



Bhavan's Vivekananda College
of Science, Humanities & Commerce
Re-Accredited with 'A' Grade by NAAC
Autonomous College - Affiliated to Osmania University
Sainikpuri, Secunderabad - 500094

Department of Management Studies

Program Name: BBA (w.e.f 2025-26)

BBA III YEAR V SEMESTER - (2027-28)

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
	Finance/ HR/Marketing		
BBA 581.1	Investment Management (Finance)	5	5
BBA 582.1	Leadership and Change Management (HR)	5	5
BBA 583.1	Personal Selling (Marketing)	5	5
	Finance/ HR/Marketing		
BBA 581.2	Financial Services (Finance)	5	5
BBA 582.2	Talent and Knowledge Management (HR)	5	5
BBA 583.2	Customer Relationship Management (Marketing)	5	5
	Finance/ HR/Marketing		
BBA 581.3	Strategic Management Accounting (Finance)	5	5
BBA 582.3	Human Resource Information Systems (HR)	5	5
BBA 583.3	Services Marketing (Marketing)	5	5
	Total Semester Credits	25	25

P. Venkatesh
28/4/22
SENIOR PROFESSOR
Dept. of Business Management
Osmania University,
Hyderabad-07, T.S., India

Ch. Chandra Sekhara



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Department of Management Studies Program Name: BBA (w.e.f 2025-26)

BBA III YEAR VI SEMESTER - (2027-28)

Course Code	Course Title	HPW	Credits
ELS 6	English (First Language) - 6	3	3
MIL 6	Second Language: Sanskrit / Hindi / Telugu / French	3	3
	Finance/ HR/Marketing		
BBA 681.1	Derivatives (Finance)	5	5
BBA 682.1	Performance Management (HR)	5	5
BBA 683.1	Product Management (Marketing)	5	5
	Finance/ HR/Marketing		
BBA 681.2	Banking & Insurance (Finance)	5	5
BBA 682.2	HR Analytics (HR)	5	5
BBA 683.2	Advertising and Sales Promotion (Marketing)	5	5
	Finance/ HR/Marketing		
BBA 681.3	Working Capital Management (Finance)	5	5
BBA 682.3	Employee Relations (HR)	5	5
BBA 683.3	Retail Marketing (Marketing)	5	5
	Project Report	2	2
	Project Viva	2	2
Total		25	25


SENIOR PROFESSOR
Dept. of Business Management
Osmania University,
Hyderabad-07, T.S., India





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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,



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad

M. S. Chavali
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE

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.



 **Prof. K.G. CHANDRIKA**
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.



HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



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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



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

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, Tryenor's and Jensens Model.

K. G. Chandrika



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

M. S. Chavali

HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



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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.

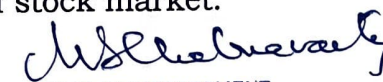
Unit 1: Financial Services

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.


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

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 7th Ed. Mumbai.
3. Bharathi Pathak, "Indian Financial Sysytem",20103rd edition Pearson ed.
4. Khan.M.y., "Financial Services", 20105th ed Tata Mc Graw-hill.✓

REFRENCES:

5. Meir kohn, "financial institutions and markets" 20092nd ed Oxford university press.
6. Avdhani. V.A, "Financial Services in India",2009 1st ed HPH.✓
7. Vasant Desai, "Financial markets and financial services ", 2009 HPH 1st 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.


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



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COURSE NAME: Strategic Management Accounting (F)

**PAPER CODE: 581.3
YEAR/SEMESTER: III/I**

**PPW: 5
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 them 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.

Prof. K.G. CHANDRIKA

M.Sc., MBA., Ph.D.

PROFESSOR

Department of Business Management

Osmania University

Hyderabad



M. S. Chandra
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

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 8th edition
4. Hansen & Mowen, "Management Accounting", 2006, 12th 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-ParticipativeLeadership-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-

K. G. Chandra



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

Ch. K. Chandra
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

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.

K. G. Chandrika

Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.



PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

M. S. Subramanyam
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



Bharatiya Vidya
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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



K. G. Chandrika
Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University

M. S. Chavali
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

knowledge management, factories 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.



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Secunderabad



HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
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COURSE NAME: Human Resource Information Systems

PAPER CODE: BBA 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

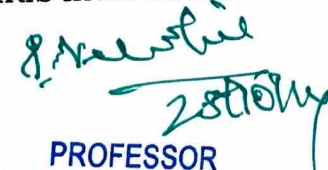
Cob3: To make them know implementation and integration of Human Resource Information Systems

Cob4: To make them know the various applications 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: Defining HRIS, Need, Types of HRIS, Database Concepts and Applications in Human Resource Information Systems – Data, Information and Knowledge – DBMS in HR, Systems Considerations in the Design of an HRIS: HRIS Customers or Users, HRIS Architecture, Planning for system Implementation.

Unit-II: Determining Human Resource Information System's Needs: Human Resource Information System's Needs - Planning and Analysis – System Development Life Cycle, The Big 3 Needs Triangle relating to Analysis and design, System Design considerations during SDLC- Logical Design- Physical Design- Vendor Selection - Assessing System Feasibility, Justification Strategies for HRIS Investments


PROFESSOR
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.


Chairman
Board of Studies
Department of Management Studies
Bhavan's Vivekananda College
of Science, Humanities and Commerce
Sainikpuri, Secunderabad-500094.

Unit-III: Human Resource Information Systems Implementation and Acceptance: Human Resource Information Systems Project Management – The IT perspective and HRM perspective Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems, HR Metrics and Workforce Analytics – Activities of HR (Reporting, Dashboards, Benchmarking, Data Mining Predictive Analysis, Operational Experiments, Workforce Modelling).

Unit-IV: Human Resource Information Systems Applications: Introduction to Human Resource Administration and HRIS – HRIS Applications in Talent Management - Job Analysis - Human Resource Planning model with the use of an HRIS, Recruitment – Impact of Online Recruitment - Selection- Applying HRIS to selection and Assessment, Training and Development - HRIS Applications in Training- Learning Applications, Performance Management, Compensation, Benefits, Payroll (Typical Data Inputs, Typical Data Reports, Data Outflows, Decision Support System).

Unit-V: Special Topics in Human Resource Information Systems: Information Security and Privacy in Human Resource Information Systems- Components and Threats of Information Security. Information Security Management for HRIS. The Future of Human Resource Information Systems: Trends in HRM- Future trends in IT , HRIS and Workforce Technologies.

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

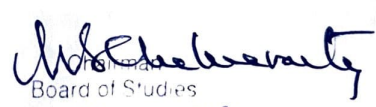
Reference:

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.

CHANDRIKA
M.Sc., MBA., Ph.D.

PROFESSOR

Department of Business Management
Osmania University
Hyderabad.

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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.



**Prof. K.G. CHANDRIKA**
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


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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.

Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.



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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.

K. G. Chandrika

Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.



PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

M. S. Narayana

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BHAVAN'S VIVEKANANDA COLLEGE
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Department of Management Studies**

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.

K. G. Chandrika
Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

M. S. Sainikpuri
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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.

K.G.



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

Chatterjee
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
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COURSE NAME: Derivatives (F)

PAPER CODE: 681.1

PPW: 5

YEAR/SEMESTER: III/II

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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Department of Business Management
Osmania University
Hyderabad.

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



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

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COURSE NAME: Banking & Insurance (F)

PAPER CODE: 681.2
YEAR/SEMESTER: III/II

PPW: 5
NO. OF CREDITS: 5

COURSE OBJECTIVES

- COB1: To discuss evolution of banking in India and various services offered by banks.
COB2: To identify the procedure of lending followed by banks and the causes, implications of NPA's.
COB3: To discuss various banking innovations.
COB4: To perceive principles, types and intermediaries of insurance
COB5: To discuss various intermediaries in Insurance and responsibilities of an Actuary.

Unit - I: Introduction to Banking: Bank, Customer, Bank-customer Relationship, Evolution of Banks in India, Role of commercial banks in Economic Development. RBI-Central Bank (Regulatory and supervisory functions). Classification of Banks in India, Various functions and services offered by commercial banks.

Unit -II: Loans and Advances: Bank Credit-Fund based and non-fundbased, Types of lending loans (corporate and Individual customers) steps to be followed in the assessment of credit worthiness of a prospective borrower. Interest rates fixed & floating rate loans, NPA's- The gross and net concept of NPA's, causes, implications & recovery of NPA's. c

Unit - III: Trends in Banking: Retail Banking- Features of retail banking, significance of retail banking. Banking Innovations-(Core Banking Solution, Retail Banking, CTS(Cheque truncation system), Plastic Money, Payment Bank, UPI, National Electronic Funds Transfer, RTGS, ATM, Mobile Phone Banking, Net Banking, Banc-assurance KYC, credit worthiness CIBIL, International banking.) Changing role of Banks as Financial Intermediaries. Contemporary issues in Banking sector.

Unit - IV: Introduction to Insurance: Insurance - definition - types of insurance (life and non-life), principles-, advantages, Characteristics of

K. G. Chandrika
Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad

M. S. Chakraborty
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Insurance contract, types and Functions of Insurers (production, underwriting, ratemaking, managing claims, investment and financing, accounting, recordkeeping & Misc. Functions) An overview of IRDA.

Unit V: Insurance Intermediaries: Insurance Intermediaries- (Agents, Brokers, Third Party Administrators), Actuarial Science- concept and responsibilities of an Actuary. Introduction to Health and General insurance

References:

1. Management of Banking and Financial Services- Padmalata Suresh, Justin Paul, Pearson 2nd edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2010 2nd edition.
3. Indian Insurance- a profile, H. Narayanan, Jaico publishing house, 2008.
4. Banking and Insurance by Prof. Nageswar Rao & Dr. Shasidhara Reddy. Paramount Publishing House, First edition- 2013

Suggested readings:

1. Bank Management & Financial Services, Peter.S. Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
2. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9th Edition
3. Risk Management & Insurance, James S. Trieschmann, Robert E. Hoyt & David. W. Sommer, Cengage Learning 2005, 12th Edition.
4. Risk Management & Insurance, Perspectives in a Global Economy, Harold. D. Skipper & W. Jean Kwon, Blackwell Publishing 2008
5. Risk Management & Insurance, S. Aruna Jatesan, T.R. Viswanathan, MacMillan 2009
6. Introduction to Risk Management & Insurance, Mark. S. Dorfman, Prentice-Hall of India Private Limited-2007, 8th Edition.

COURSE OUTCOMES:

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

- CO1. To Review banking evolution and various services offered by banks
- CO2. To Assess the procedure of lending followed by banks and review the causes and implications of NPA's
- CO3. To Attribute various banking innovations.
- CO4. To Appraise principles, types and intermediaries of insurance
- CO5. To Appraise Intermediaries in Insurance sector.


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


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COURSE NAME: Working Capital Management(F)

PAPER CODE:681.3
YEAR/SEMESTER: III/II

PPW: 5
NO. OF CREDITS: 5

COURSE OBJECTIVES

- COB1: To make students understand factors determining working capital requirements and estimation of working capital.
COB2: To make students learn Inventory management and the level of inventory using EOQ and ABC analysis.
COB3: To make students understand the selection of credit period in terms of receivables.
COB4: To make students understand cash management
COB5: To make students learn various Sources of working capital finance in India.

UNIT: I Introduction to Working Capital: Introduction, meaning, classification of working capital on the basis of value- Gross working capital and Net working capital, on the basis of time- Permanent and temporary, importance of working capital- excessive working capital and inadequate working capital., concept of working capital- Current assets and current liabilities, Objectives of WCM. Liquidity v/s profitability trade-off. Factors determining working capital requirements, Operating cycle. Estimation of working capital on the basis of current assets and current liabilities and computation of operating cycle period (cash operating cycle)

Problems: Estimation of working capital on the basis of current assets and current liabilities, computation of operating cycle period (cash operating cycle.)

UNIT: II (Inventory Management): Inventory- Meaning- forms of Inventory- Raw materials, WIP, finished goods, objectives and Importance of Inventory Management- Techniques of Inventory control- Economic Order Quantity (EOQ), Fixing levels of inventory- Maximum stock level, Minimum stock


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


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level, Reorder level, Danger level- ABC analysis- procedure and advantages of ABC.

Problems: EOQ, ABC Analysis.

UNIT: III (Receivables Management): Meaning, objectives and Importance of Receivables Management, Purpose of maintaining receivables, formulation of credit policy- credit standards, credit period, cash discount, discount period, average collection period, receivables turnover, bad debts ratio. Overview of accounts payable – process- Importance of Accounts Payable, Accounts payable process- Receiving bill, Scrutinizing the bill details, updating the records for the bills received, making timely payment. (Theory only)

Problems: receivables- selection of credit period.

UNIT: IV (Cash Management): Meaning, objectives and Importance of Cash Management, Motives of holding cash- transaction motive, Precautionary motive, speculative motive. Cash cycle, cash management techniques- speedy cash collections- prompt payment by customers, early conversion of payments into cash, decentralised collection and concentration banking, lock box system, slow disbursement (slow cash outflows), centralised disbursement system, payment by draft, making use of float. Cash flow forecasting, Cash collection system, Cash budget.

Problems: Cash Budget.

UNIT: V (working capital finance in India): Sources of working capital finance- trade credit, bank credit, current provisions of non- bank short term borrowings, long term borrowings. Short term sources of working capital finance- Factoring of receivables, commercial papers.

Various forms Bank credit- for working capital - cash credits/ overdrafts, loans, purchase/ discount bills, working capital term loans, Bank guarantee. (theory only)

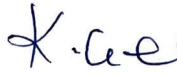
References:

1. Financial Management by Prasanna Chandra, McGraw Publications.
2. Financial Management by I.M. Pandey, Vikas Publishing House.
3. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
4. Working Capital Management by R.P. Rustagi, Taxman Publication.
5. Financial management by G. Sudarsana Reddy, HPH.

COURSE OUTCOMES:

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

1. To present objectives of WCM and factors determining working capital requirements and Estimate working capital requirements.
2. To Explain Inventory management and validate the level of inventory


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


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using EOQ and ABC analysis.

3.To Assess the selection of credit period in terms of receivables.

4.To Estimate cash requirements using cash

5. To Present Sources of working capital finance in India.

K. G. C.



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

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COURSE NAME: PERFORMANCE MANAGEMENT

PAPER CODE: BBA682.1
YEAR/SEMESTER: III/II

PPW: 5
NO. OF CREDITS: 5

COURSE OBJECTIVES:

- CO1: To understand the concept and evolution of performance management
- CO2: To comprehend the components of performance management system.
- CO3: To understand the various performance management system, strategic performance management system.
- CO4: To analyse the compensation decisions based on performance.
- CO5: To analyse the compensation decisions-based performance management

Unit I: Introduction to Performance Management: Performance Management – Definitions & Concepts, Philosophy, Overview, Objectives and Standards, Process of performance Management, Performance Domains, Performance Dimensions, Team work Dimensions, Ethics in Performance Management (Principles, objectives and significance, issues and strategies)

Unit II: Performance Planning and Appraisal: Performance Planning – Process, Contents, steps, Process of developing individual to group performance plans. Performance Appraisal and Review – Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling (Concept, characteristics, Types and Steps)

Unit III: Performance Management Systems PMS – Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems -Definition, characteristics, components, Advantages and disadvantages.

Unit IV: Competency based PMS Competency based Performance Management System – Managerial skills and competencies, Competency Mapping Concept, Methods of Competency Mapping, Developing


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
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competencies, Competency Identification and Assessment Process, Competency models.

Unit V: Decisions based on Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill-based pay, competency-based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning

SUGGESTED READINGS

1. Bhattacharyya, Dipak Kumar (2011). Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson
2. Armstrong, Michael (2006), "Performance Management", Baron, Jaico
3. Michael Armstrong (2007), "Handbook of Human Resource Management Practice" Kogan Publications

REFERENCES

1. Aquinis (2013), "Performance Management" □ Pearson
2. Kohli, Deb (2008), "Performance Management", Oxford
3. Chadha (2012), "Performance Management", Macmillan
4. Cardy, Robert L. (2013), "Performance Management: Concepts, Skills and Exercises", PHI
5. Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: Sage

COURSE OUTCOMES:

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

CO1 Explain the concepts of Performance management.

CO2 Demonstrate the components of performance management system.

CO3 Explain the concepts of Performance management system and strategic performance management.

CO4 Examine the models of competency-based performance management.

CO5 Examine the compensation decisions based on performance.



Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.



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COURSE NAME: HR Analytics (HR)

PAPER CODE: BBA682.2
YEAR/SEMESTER: III/1

PPW: 5
NO. OF CREDITS: 5

COURSE OBJECTIVES:

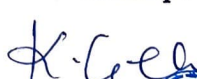
- COb1 To understand the concept and functions of HR Analytics
- COb2 To comprehend the evolution and applications of HR Analytics
- COb3 To analyse the various metrics in managing Human Resources
- COb4 To analyse Forecasting and Measuring Value Propositions with Analytics
- COb5 To evaluate the concept of data in analytics

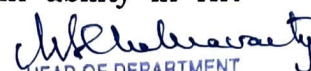
UNIT I: HR Decision-making Introduction - HR Decision-making - Concept and Definitions of Analytics - Importance and Significance of Human Resource Analytics - Benefits of HR Analytics - Steps to Implement HR Analytics - Critical HR Decision-making and Changing Role of HR Managers

UNIT II: Introduction to HR Analytics - Concepts and Definitions - Aligning Human Resources to Business Through HR Analytics - Steps for Alignment of HR Analytics with Business Goals and Strategies - Checklists for Strategies and Business-aligned HR Analytics - History of HR Analytics - Applications of HR and Predictive Analytics - HR Analytics Framework and Models

UNIT III: HR Metrics: Concept - Statistics and Statistical Modelling for HR Research and HR Decision-making - HR Research Tools and Techniques - Data Analysis for Human Resources - Parametric and Non-parametric Tests - HRIS for HR Decision-making - HR Metrics - Recruitment Metrics - Metrics for Training and Development Function - HR Scorecard - HR Dashboards

UNIT IV: Forecasting and Measuring Value Propositions with Analytics - Concept - Value Proposition and HR Decisions - Sustain ability in HR


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad


HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

Decisions - HR Analytics and HR Value Propositions - HR Optimization Through HR Analytics - HR Forecasting, HR Plan, Predictive HR Analytics

UNIT V: Analytics and Data - Introduction - HR Data and Data Quality - HR Data Collection - Big Data for Human Resources - Transforming HR Data into HR Information - Process of Data Collection for HR Analytics - Data Collection for Effective HR Measurement - HR Reporting - Data Visualization or HR Report Visualization

REFERENCES

1. Practical Applications of HR Analytics, Pratyush, Banerjee; Jatin Pandey; Manish Gupta, SAGE Texts, India, 2019
2. HR Analytics- Understanding Theories and Applications, Bhattacharya, Dipak Kumar, SAGE Texts, India, 2017

SUGGESTED READINGS

1. Winning on HR Analytics- Leveraging Data for Competitive Advantage, Ramesh, Soundarajan and Kuldeep Singh, Sage Publication India Pvt. Ltd., 2016.
2. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration, Sesil James, C, Pearson, New Jersey, 2017
3. Predictive Analytics- Mastering the HR Matrix, Martin Edwards and Kirsten Edwards, Kogan Page, 2019
4. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Fermin Diez, Mark Bussin, Venessa Lee, Emerald Publishing Limited, 2019

COURSE OUTCOMES:

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

- CO1. Explain the concept and functions of HR Analytics in the Organisation.
- CO2. Explain the evolution and applications of HR Analytics.
- CO3. Examine the different metrics in managing human resources.
- CO4. Examine the Forecasting and Measuring Value Propositions with Analytics
- CO5. Examine the concept of data and analytics.




Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.



HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



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COURSE NAME: EMPLOYEE RELATIONS

PAPER CODE: BBA 682.3

PPW: 5

YEAR/SEMESTER: III/I

NO. OF CREDITS: 5

OBJECTIVE:

The main aim of this course is to introduce students to the theories and practices of Industrial Relations and the shift of Industrial Relations to Employee Relations. The module examines the relationship existing between employer and employee in the organization and the skills required to have an effective Employee Relations.

Unit Wise Objectives:

COB1: To impart the basic concepts of Industrial Relations and its Approaches

COB2: To get awareness on Trade Unionism and the Major Trade Unions in India

COB3: To make students understand the importance of managing Industrial Conflict.

COB4: To make students aware of the shift from IR to ER

COB5: To make students to understand the explore the effectiveness of essential skills require for ER

UNIT – I: INDUSTRIAL RELATIONS:

Concepts Of Industrial Relations (IR), Definition, Objectives, Scope, Participants Of Industrial Relations System And Dynamics Of Their Participation, Approaches – The Unitary Approach, Systems Approach: The Dunlop Model, The Conflict Approach, Weber's Social Action Approach, The Gandhian Or Trusteeship Approach, The Marxian Or Radical Approach, Tripartism In India's Industrial Relations System, The Changing Characteristics Of The Industrial Workforce, Challenges to IR.


PROFESSOR
Dept. of Business Management
Osmania University,
Hyderabad-500 007, T.S., India.


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of Science, Humanities and Commerce
Sainikpuri, Secunderabad-500094.

UNIT - II: Trade Unions

Concept Of Trade Unionism, Roles, Functions And Objectives Of Trade Unions, Rights Of Trade Unions, The Classification Of Trade Unions, The Structure Of Trade Unions In India, Political Affiliations Of Trade Unions, The Problems Of Trade Unions In India - The Politicization and Proliferation of Unions - Outside Leadership- Inter-union Rivalry- Intra-union Rivalry- Small Size-Financial Insecurity-The Changing Demography of Workforce, THE TRADE UNIONS ACT, 1926. Features of Major Trade Unions in India (Bharatiya Mazdoor Sangh (BMS), Indian National Trade Union Congress (INTUC), All India Trade Union Congress (AITUC), Hind Mazdoor Sabha (HMS), Centre of India Trade Unions (CITU)).

UNIT - III: INDUSTRIAL CONFLICT:

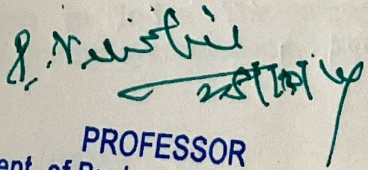
Causes of Industrial Disputes, Machinery for settling of disputes - Negotiation, Conciliation, Mediation, Arbitration and Adjudication. Grievance Handling: Causes of grievances - Guidelines for grievance handling - Grievances Redressal procedures. Employee Discipline: Causes of indiscipline - Code of discipline - Disciplinary procedure - Code of conduct. Collective Bargaining(Process and Types) Workers Participation in Management- Forms.

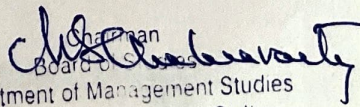
UNIT - IV:INDUSTRIAL RELATIONS TO EMPLOYEE RELATIONS - A paradigm shift

The Employee-Employer Relationship, Employee Relations Management, Industrial Relations And Employee Relations: Differences In Perspectives - Influencing Factors - Principles- Scope- Objectives- Preconditions- Measures- Linkage Human Resource Management- Line Or Staff Function- The Role Of An Hr Manager-Employee Relations Management At Work- Employee Relations In A Strategic Framework - Employee Relations At The Workplace (Principles , Structures Policies And Processes) -- Culture And Employee Relations(Culture Design For Employee Relations - Organizational Behaviour In Culture Design) - The Future Of Employee Relations (Transition - Employee Relations And The Management Of Change).

UNIT -V:Essential Skills for Employee Relations:

Negotiation skills essential for employee relations: - conflict and negotiations- employee relations and negotiations- integrative and distributive negotiation


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Sainikpuri, Secunderabad-500094.

strategies- the basic negotiation process. Essential Skills. Soft skills for employee Relations: define softskills- emotional intelligence and competence- the role of ER manager.

Course Out Comes:

After Completion of the Course Students Will be able to :

CO1: Identify the key and pertinent concepts of Industrial Relations.

CO2: Define the Concept of Trade Unions and role of Trade unions in India

CO3: Define, Explain and critically evaluate the role of various conflict resolution machinery

CO4: Identify the factors influencing the shift from IR to ER and its role in Work Place

CO5: Define and Explore the effectiveness of various skills (negotiation and soft skill) required for better Employee Relations

SUGGESTED BOOKS :

1. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2011, Pearson Education, New Delhi.
2. Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 1998.
3. P.Subbarao. "Essentials of Human Resource Management and Industrial Relations, Himalaya Publications, 2016

References:

1. Michael Armstrong, "Essential Human Resource Management Practice" Kogan Page Limited, 2010.
2. Pylee. M.V and Simon George, "Industrial Relations and Personnel Management", Vikas Publishing House (P) Ltd., New Delhi, 1995.
3. Srivastava, "Industrial Relations and Labour Laws", Vikas, 4TH edition, 2000.


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COURSE NAME: Advertising and Sales Promotion

Course Code: BBA 683.1
YEAR/SEMESTER: III/II

HPW: 5
NO. OF CREDITS: 5

COURSE OBJECTIVES:

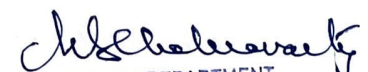
- CO1 To impart knowledge on the nature, scope and importance of marketing communication and the 5 Ms of Advertising.
- CO2 To create an understanding of creative and media strategy.
- CO3 To impart knowledge on the testing of Advertising Effectiveness.
- CO4 To impart knowledge on major decisions in sales promotion and challenges in online marketing.
- CO5 To create an understanding of digital and social media marketing.

Unit I: Introduction to Advertising: Marketing Communication mix, Integrated Marketing Communication, Communication process models-AIDA, Hierarchy of effects, Innovation-Adoption, Communications model, Definition, importance, functions, Objectives of Advertising. Role of advertising in marketing communication. Advertising plan, Five Ms of advertising, Advertising Budget, Advertising Agencies-functions.

Unit II: Creative and Media Strategy Development: Creative strategy/Big idea, Steps in creative strategy development, Structure of advertising copy, Layout, Appeals, Execution styles and Creative tactics, Recent trends in Advertising, Media planning and strategy, Reach, frequency and impact decisions, Choosing among major media types, Media strategy implementation with IMC perspective. Emerging Media options.

Unit III: Advertisement Effectiveness: Testing for advertising effectiveness; Advertising research: Communication-effect research, sales-effect research, methods of copy testing, Advertising research agencies. Social, Economic, Cultural and Ethical aspects of advertising, Functions of ASCI, Advertising awards.

 **Prof. K.G. CHANDRIKA**
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University


HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

Unit IV: Sales Promotion and Online Marketing: Sales Promotion: Meaning, purpose, Major decisions in Sales Promotion, Consumer and Trade Promotion tools, Coordinating Sales Promotion and Advertising, Introduction to Online Marketing, Online Consumer, Online Marketing: Advantages and Disadvantages, Challenges of Online Marketing,

Unit V: Digital and Social Media Marketing: Digital media basics, Difference between Online and digital marketing, E-mail and Mobile marketing, Video-based Marketing, Pod Casts, SEO, SEM, Google analytics, banner/Display advertising, understanding social media marketing and platforms, Public Relations- Major decisions in Marketing PR, Online Reputation management- Tools for Reputation Management, Steps in Reputation Management.

References:

1. Philip Kotler: 'Marketing Management-The Millennium Edition', 2001, Prentice Hall of India Pvt. Ltd., 10th Edition.
2. S.A. Chunawalla: Advertising, Sales & Promotion Management, Himalaya, 2012
3. Batra, Myers and Aaker: 'Advertising Management', 2003, Prentice Hall of India Pvt. Ltd., 5th edition.
4. John R. Rossiter and Larry Percy: 'Advertising and Promotion Management', McGraw-Hill, 1987.
5. George E. Belch, Michael A. Belch, Keyoor Purani: 'Advertising and Promotion-An Integrated Marketing Communications Perspective', Tata McGraw-Hill Education Pvt. Ltd, 7th Edition, 2010.

Suggested Readings:

1. Frank Jefkins: Advertising, Pearson, 2012
2. Kruti Shah and Alan D'Souza: Advertising and Promotions, TMH, 2012

COURSE OUTCOMES:

At the end of the course students will be able to

CO1 Enumerate the nature, scope and importance of marketing communication and the 5 Ms of Advertising.

CO2 Develop a creative and media strategy with an IMC perspective and demonstrate how advertisements can be created and published in media.

CO3 Illustrate the ways to test the effectiveness of Advertising.

CO4 Enumerate the major decisions in sales promotion and challenges in online marketing.

CO5 Design a digital and social media marketing campaign.


Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.


HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



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COURSE NAME: Product management

COURSE CODE: 683.2

YEAR/SEMESTER: III/II

HPW: 5

NO. OF CREDITS: 5

Course Objectives:

- CO1.To understand Product management as specific marketing function
- CO2.To know about new Product /Market Evolution
- CO3.To make the students know about product and other related life cycles
- CO4.To provide more insights of Brand positioning & Brand Equity
- CO5.To make the students know about portfolio management

Unit - I: Product and Branding Decisions: Product, objectives of product management, Functions of product managers. Individual product decisions- Product attributes, branding, Packaging, labelling & Product support services. Product Mix-dimensions, Product line-dimensions, Product Modification and Deletion.

Unit - II: New Product Development: Levels of product, Innovation and New Product Development, Generic Product Development Process stages. Idea generation-sources and techniques, Idea-Screening _methods and criteria, Test marketing-types. Product Prototype.

Unit - III: Product life cycle: Stages and strategies of each stage of product life cycle, Types of product life cycles-styles, fashion and fads. Other related life cycles-technology life cycle and stages, industry life cycle and market life cycle.

Unit - IV: Branding: Brand, Role of Brand- Advantages of Brand, Product Vs Brand, Major branding decisions for Brand management, types of brands Brand positioning, Brand Association, Brand Loyalty, Brand equity - David Aaker's Brand Equity Model.

Unit - V: Product Portfolio analysis: Strategic planning gap. Growth Strategies- Intensive, Interactive, Diversification strategies. Ansoff's grid.

K. G. Chandrika
Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D.
PROFESSOR
Business Management

M. S. Srinivasulu
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

Product Portfolio analysis- BCG matrix g & GE grid and their advantages and disadvantages.strategies suggested as per portfolio classification.

Suggested Books:

- 1.Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
- 2.Bently, Davis & Ginsbury, "Trade Markets and Brands", 2008, Cambridge University Press
- 3.Pessemier Edgar, "Product Management", 1982, John Wiley & Sons.
- 4.Richard Elliott, "Strategic Brand management", 2007, Oxford press.

Suggested Readings:

- 1.Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
- 2.Chunnawala, "Product Brand Management", 2008, HPH.
- 3.U C Mathur, "Product and Brand management", 2009, Excel Books New Delhi.
- 4.Wind Yoram, "Product Policy", 1982, Addison and Wesley.
- 5.Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
- 6.Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd Edition.

Course Outcomes:

At the end of the course students will be able

- CO1.Develop an understanding about Product management as important marketing function
- CO2.Develop an idea of new Product /Market Evolution
- CO3.Familiarize students about product and other life cycles
- CO4.Know about Brand positioning & Brand Equity
- CO5. Able to design strategies as per portfolio analysis



K.G.Chel
Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

M. Srinivasulu
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



Bhavan's Vivekananda College
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COURSE NAME: Retail Marketing

Course Code: BBA683.3
YEAR/SEMESTER: III/II

HPW: 5
NO. OF CREDITS: 5

COURSE OBJECTIVES:

- CO1: To understand Retail management as an important arena of marketing.
CO2: To make the students know about Retail Distribution Management
CO3: To know about Relevant components of retail marketing
CO4: To provide more insights of Retail Buying Decision Process.
CO5: To make the students know about Store management.

Unit - I: Retail Management: Retail Management - Introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers, role of retailing, trends in retailing FDI in Retail - Problems of Indian Retailing - Current Scenario. Factors influencing retail pricing, Retail pricing strategies.

Unit - II: Retail Distribution Management: Retail Channels and Channel Flows, Growth of Channel Relationship and Partnerships, Distribution Logistics and Stock Control, Retail Logistics and Cost Structure, Recent trends in Retail Selling Approaches.

Unit - III: Visual Merchandising: Role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.

Unit - IV: Retail Brand Management: Retail Buying decision Process, Brand Loyalty, Personal, Social and Cultural influences on the Customer Positioning of a Brand, Personality of Brand, Brand Updating and Brand Extension.

K. G. Chandra
Prof. K.G. CHANDRIKA
M.Sc., MBA., Ph.D
PROFESSOR
Department of Business Management
Osmania University
Hyderabad.

M. S. Srinivasulu
HEAD OF DEPARTMENT
DEPARTMENT OF MANAGEMENT STUDIES
BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.

Unit - V: Store Management & Buying Systems: Store Management: Responsibilities of Store Manager, Store Security, Store Record and Accounting System, Coding System, Store Layout, design: Types of Layouts. Buying Systems, Retail Communication Mix: Advertising, Sales Promotion techniques, Retailer Promotions, Mall Management, Retail Vending Machines.

REFERENCES:

1. David Gilbert, "Retail Marketing Management", 2003, Pearson Education, 2nd Edition.
2. U.C. Mathur, "Retail Management: Text and Cases", 2011, I.K. International Publishing House Pvt. Ltd.
3. Barry Berman, "Retail Management", 2011, Pearson Education.

SUGGESTED READINGS:

1. Joel Evans, "Retail Management - A Strategic Approach", 2009, Pearson Education Inc.

COURSE OUTCOMES:

At the end of the course students will be able

CO1: Develop an understanding of Retail management as important function.

CO2: Develop students about Retail Distribution Management.

CO3: Develop an idea of components of Retail Marketing.

CO4: Familiarize about Retail Brand Management.

CO5: Familiarize about Store management.



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BHAVAN'S VIVEKANANDA COLLEGE
SAINIKPURI, SECUNDERABAD.



Prof. K.G. CHANDRIK
M.Sc., MBA., P.
PROFESSOR
Department of Business Management
Osmania University
Hyderabad