES:**


**COB1** To comprehend the concept of provided by employees at workplace.

**COB2** To evaluate the various counselling sessions at the workplace

**Unit I Fundamentals of Counselling**

A Definition of Counselling- Need for counselling - Understanding Counselling - The Four-Step Performance Counselling Process - Preparing for a Counselling Interview -Five objectives that needs to accomplish when counselling problem performers: Win Agreement - Identify the Problem's Cause - Agree on Specific Employee Actions - Follow Up - Reinforce Improved Performance

  
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## Unit II Specific Counselling Sessions

Counselling Peers on a Cross-Functional Team - Counselling Marginal Performers - Counselling for Violations of the Rules - Counselling for Attitude Problems - Other Attitude Problems - Counselling Dilemmas: Counselling Traps and Pitfalls to avoid

### SUGGESTED READINGS

1. Florence M. Stone, "Coaching, Counselling & Mentoring: How to Choose & Use the Right Technique to Boost Employee Performance", New York: American Management Association, Latest Edition
2. P Subba Rao, "Essentials of Human Resource Management and industrial Relations: Text, Cases and Games", Mumbai, Himalaya, Latest Edition.
3. V.S.P. Rao, "Human Resource Management", New Delhi, Latest Edition
4. Michael Armstrong, "A Handbook of Human Resource Practice", London, Kogan Page, Latest Edition.

### COURSE OUTCOMES:

At the end of the course students will be able to:

**CO1** Explain the concept of counselling provided by employees at workplace.

**CO2** Examine the Specific Counselling Sessions provided to the employees

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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: DIGITAL MARKETING**

**SEC Marketing Paper - I**

**PPW: 2**

**NO. OF CREDITS: 2**

**Course Objective:**

To provide an understanding of Digital marketing media and strategies.

**COB1:**To create an understanding of the marketing environment, segmentation, targeting, promotion mix and Integrated Marketing Communication.

**COB2:**To create an understanding of digital marketing strategies to increase sales.

**Unit - I:**

Marketing Management, Marketing mix, Promotion mix, Promotional Tools - Advertising, Sales Promotion, Public Relations & Publicity and Personal Selling, Direct Marketing, Integrated Marketing Communication, Marketing Environment: Micro and Macro Environment, Levels of Market Segmentation, Bases for Segmenting Consumer Markets, Bases for Segmenting Industrial Markets. Market targeting.

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## Unit – II:

Introduction to Digital Marketing, Digital consumer, Distinction between traditional Marketing and Digital Marketing, Advantages & Disadvantages of Digital Marketing, Challenges of Digital Marketing. Online Marketing strategies, Types of digital marketing: Email Marketing, Mobile Marketing, Content Marketing Search Engine Optimisation (SEO), Pay Per Click Advertising (PPC), Online Public Relations (PR), Social Media Marketing, Content Marketing, Affiliate Marketing, Viral Marketing, Influencer Marketing, Online/web site marketing.

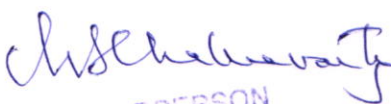
## References:


1. Kotler Philip, 'Marketing Management', 2002, 10<sup>th</sup> Edition (the millennium edition), Prentice Hall of India Pvt.Ltd.
2. Kotler Philip, Garyarmstrong, Prafullay Agnihotri, EU Haque, "Principles of Marketing", 2018, 18th Ed, Pearson Education Prentice Hall of India.
3. Paul Baines, Chris Fill, Kelly page, "Marketing Management", 2018, 15 Ed., Oxford University Press.
4. Dr. Sreeramulu, "Basics of Marketing, (2019), HPH
5. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian, 2019 Sage Publishing
6. Rajan Saxena, "Marketing Management", 2009, 4th Ed. Tata McGraw H

## Course Outcomes:

**CO 1:** Develop an understanding of the marketing environment, segmentation, targeting, and Integrated Marketing Communication and design the promotion mix.

**CO 2:** Develop an understanding of digital marketing strategies to increase sales.

  
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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: PUBLIC RELATIONS AND REPUTATION MANAGEMENT**

**SEC Marketing Paper - II**

**PPW: 2**

**NO. OF CREDITS: 2**

**Course objective:**


To create an understanding of key decisions that will affect an organization's public relations and online reputation.

**COB1.** To provide an understanding about Public Relations and contents of PR in managing business organizations

**COB2.** To make students know about Reputation management criteria and maintenance of organization's reputation for business sustainability

**Unit 1:**

The Marketing Environment, Promotion Mix and tools of promotion mix, Public Relations & Publicity. Corporate Public Relations and Communications. Community, Employee and Member Relations; Financial Relations & Issues Management, Industry Relations, Public Affairs Government Affairs, Media Relations & Lobbying, Television, Radio and Electronic Public Relations.

  
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## Unit 2:

Reputation Management-importance of Reputation management in the present business scenario, Building a robust and sustainable online reputation, Role of blogs, Facebook, Twitter, Snapchat and other social platforms in today's business world, Managing social media issues based on a real-life examples.

### Books and References

- 1.Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", 2018, 18th Ed, Pearson Education Prentice Hall of India.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson
- 3.The New Rules of Marketing and PR: How to Use Content Marketing, Podcasting, Social Media, AI, Live Video, and Newsjacking to Reach Buyers Directly.
- 4.Barnett, M and Pollock, T (eds) (2012) *The Oxford Handbook of Corporate Reputation*, Oxford University Press

### COURSE OUTCOMES:

At the end of the course students will be able to:

**CO1.** Develop an understanding of about Public Relations and contents of PR in managing business organizations

**CO2.** Know about Reputation management criteria and maintenance of organization's reputation

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**PROGRAM NAME: BBA (w.e.f 2020-23)**

**COURSE NAME: GLOBAL MARKETING**

**SEC Marketing Paper - III**

**PPW: 2**

**NO. OF CREDITS: 2**

**Course objective:**

To create an understanding of key decisions that will affect an organization's public relations and online reputation.

**COB1.** To provide an understanding about Global Marketing and its concepts for to managing marketing function of organizations at global level

**COB2.** To make students know about major decision areas of global marketing


**Unit 1:**

Global/International Marketing - Definition and Scope - Reasons and Motivations - Global vs Domestic Marketing - Concepts related to the management of international marketing function -. World Trade and India's foreign trade: an overview - Institutional framework for exports in India.

**Unit 2:**

International Product Policy and Planning, Product adaptation, Product Standardization, Cross country segmentation, Product life cycle in

  
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International Marketing', - International pricing decisions, International Channels – Channel alternatives and international promotion decisions.

### **Books and references**


1. International marketing management 3ed, Jain S. C, CBS Publishers & Distributors Pvt Ltd.
2. International Marketing Management, Dewan & Sudarshan, Discovery Publishing House, 2010
3. International Business: Text and Cases: 3rd Edition , P Subba Rao, Himalaya publishing house

### **COURSE OUTCOMES:**

At the end of the course students will be able to:

- CO1.** Develop an understanding of about Global Marketing and its concepts  
**CO2.** Identify and know about major decision areas of global marketing

  
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**Program Name: BBA (w.e.f2020-23)**  
**BBA III YEAR I SEMESTER: 2022-23**

Course Code	Course Title	HPW	Credits
ELS 5	English (First Language) - 5	3	3
MIL 5	Second Language: Sanskrit/Hindi/ Telugu/French	3	3
GE -1	Entrepreneurial Development	4	4
<b>Finance/HR/Marketing</b>			
BBA 581.1	Investment Management (F)	5	5
BBA 582.1	Leadership and Change and Management (HR)		
BBA 583.1	Personal Selling (M)		
<b>Finance/HR/Marketing</b>			
BBA 581.2	Financial Services (F)	5	5
BBA 582.2	Talent and Knowledge Management (HR)		
BBA 583.2	Customer Relationship Management (M)		
<b>Finance/HR/Marketing</b>			
BBA 581.3	Strategic Management Accounting (F)	5	5
BBA 582.3	Human Resource Information Systems (HR)		
BBA 583.3	Services Marketing (M)		
<b>Total Semester Credits</b>		<b>25</b>	<b>25</b>

*K.G.*

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**Program Name: BBA (w.e.f2020-23)**

**BBA III YEAR II SEMESTER: 2022-23**

Course Code	Course Title	HPW	Credits
ELS 5	English (First Language) - 5	3	3
MIL 5	Second Language: Sanskrit/Hindi/ Telugu/French	3	3
<b>Finance/HR/Marketing</b>			
BBA 681.1	Derivatives (F)	5	5
BBA 682.1	Performance Management (HR)		
BBA 683.1	Product Management (M) ↓		
<b>Finance/HR/Marketing</b>			
BBA 681.2	Banking & Insurance (F)	5	5
BBA 682.2	HR Analytics (HR)		
BBA 683.2	Advertising and Sales Promotion (M) ↑		
<b>Finance/HR/Marketing</b>			
BBA 681.3	Working capital Management (F)	5	5
BBA 682.3	Employee Relations (HR)		
BBA 683.3	Retail Marketing (M)		
	Project Report	2	2
	Project viva	2	2
<b>Total Semester Credits</b>		<b>25</b>	<b>25</b>

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**COURSE NAME: Entrepreneurial Skills**

**PAPER CODE: BBA GE-1  
YEAR/SEMESTER: III/I**

**PPW: 4  
NO. OF CREDITS: 4**

**Course Objectives:**


- COB1: To make students understand the concept of Entrepreneur and Entrepreneurship.  
COB2: To make students aware of Entrepreneurial Skills.  
COB3: To prepare a business plan.  
COB4: To make students aware of different Funding assistance.

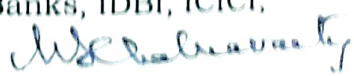
**UNIT - I: Entrepreneur and Entrepreneurship**– Introduction, Concept of Entrepreneur, Characteristics of Entrepreneur – Types of Entrepreneurs, Definition of Entrepreneurship, Characteristics of Entrepreneurship. Role of Entrepreneurship in Economic development in India, Concept of Rural, Women and Social Entrepreneurship.

**Unit -2: Entrepreneurial Skills:** Introduction& Meaning of Entrepreneurial skills, The Entrepreneurial Mindset, Types of Entrepreneurship Skills: Business management skills, Teamwork and leadership skills, Communication and listening, Customer service skills, Financial skills, Analytical and problem-solving skills, Critical thinking skills, Strategic thinking and planning skills, Technical skills, Time management and organizational skills, Branding, marketing and networking skills , How to improve entrepreneurial skills, Entrepreneurial skills in the workplace, Entrepreneurial Imagination And Creativity.

**Unit III: Business Plan:** Setting up a New Enterprise – Idea Generation – Feasibility Study – SWOT analysis. Business Plan – Importance of Business Plan. Steps in writing an effective Business Plan - Executive summary - Business Description-Operations Plan- Organisation & Management – Legal Structure of Business- Products and Services- Marketing and Sales Strategy – Competitive Analysis-Unique Selling Proposition-Financial Plan.

**Unit IV: Financial Assistance & Funding Agencies:**Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI,

  
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SIDBI, SFCs, Venture Capital Funding, Angel Capitalist. Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants.

**Suggested Readings:**

1. Dr.S.S. Khanka, 2007 'Entrepreneurial Development' S.Chand and Co.ltd.
2. Entrepreneurial Skills by Cecile Nieuwenhuizen Juta and Company Ltd, Apr-2009

**References:**

1. Dr. Narayana Reddy, Entrepreneurship – Text and Cases', 2010, Engage Learning New Delhi.
2. The Joy of Achievement: A conversation with J.R.D. Tata by R.M.Lala - 1995.

**Course Outcomes:**

At the end of the course Students will be able to

CO1: Explain the concept of Entrepreneur and Entrepreneurship.

CO2: Enhance the Entrepreneurial skill

CO3: Prepare a business plan.

CO4: Explore different financial options and funding agencies supporting Entrepreneurs.

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**COURSE NAME: Investment Management**

**PAPER CODE: 581.1  
YEAR/SEMESTER: III/I**

**PPW: 5  
NO. OF CREDITS: 5**

- COB1 To Discuss approaches of investment analysis and calculate risk and return of a single security.  
COB2 To Understand the concept of Fundamental analysis and technical analysis  
COB3 To Calculate the value of a equity share and P/E approach.  
COB4 To Identify the minimum risk of a portfolio and detect over pricing.  
COB5 To Calculate Portfolio using portfolio performance measures

**Unit I Investment**

Investment - Real asset Vs Financial Asset - Investment vs Gambling vs speculation - Factors influencing investment decisions - Investment Avenues - Decision process - Risk Vs Return - calculation of risk and return of single asset and portfolio - Expost and Exante return - standard deviation - coefficient of variation.

Calculation of Risk, Return and Beta Using Excel.

**Unit II: Fundamental and Technical Analysis**

Fundamental Analysis - Economy Analysis - Industry Analysis \_ Company Analysis. Stock Market - Types of products traded in stock market \_ BSE and NSE, Sensex, NIFTY, calculation of Sensex and Nifty. Technical Analysis \_ Types of Charts. (Relevant Cases to be discussed)

Construction of Charts using Excel.

**Unit III: Valuation of Debt and Equity**

Valuation of Equity - Dividend valuation model - constant growth model - two stage model - three stage model - P/E model. Valuation of Debt/Bond - current yield - Holding period yield - Intrinsic value-YTM-YTC.

**Unit IV: Portfolio Construction**

*K. Geetha*



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Portfolio Risk and Return - Markowitz model - Minimum risk of a portfolio - efficient market. CAPM - APT - Assumptions - CML and SML - Calculating Beta Coefficients Empirical tests of CAPM. Optimum portfolio, portfolio selection: basic understanding

### **Unit V: Portfolio Evaluation**

Portfolio evaluation and revision - time weighted returns and dollar weighted returns - Sharpe's, Treynor's and Jensen's Portfolio performance measures

### **Suggested readings:**

1. Investment Analysis and Portfolio Management: Prasanna Chandra, TMH, third edition. ✓
2. Security Analysis and Portfolio Management: Punithavathy Pandian, Vikas publishing House. ✓

### **References:**

1. Investment Management: V.k. Bhalla, S. Chand & company. ✓
2. Security Analysis and Portfolio Management: S. Kelvin, PHI. ✓
3. Security Analysis and Portfolio Management: Dhanesh Khatri, Macmillan, 2010. ✓
4. Preeti Singh, Investment Management, 2010, HPH, 17rs Revised Edition ✓

### **Course objectives**

At the end of the course students are able to:

C01: Discuss the various investment avenues and differentiate between financial assets and real assets.

C02: Discuss the relationship between economy, industry and company.


C03: Interpret the chart patterns and construct the various charts used in technical analysis.

C04: Calculate the risk and return and determine the intrinsic value of equity and bonds.

C05: Construct the two and three security portfolio using Markowitz model, Rank the portfolios using Sharpe's, Treynor's and Jensen's Model.



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**COURSE NAME: Financial services(F)**

**PAPER CODE: 581.2**  
**YEAR/SEMESTER: III/I**

**PPW: 5**  
**NO. OF CREDITS: 5**

**COURSE OBJECTIVE:** To make students aware with respect to the functional aspects of the various types of financial services available in India.

**UNIT-WISE COURSE OBJECTIVES**

**COB1** To make students understand the Indian Financial System

**COB2** To make students understand primary and secondary markets in India

**COB3** To make students know about Merchant banking in India

**COB4** To make students know about credit rating and factoring.


**COB5** To make students know about Leasing, hire purchase and Venture financing.


**Unit 1: Financial Services**

Financial system-concept-components Indian financial system overview- Financial Services-Concept and meaning Classification: - traditional and modern activities. Growing importance of financial services in Indian financial system- Financial engineering Current scenario and challenges to financial services sector in India New financial instruments.

**Unit 2: -Primary and secondary securities market**

Primary securities market- concept of new issue market-Functions-Methods and procedural steps: (Public issue, Right issue, private placement and offer to sale)- players in new market Secondary securities Market - Stock exchange-concept-functions-Trading procedures-speculations-types of speculators-stock indices-Role of SEBI as a regulator of stock market.

  
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### UNIT 3: -MERCHANT BANKING

Merchant Banking-meaning-Services of merchant banker Responsibilities of merchant banker – role of merchant bankers in issue management Regulations of merchant banking in India

### UNIT 4: - CREDIT RATING

Meaning and functions – Debt rating system of CRISIL, ICRA and CARE Factoring -types of factoring arrangements-factoring in the Indian context.

### UNIT5: -OTHER FINANCIAL SERVICES

Concept of leasing -classification- Rationale, advantage of leasing, hire purchase concept and features-leasing vs hire purchase

Venture capital financing: concept and features. Scope, importance and development of venture capital funds.

### SUGGESTED READINGS:

1. Dr. Guruswamy.S, “Financial Services”, Tata Mc Graw hill, Education PVT ✓
2. Gordin and Natarajan, “Financial Markets and services:2009HPH 7<sup>th</sup> Ed. Mumbai.
3. Bharathi Pathak, “Indian Financial Sysytem”,20103<sup>rd</sup> edition Pearson ed.
4. Khan.M.y., “Financial Services”, 20105<sup>th</sup> ed Tata Mc Graw-hill.✓

### REFERENCES:

5. Meir kohn, “financial institutions and markets” 20092<sup>nd</sup> ed Oxford university press.
6. Avdhani. V.A, “Financial Services in India”,2009 1<sup>st</sup> ed HPH.✓
7. Vasant Desai, “Financial markets and financial services “, 2009 HPH 1<sup>st</sup> Ed, Mumbai.✓

### COURSE OUTCOMES:

At the end of the course students will be able to:

To Determine Indian Financial System and its Components.

To **Assess** primary and secondary markets in India

To Identify services and role of Merchant Bankers in India.

To **Infer** credit rating agencies in India and **express** factoring in India.

To **Infer** Leasing, Hire Purchase And Venture Capital Financing in India.



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**COURSE NAME: Strategic Management Accounting (F)**

**PAPER CODE: 581.3**

**PPW: 5**

**YEAR/SEMESTER: III/I**

**NO. OF CREDITS: 5**

**Course Objectives:**

- CO1. To make the students understand and compare different branches of accounting and classify the cost
- CO2. To make them to understand decisions of marginal costing and their application Using cost volume profit analysis and determining Break Even point
- CO3. To make the students classify budgets and develop various functional budgets
- CO4. To make the students Develop and apply standards and budgets for planning and Controlling purposes
- CO5. Able to make them understand Responsibility Accounting

**Unit I: Management Accounting** - Introduction - Meaning - objectives - functions - Scope - Management Accounting Vs Financial Accounting Vs Cost Accounting - Methods and Techniques of Management Accounting - Limitations of Management Accounting - Cost - Classification of Cost - Cost Behavior - Segregation of semi variable costs into Fixed and variable.

**Unit II: Marginal Costing** - Concept - CVP analysis - P/V ratio - Breakeven point - Break Even Charts - Graphic Method of BE Analysis, Merits and Disadvantages of BE Charts and margin of safety. Pricing decisions - Decisions involving alternative choices (profit planning - make or buy decisions - sales mix - limiting factor decisions - effect of change in sales price

**Unit III: Budget, Budgeting and Budgetary control**; objectives, characteristics and essentials of budgetary control. organization of budgetary control system Budget - Types of budgets - merits and demerits of budgeting - Budget Vs forecasting - fixed budget Vs flexible budget - problems on flexible budget.

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**Unit IV** :Standard cost and costing -meaning – standard costing Vs Budgetary Control- types of standards – Standard setting -advantages and limitations of standard costing- Variance – Classification of Variance - Material variances - labour variances - sales variances.

**Unit V** : Responsibility Accounting: Responsibility Centres-Need for Divisionalisation-types of responsibility centres -Performance reports-responsibility accounting-Behavioural aspects-Segmented Performance evaluation- Transfer Pricing.

**References:**

1. Khan M.Y. and Jain P.K., "Management Accounting", TMH.
2. RP Rustogi, "Management Accounting", Galgotia publishing company
3. Paresh Shah, "Management Accounting", 2010, Oxford University Press, Publications
4. M. C. Shukla, T.S. Grewal and M.P. Gupta, "Cost Accounting - Test and Problems", 2010, S. Chand.
5. Sudhindra Bhat, "Management Accounting", 2009, Excel Books, New Delhi.

**Suggested Readings:**

1. Shashi k Gupta and Sharma, "Management Accounting", Kalyani publications ✓
2. "Principles of Cost and Management Accounting", Dr. S N Maheshwari, Sultan Chand and Sons.
3. Dr. Jawahar Lal " Accounting for management" 2010, HPH 5th edition
4. Hansen & Mowen, "Management Accounting", 2009, 7th ed. Cengage Learning, New Delhi.
5. Bamber, Braun & Harrison, "Managerial Accounting", 2009, Pearson Ed, New References: Delhi.

**Course Outcomes:**

At the end of the course students are able to:

C01: **Compare** between different branches of accounting and **classify** the cost


C02: **Analyze** business decisions using cost-volume-profit Analysis and **construct** the break-even charts and **determine** the break-even point.

C03: **Classify** the budgets develop the various functional budgets. .

C04: **Develop and apply** standards and budgets for planning and controlling purposes.

C05: **Analyze** the Responsibility accounting

  
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**COURSE NAME: Leadership and Change Management**

**PAPER CODE: 582.1**

**PPW: 5**

**YEAR/SEMESTER: III/I**

**NO. OF CREDITS: 5**

**Course Objectives**

- CO1.To help the students gain insight into various leadership concepts
- CO2.To make the students acquire knowledge of the change process
- CO3.To make the students learn about its impact.
- CO4.To explain the different leadership styles.
- CO5.To understand the concept and evolution of organizational development.


**Unit I: Introduction:** Definition, Nature and Importance of leadership – Leadership effectiveness- Characteristics of effective leadership- Determinants of leadership (leader, follower, situation), leader follower relationship- Leadership vs. Management - Leadership roles- Leadership traits- Leadership motives and attitude. Impact of leadership on organizational performance.

**II: Leadership styles:** Super Leadership (leading others to leading themselves)-Leadership Styles-Participative Leadership-Grid styles- Entrepreneurial leadership style - The entrepreneur leadership style-Gender difference in leadership style-Selecting best leadership style, Charismatic leadership -Types of charismatic leaders and their communication style - Transformational leadership –Attributes of transformational leaders (Relevant cases to be discussed)

**Unit III: Leadership in Teams and Decision group:** Nature of team- Determinants of team performance-Leadership in different types of teams- Procedures for facilitating team learning- Application: guidelines for team building-Decision making in groups-Leadership functions in meeting- Application: guidelines for leading meeting

**Unit-IV: Introduction to change:** Concept and need for change, Types of change –Forces of change-Proactive changes and reactive change-Imperative of change-Characteristics of effective change- Perspectives of change-

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individual, group, institutional change-Organizational change vs. Organizational transformation (Relevant cases to be discussed), Resistance and overcoming resistance to change.

**Unit-V: Concept of OD:** Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

OD MODELS: Kurt Lewin and Burke – Litwin models of Organizational Change, Greiner's change process model.

### **Suggested Readings:**

1. Leadership in organizations – Gary Yukl, Prentice Hall
2. Leadership research findings, practice and skills – Andrew.J.Dubrin, 5th Edition College bookstore
3. "Organizational change and Development" – Kavitha Singh, Excel books.


### **Reference:**


1. Ackerman, L. (1997) Development, transition or transformation: the question of change in organisations. In: Van Eynde, D., Hoy, J. and Van Eynde, D. (eds) Organisation Development Classics. San Francisco, Jossey Bass.
2. Fullan, M. (1999) Change Forces: The Sequel. Falmer Press.
3. Change Management – Concepts and Application (2007), Radha.R.Sharma – Mc Graw Hill companies, New Delhi.
4. Managing organizational change, V. Nilakant and S. Ramnarayan, Response Books.

### **Course Outcomes**

- CO1. Acquire a sound knowledge regarding the role of leadership in bringing about successful organizational change
- CO2. Understand the leadership styles and its impact on employees.
- CO3. Learn the importance of teams and various types of teams in globalized business environment.
- CO4. Be able to conceptualize how change occurs in organizations, that can be postulated to describe that change, and the factors involved in organizations that can foster and resist change.
- CO5. Explain the various concept and evolution of OD.



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**Course Name: Talent and Knowledge Management**

**Course Code: 582.2  
YEAR/SEMESTER: III/I**

**HPW: 5  
NO. OF CREDITS: 5**

**COURSE OBJECTIVES:**

- COB1: To create an understanding on the elements of Talent Value Chain
- COB2: To make the students familiarize the elements of a talent friendly organization and Talent Measurement System
- COB3: To make the students comprehend the elements of Talent Management System
- COB4: To familiarize students with the properties of talent planning and the concept of return on talent
- COB5: To make the students understand the concept of knowledge creation and knowledge management

**UNIT-I Talent value Chain** - Talent Breeds Innovation, Five links in the Idea- Talent Chain, Five ways to create value, The IDEA value cycle.

**UNIT -II Talent:** -engine of new economy, difference between talents and knowledge workers, leveraging talent friendly organizations, elements, Talent satisfaction measurement system. (Relevant Cases to be discussed)

**UNIT-III Talent Management System** — elements and benefits of Talent Management System; Attracting, Keeping and Managing Talent, Talent allocation - XYZ analysis, The challenge of TMS. (Relevant Cases to be discussed)

**UNIT-IV Talent Planning & Return on Talent** - Talent Planning - succession management process; cross functional capabilities a fusion of talents; talent development budget, value driven cost structure; contingency plan for talent. building a reservoir of talent. Return on talent concept, Investment in talent; ROT measurements techniques; Optimizing ROT. The seven secrets of talent. (Relevant Cases to be discussed)

**UNIT-V Knowledge Management:** Concepts, Forces driving knowledge management, knowledge systems, knowledge strategies, technologies for



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knowledge management, factors influencing knowledge management, KM Architecture, knowledge conversion, knowledge management process

### References

1. Chowdhary, Subir, The Talent Era, Financial Times /Prentice Hall International.
2. Berger, Lance A and Dorothy Berger (Eds.) The Talent management Handover, Tata McGraw Hill, New Delhi.

### Suggested Readings:

1. Chowdhary, Subir, Organisation 21C, Pearson Education, New Delhi.
2. Sanghi, Seema, The Handbook of Competency mapping, Response Books, New Delhi.


### Course Outcomes:

At the end of the course students will be able to:

- CO1 Explain the various elements of Talent Value Chain
- CO2 Analyse the various elements of talent friendly organizations and Explain the Talent Measurement System.
- CO3 Explain the elements of Talent Management System
- CO4 Explain the methods of planning the talents and summarize the return of talent measurement techniques.
- CO5 Explain the elements of Knowledge creation and management.



  
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**COURSE NAME: Human Resource Information Systems**

**PAPER CODE: 582.3**

**PPW: 5**

**YEAR/SEMESTER: III/I**

**NO. OF CREDITS: 5**

**Course Objectives:**

Cob1: To understand the concept and evolution of HRM and HRIS

Cob2: To make students equip with need of HRIS in organization

Cob3: To make them know implementation and integration of Human Resource Information Systems

Cob4: To make them know the various application of HRIS in HRM.

Cob5: To make them understand the new emerging trends in human resource management and information technology

**Unit-I: Introduction to Human Resource Management and Human Resource Information Systems:** Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation.

**Unit-II: Determining Human Resource Information System's Needs:** Human Resource Information Systems Needs Analysis, System Design and Acquisition, HR Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment

**Unit-III: Resource Information Systems Implementation and Acceptance:** Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems

**Unit-IV: Human Resource Information Systems Applications:** Human Resource Administration and Human Resource Information Systems, Talent Management 1: Job Analysis and Human Resource Planning, Recruitment

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and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management

**Unit-V: Special Topics in Human Resource Information Systems:** Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology

**Suggested Readings:**

1.Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite

2.Human Resource Information System by P.K.Gupta and Sushil Chaabra  
Human Resource Management by Gary Dessler, Pearson Publication

**Reference:**

1.Sah, M.K. (2013) Human Resource Information System.

2.Arnold, J.T. (2007) Moving to a New HRIS. HR Magazine: HR Technology, 52, 6.

3.Shanu, U. (2013) Human Resource Information Systems.

**Course Outcomes:**

1.To explain the concept and evolution of HRM and HRIS

2.To identify the need of HRIS in organization

3.To explain the implementation and integration of Human Resource Information Systems

4.To demonstrate the various application of HRIS in HRM.

5.To interpret the new emerging trends in human resource management and information technology

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**COURSE NAME: Personal Selling**

**Course Code: BBA 583.1**

**HPW: 5**

**YEAR/SEMESTER: III/I**

**NO. OF CREDITS: 5**

**Course Objectives:**

CO1 To impart knowledge on the nature, scope and importance of personal selling and theories of selling.

CO2 To create an understanding of the sales organization, types of markets and the role of personal selling in the IMC program.

CO3 To impart knowledge on the decisions in sales force management.

CO4 To impart knowledge on personal selling process and personal selling strategy.

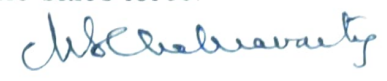
CO5 To create an understanding of the role of IT in Sales management.

**Unit I: Concepts of Selling:** Personal selling-definition, characteristics, Evolution of the sales department, Sales Management, Personal selling, Salesmanship, Buyer-seller dyads, Diversity of personal selling situations, Theories of selling: AIDAS, 'Right set of circumstances' theory, Buying formula theory, 'Behavioural Equation theory.

**Unit II: Sales and Integrated Marketing Communication:** The Sales organization, Types of markets, Segmentation of consumer markets and Business markets and Market Targeting, Coordination of personal selling with other tools of the marketing communication mix, Role of personal selling in the IMC program, Market Potential, Sales Potential, Sales Forecast, Sales forecasting methods.

**Unit III: Decisions in Sales Force Management:** Decisions in Sales Force Management: Sales job analysis-job description, job specifications, Recruiting, Selecting, Training, Motivating, compensating sales personnel, controlling sales personnel: Evaluating and supervising the sales force.

  
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**Unit IV: Personal selling strategy:** Personal selling: objectives, Personal selling process- Prospecting, Steps in prospecting, Sales Resistance, closing sales: Methods to close sales, Personal selling strategy: Determining kind of sales personnel, Determining size of the sales force, Sales Budget, Quotas, Sales territories.

**Unit V: Information Technology in Sales Management:** Role of IT in Sales Management-Sales force Automation, Use of sales software-Mobile CRM software, Personal sales assistant apps, Use of Geo-location Technologies, Sales Information System(SIS), Online Selling-Opportunities and challenges, Online shopping-advantages and disadvantages, Emerging trends in Sales Management.

**References:**

1. Philip Kotler: Principles of Marketing, Pearson, 2013
2. Philip Kotler: 'Marketing Management-The Millennium Edition', 2001, Prentice Hall of India Pvt. Ltd., 10th Edition.
3. Still, Cundiff & Govoni: Sales management-Decisions, Strategies and cases', 2001, Prentice Hall of India Pvt. Ltd., 5th edition.

**Suggested Readings:**

1. George E. Belch, Michael Belch, Keyoor Purani: 'Advertising & Promotion- An Integrated Marketing Communications Perspective', 2010, Tata McGraw Hill, 7th edition.
2. Ronald B. Marks: Personalselling: A relationship approach

**Course Outcomes:**

- CO1 Enumerate the characteristics and theories of personal selling.
- CO2 Design a sales organization, enumerate the types of markets and the role of personal selling in the IMC program.
- CO3 Enumerate the decisions in sales force management.
- CO4 Demonstrate the steps in personal selling process and personal selling strategy.
- CO5 Demonstrate the role of IT in Sales management.



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Department of Management Studies**

**COURSE NAME: Customer Relationship Management**

**Course Code: BBA 583.2**

**HPW: 5**

**YEAR/SEMESTER: III/I**

**NO. OF CREDITS: 5**

**COURSE OBJECTIVES:**

COB1: To Develop an understanding and to know about CRM as an important marketing function

COB2: To Design and develop CRM Programmes and strategies for organizations.

COB3: To Analyse the application and development of CRM function in organizations.

COB4: To Summarize the problems and issues in CRM implementation and be able to design CRM strategies

COB5: To know about CRM metrics to measure effectiveness and handle Them

**Unit - I: Introduction:** Evolution of Customer Relationship Management. Relationship marketing and CRM. Definition of CRM, Emergence of CRM Practice, Factors responsible for CRM growth, Features and Trends in CRM,

**Unit - II: CRM Concepts:** Customer loyalty, Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value, calculation of customer life time value (procedure). Customer Profitability and customer life time value. Customer Experience Management, Measuring customer satisfaction.

**Unit - III: Planning for CRM:** Steps in CRM implementation. Planning- Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

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**Unit — IV: CRM and Marketing Strategy:** CRM Marketing Initiatives, Sales Force Automation, Campaign Management, CallCentres, Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, Distinction between Traditional Marketing and Digital Marketing.Importance of CRM in Digital Marketing.Online Marketing Strategies using CRM.

**Unit — V: CRM Planning and Implementation:** Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation- Roadmap, Measuring CRM performance, CRM Metrics.

**REFERENCES:**

- 1)Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2009, a division of Reed Elsevier India Pvt. Ltd., 2nd Ed.
- 2)Jagadish N.Sheth, Atul Parvatiyar& G. Shainesh, "Customer Relationship Management - Emerging Concepts, Tools and Applications", 2009, TMH.
- 3)Ken Burnett, The Handbook of Key, "Customer Relationship Management", 2005 Pearson Education.

**SUGGESTED READINGS:**

- 1)Ed Peelen and Rob Beltman, "Customer Relationship Management", Pearson Education, 2nd Edition.
- 2)Roger J. Baran, Robert J. Galka, "Customer Relationship Management: The Foundation of Contemporary Marketing Strategy", Routledge, 2nd Edition.

**COURSE OUTCOMES:**

- CO1: Define Evolution and Basic Concepts of CRM.  
CO2: Describe & Develop CRM Programmes and strategies for organizations.  
CO3: Analyse & Apply CRM functions in Organization.  
CO4: Design & Measure the solutions to the problems using Information Tools in CRM.  
CO5: Examine the CRM metrics and able to handle them effectively.

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**COURSENAME: Services Marketing**

**Course Code: BBA583.3  
YEAR/SEMESTER: III/I**

**HPW: 5  
NO. OF CREDITS: 5**

**COURSE OBJECTIVES:**


- CO1: To understand Services Marketing as specific marketing function.
- CO2: To make the students know about STP in Services Marketing.
- CO3: To make the students know about Service Quality and its measurement.
- CO4: To provide insights of Services Marketing strategies.
- CO5: To make students know about Laws of Consumer Protection in Services.


**Unit - I: Services Marketing Introduction:** Services - Concept & Scope of Services, Characteristics of Services, Increasing importance of Services in Modern era, Goods-Services continuum, Marketing of goods Vs Marketing of Services, Services Categorization, Customer needs and expectations in Services.

**Unit - II: Segmentation, Target Marketing and Positioning:** Segmentation, Target Marketing and Positioning, Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

**Unit - III: Services Quality:** Service Quality-Dimensions of quality, GAP Model of Service Quality, Fishbone Model for Service Quality Management, The SERVQUAL Scale.

**Unit - IV: Strategies to deal with Services Marketing Mix:** Service Marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and Process, Customer Service Strategies, CRM and Relationship Marketing in era of digital marketing.

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**Unit -V:Laws related to Service Consumer Protection:** 4I's of Services, Laws related to Service Consumer Protection with respect to Consumer Protection Act, 1986, Career Opportunities in Service Sector, Recent trends in legal protection for Service Consumers.

**SUGGESTED READINGS:**

1. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi. .
- 2.S.M.JHA, "Services Marketing", 2009, HPH, Mumbai.
- 3.Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5th Ed, Pearson Ed.

**REFERENCES:**

1. C. Bhattacharjee, "Services Marketing, Concepts and Planning", 2010, Excel Books, New Delhi.
2. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, "Services Marketing – People, Technology, Strategy – A South Asian Perspective", Pearson Education, Fifth Edition.

**COURSE OUTCOMES:**

- CO1: Describe Services Marketing as a function.
- CO2: Develop an idea about STP in Services Marketing.
- CO3: Analyse about Service Quality and its Measurement.
- CO4: Familiarize about Services Marketing strategies.
- CO5: Familiarize about Laws related to Consumer Protection in Services.



  
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**COURSE NAME: Derivatives (F)**

**PAPER CODE: 681.1  
YEAR/SEMESTER: III/II**

**PPW: 5  
NO. OF CREDITS: 5**

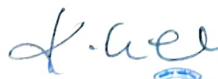
**Course Objectives:**

- CO 1: Discuss the uses of financial derivatives in managing the risk.
- CO2: Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk and credit risk.
- CO3: Calculate the option pricing using BOPM and BSOPM models
- CO4: Analyze the various factors affecting option pricing.
- CO5: Differentiate between different derivative instruments (Forwards, Futures and options)

**Unit I Introduction to Derivatives:** Derivatives- Meaning - Features - types of Derivatives or Instruments. Uses - Myths about Derivatives - Introduction to derivative markets - History - Participants Evolution of Derivate market in India .

**Unit II Forwards:** Introduction-Forward contracts - Meaning - features of Forward contract - Difference between Forward Contract and Spot Contract- Distinction between Forward and Future Contract- How do forward Contracts work - Classification of Forward Contracts - Advantages and disadvantages of Forward Contract- Relationship between forward prices and expected future spot price - Determination of Forward Prices- Value of Forward Contract. (Relevant Case studies can be discussed)

**Unit - III: Futures: Futures** contracts: Definition - Clearing house - margin requirements - marking to the market. Comparison between Forwards and Futures - Types of Futures - Contracts - Futures Market Trading Mechanisms future- Futures Prices - How to Read Futures Prices Quotes - The basis - Convergence - backwardation. (Relevant Case studies can be discussed)

  
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**Unit - IV: Options:** Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Factors determining option pricing - The Binominal option pricing model (BOPM): assumptions - single and two period models. (Relevant Case studies can be discussed)

**Unit - V: Options- BSOPM:** Introduction- assumptions of the Black & Scholes option pricing model (BSOPM) applications of BSOPM.

of pricing forwards, futures and options contracts

**References:**

1. Prafulla Kumar Swain, " Fundamentals of Financial Derivatives", HPH
2. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
3. S S S Kumar "Financial Derivatives", PHI
4. S L Gupta, "Financial Derivatives Theory Concepts and Problems", PHI
5. John C.Hull&SankarshanBasu, "Options, Futures and other derivatives", 7th Ed, Pearson Education.

**Course Outcomes:**

- CO 1: On successful completion of the course students will be able to understand the uses of financial derivatives in managing the risk.
- CO 2: To analyse the risk involved in solving problems by applying the knowledge of derivatives
- CO 3: To assess option pricing using BOPM and BSOPM models
- CO 4: To Determine the factors affecting option pricing
- CO 5: Demonstrate an understanding



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