



Bhavan's Vivekananda College
of Science, Humanities and Commerce
(Sainikpuri, Secunderbad, Telangana - 500094)
Autonomous College - Affiliated to Osmania University
(Re-Accredited with "A" grade by NAAC)

Department of Management Studies

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

MBA I YEAR I SEMESTER: 2025-26

Course Code	Course	Type of Course	No of credits	HPW	CIA+SEE
MBA101	Management and Organizational Behaviour	Core	4	4 +1	40 + 60
MBA102	Accounting for Management	Core	4	4 +1	40 + 60
MBA103	Marketing Management	Core	4	4 +1	40 + 60
MBA104	Statistics for Management	Core	4	4 +1	40 + 60
MBA105	Managerial Economics	Core	4	4 +1	40 + 60
MBA106	Business Law	Core	4	4 +1	40 + 60
MBA107	Seminar		2	2	50
Total			26	32	650

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

Ch. S. Chakravarthy



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Department of Management Studies

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

MBA I YEAR II SEMESTER: 2025-26

Course Code	Course	Type of Course	No of credits	HPW	CIA+SEE
MBA201	Human Resource Management	Core	4	4 +1	40 + 60
MBA202	Financial Management	Core	4	4 +1	40 + 60
MBA203	Marketing Research	Core	4	4 +1	40 + 60
MBA204	Operation Research	Core	4	4 +1	40 + 60
MBA205	Operations Management	Core	4	4 +1	40 + 60
MBA206	Business Communication	Core	4	4 +1	40 + 60
MBA207	Mini Project		2	2	50
Total			26	32	650

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

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Department of Management Studies

Program Name: MBA (w.e.f2025-26)

MBA II YEAR II SEMESTER: 2026-27

Course Code	Course Title	HPW	Credits
MBA 401	Supply Chain Management	4+1	4
MBA 402	Strategic Management	4+1	4
MBA 403	International Business	4+1	4
	E-I(Finance/HR/Marketing)		
MBA 404.1	Derivatives	4+1	4
MBA 405.1	HR Analytics		
MBA 406.1	Buyer behaviour		
E-II(Finance/HR/Marketing)			
MBA 404.2	Banking and Insurance	4+1	4
MBA 405.2	Labour laws and Employee relations		
MBA406.1	Services and Retail Marketing		
Minor Elective (Finance/HR/Marketing)			
404.3	Commercial banking	4+1	4
405.3	International Human Resources Management		
406.1	Retail Management		
	Project Report	2	2
	Project viva	2	2
	Total Semester Credits	34	34

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20/4/25
SENIOR PROFESSOR
Dept. of Business Management
Osmania University,
Hyderabad-07, T.S., India

Chellachandran



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Department of Management Studies

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

MBA II YEAR III SEMESTER: 2026-27

Course Code	Course Title	HPW	Credits	CIA+SEE
MBA 301	Total Quality Management	4+1	4	40+60
MBA 302	Business Analytics	4+1	4	40+60
MBA 303	Entrepreneurship Development	4+1	4	40+60
	E-I (Finance/HR/Marketing)			
MBA 304.1	Security Analysis & Portfolio Management(F)	4+1	4	40+60
MBA 305.1	Compensation Management(HR)			
MBA 306.1	Product and Brand Management(M)			
E-II(Finance/HR/Marketing)				
MBA 304.2	Financial Modeling (F)	4+1	4	40+60
MBA 305.2	Performance and Talent Management(HR)			
MBA 306.2	Promotion and Distribution Management(M)			
Minor Elective (Finance/HR/Marketing)				
MBA 304.3	Personal Finance(F)	4+1	4	40+60
MBA 305.3	Organizational Psychology(HR)			
MBA 306.3	Advertising and Sales Promotion(M)			
	MOOCs/SWAYAM	2	2	50
	Total Semester Credits	32	26	650

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

Ch. Srinivasulu



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Department of Management Studies

PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

COURSE CODE: MBA101

PPW: 4+1

YEAR/SEMESTER: I/I

NO. OF CREDITS: 4

COURSE OBJECTIVES:

1. To understand the various concepts and theories of management.
2. To know the various planning types, decision making in various conditions and organisational structures.
3. To comprehend the concepts of organizational behaviour and personality types and content and process theories of motivation.
4. To evaluate the different leadership styles and skills required for working in groups and teams.
5. To know the emerging aspects of organizational behaviour.

UNIT-I: Managers and Management - Meaning – Role of managers – levels of Management – Process of management – Functions of management - Historical roots of contemporary management practices: Classical - Scientific Management, Administrative management, Neoclassical - Theory X, Y, Z, Human Relations Movement, Modern theories - Contributions of Peter Drucker, Systems and Contingency

UNIT-II: Planning and Organizing – Concept, Nature, Importance, Process, Advantages and Limitations, Decision Making: Concept, Process, Decision Making under Risk and Uncertainty – Organizing: Centralization, Decentralization, Line and Staff Authority, Organization Structures: Functional, Divisional Product, Geographical, Customer, Virtual and Matrix

UNIT-III: Organizational Behaviour and Motivation –OB: Definition, Importance, Scope and Disciplines of OB, Transactional Analysis – Ego states – Johari window - Personality: Personality and ability – The Big 5 Model of personality – organizationally relevant personality traits – Motivation: Definition, Importance, Motives – Characteristics–Early theories – Maslow's Theory of need hierarchy – Herzberg's theory-ERG and Contemporary theories – Vroom's expectancy Theory, Porter Lawler model & Equity theory,

UNIT- IV: Group Behaviour – Group Dynamics and Team building: Concept of Group & Team. Tuckman's stages of Group Development – Formal and Informal Groups. Importance of Team building. Leadership – Concept, leadership styles, Theories: Trait, Behavioral–Ohio Studies, Michigan Studies, Managerial Grid, Contingency – Fiedler's Contingency Model and Path goal theory

UNIT-V: Emerging aspects of OB: Organization culture: Concept, Types of Culture, Functions of Culture and Creating, sustaining, and changing the culture- Organization climate: Concept, Characteristics, Dimensions and Importance – Stress Management: Job Stress, Measurement, Causes, Coping with stress – Emotional Intelligence: Concept and Dimensions – Organizational Citizenship Behaviour – Concept.

SUGGESTED READINGS:

1. George, Jennifer M. and Jones, Gareth R. (2009). Understanding and
2. Managing Organizational Behavior (5th ed.) Pearson Education Inc.
3. Subba Rao P. (2011). Management and Organisational Behaviour. Himalaya Publishing House.
4. Gupta, C.B. (2014). A Text Book of Organisational Behaviour with Text & Cases. Sultan Chand & Sons.
5. Khanka, S.S. (2006). Organisational Behaviour with Text & Cases. Sultan Chand & Sons.

REFERENCES

1. Luthans, Fred. (2017). Organizational Behavior: An Evidence - Based Approach. McGraw Hill Education.
2. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika (2018). Management and Organizational Behaviour. Pearson Education Inc.
3. Pierce, Jon L., Gardner, Donald G. and Dunham, Randall B. (2007). Management and Organizational behaviour: An Integrative Perspective. S.P. Printers.

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4. Aswathappa K. (2017). Organizational behaviour. Himalaya Publishing House.
5. Schermerhorn, Jr., James G. Hunt, Richard N. Osborn (2009). Organizational Behaviour., Wiley India Edition.
6. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika(2018). Management and Organizational Behaviour. Pearson Education Inc.
7. Aswathappa K. and Ghuman, Karminder. (2017). Management. Tata McGraw Hill.
8. Rao VSP (2009). Organizational Behavior. Excel Books.
9. Prasad, LM. (2010). Organisational Behaviour. Sultan Chand & Sons.
10. Vikalpa. <https://journals.sagepub.com/home/vik>
11. Abhigyan the Management Journal of Fore. <https://www.fsm.ac.in/abhigyan>
12. Harvard Business Review. <https://hbr.org>

COURSE OUTCOMES:

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

1. Explain the various concepts and theories of management.
2. Categorize the various planning types, decision making conditions and organisational structures.
3. Demonstrate the concepts of organizational behaviour and personality types and content and process theories of Motivation.
4. Demonstrate different leadership styles and skills required for working in groups and teams.
5. Explain emerging aspects of OB such as Organizational climate, culture, Stress Management, Organizational Citizenship Behaviour, Organizational Behaviour Modification Model





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Department of Management Studies

PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: ACCOUNTING FOR MANAGEMENT

COURSE CODE: MBA102

PPW: 4+1

YEAR/SEMESTER: I/I

NO. OF CREDITS: 4

COURSE OBJECTIVES:

1. To discuss various accounting concepts and summarize the business transactions.
2. To compare intra firm and inter firm financial statements.
3. To calculate various ratios and interpret the same.
4. To differentiate funds flow and cash flow statement and to construct funds flow and cash flow statements.
5. To discuss various accounting standards, US GAAP and IFRS

Unit I

Meaning and Definition of financial accounting – Accounting Principles- Accounting Concepts and conventions their implications on accounting system Double entry system – Accounting Equation (Numerical problems) – Accounting Process – Accounting Cycle – Recording Business transactions – Classification of accounts – Journal, Ledger Posting, Balancing and preparation of Trail Balance.(Numerical Problems)

Problems:

Write journal entries, post them in ledger accounts and prepare trial balance.

Short answer - Accounting Equation.

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Unit II : Distinction between capital and revenue expenditure; Depreciation concept and methods. (Straight line and written down value) Preparation and presentation of financial statements sole proprietorship -Trading, Profit and loss account, Balance Sheet with adjustments for(Closing stock, outstanding expenses, accrued income, prepaid expenses, advance income, depreciation, loss/profit on sale, bad debts and provision for bad debts) (Including Numerical Problems);Format of company final accounts (theory) – provisions of the Indian Companies Act regarding preparation and presentation of financial statements; external auditor's report, the report of the Board of Directors and voluntary disclosures(Theory only)

**** problems :** Final accounts of sole proprietorship

Unit III : Financial statement analysis – Meaning – Types – Comparative statement Analysis – Common Size Statement Analysis – Trend Analysis(Including Numerical Problems). Preparation of comparative statement, common size and trend analysis using Microsoft Excel (Numerical problems).

****problems:** Financial statement analysis using comparative statement analysis, common- size statement analysis, Trend analysis.

Unit IV : Ratio Analysis – Rationale and utility of ratio analysis – classification of ratios – Calculation and interpretation of ratios – liquidity ratios – activity/turnover ratios – Profitability ratios – Leverage ratio and structural ratios – Diagnostic and predictive power of ratios. (Numerical problems).Preparation of Financial statement Ratio analysis using Excel.

**** problems:** Financial analysis using Ratios

Unit V

Cash flow statement - Preparation of cash flow statement - Accounting standard 3 (AS3) - advantages of cash flow statement – Accounting standards - their rationale and growing importance in global accounting environment- International Accounting Standards, International Financial Reporting Standards (IFRS). Introduction to HR accounting and Forensic Accounting. (Theory only)

**** Problems:** preparation of Cash Flow Statement.



References:

1. Dr.Prashanta Athma, "Financial Accounting and Analysis", 2011 Himalaya Publishing House.
2. Dr.Jawaharlal, "Accounting for Management", 2010 5th Ed. Himalaya Publishing House.
3. **Suggested Readings:**
 1. Dhanesh K Khatri "Financial Accounting", 2014, Mc Graw Hill Education (India) Private Limited.
 2. Grewal T S "Introduction to Accounting", 2009, S Chand Publishers.
 3. S N Maheshwari, Suneel K Maheshwari, Sharad K Maheshwari, "Accounting for Management", 3rd edition, Vikas Publishing House.
 4. N Ramachandran and Ramkumar Kakani, "Financial Accounting for Management", 2009, 2nd Ed. Tata McGraw Hill Publishing Pvt Ltd.
 5. V Rajasekaran, R Lalitha, "Financial Accounting", 2011, Pearson Education.

COURSE OUTCOMES:

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

1. **Demonstrate** accounting concepts and conventions and their implications on accounting system. **Prepare** financial statements of sole proprietorship.
2. **Infer** financial statements according to the provisions of the Indian Companies Act. **Analyse** financial statements and **apply** comparative and common size techniques.
3. **Analyse** financial statements and apply various ratios and **interpret** company's financial performance.
4. **Differentiate** between funds flow statement and cash flow statements. **Analyse** funds flow statement and cash flow statement according to accounting standard 3.
5. **Infer** IAS – US GAAP, IFRS

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Department of Management Studies

PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: MARKETING MANAGEMENT

PAPER CODE: MBA103

YEAR/SEMESTER: I/I

PPW: 4+1

No of Credits : 4

Course Objectives:

1. To impart knowledge on the basic concepts of marketing.
2. To understand and analyze the concepts of segmentation, targeting and positioning in marketing.
3. To analyse markets and plan marketing programmes.
4. To understand and assess buyer perceptions and services marketing.
5. To impart knowledge on the procedures and methods for marketing control.

Unit – I: Basics of Marketing: Market, Marketing and Marketing Management, Origin of Marketing, States of demand and Marketing Tasks, Marketing Mix – Marketing Program and Marketing Strategy, managing marketing effort, Core concepts of marketing, marketing management philosophies, Interface with other functional areas. Global marketing, Marketing Environment – Company's Micro and Macro Environment.

Unit – II: Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, Differentiation and positioning, Value Propositions, Positioning Strategies, Competitive Strategies. Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand.

Unit – III: Designing Marketing Programme: Decisions involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, Classification of Products, New Product Development, Product Life Cycle, Pricing methods and Strategies, Distribution Channels, Channel Design and Channel Management Decisions, Network Marketing, Promotion Mix –Advertising, Sales Promotion, Publicity &Public Relations, Personal Selling, Direct Marketing, Online Marketing, Digital Marketing, Marketing Analytics-recent trends and AI in Marketing.(An overview)

Unit – IV: Consumer Behavior & Services Marketing: Consumer Behaviour, Seven O's Structure, Factors affecting Consumer Behaviour, Model of Buyer Behaviour, Adoption Process, AIDA Model, Industrial Markets – Characteristics, Industrial Buyer Behaviour, Services Markets – Characteristics and Strategies, Emergence of Online Services. Use of ICT in Services Marketing, Customer Relationship Management.

Unit – V: Marketing Control: Types of Marketing Organization Structures and Factors affecting Global Marketing Organization, Changing practices of Marketing, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Consumerism, Consumer rights and Consumer forums. (An overview)

Suggested Readings:

1. Philip Kotler, "Marketing Management", 2020, Pearson Education Prentice Hall of India.
2. Philip Kotler: 'Marketing Management-The Millennium Edition', 2001.
3. Philip Kotler, Kevin Lane Keller, "Marketing Management" 6th Edition, Pearson Education.
4. Tapan K Panda, "Marketing Management", 2010, 1st Ed. Excel Books

Suggested Books:

- 1.Ramaswamy V.S. Namakumari S, "Marketing Management", The Global perspective
Indian Context Macmillan India Ltd.
2. Rajan Saxena, "Marketing Management", Tata McGraw Hill.
- 3.. Roger J. best, "Market-Based Management", 2009, 1st Ed, PHI Learning Pvt. Ltd.



4. Kurtz & Boone, "Principles of Marketing", 2010, 12th Ed. Cengage Publications

Course Outcomes:

1. Describe the core concepts and philosophies of marketing.
2. Evaluate market segments, forecast demand and develop positioning and competitive strategies.
3. Develop product branding strategies, suggest steps in new product development, develop pricing, distribution and promotional strategies for products, and provide an overview on recent trends in Marketing Analytics and use of AI in Marketing.
4. Analyze buyer behaviour, develop strategies in services marketing, analyze types of ICT tools in services marketing.
5. Learn about the various marketing organization structures and the types of marketing control

Chetan Verma



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Department of Management Studies

PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: STATISTICS FOR MANAGEMENT

PAPER CODE: MBA104

YEAR/SEMESTER: I/I

PPW: 4+1

NO. OF CREDITS: 4

Course Objectives:

1. To introduce basic statistics to management students like measures of central-tendency, measures of dispersion, skewness and kurtosis and concepts of probability.
2. To provide an understanding of probability distributions.
3. Understanding sampling and sampling distributions and hypothesis testing framework with small samples and large samples.
4. Introduce concepts related to Correlation, Regression and their relationship, applications of time series data.

Unit - I: i.) Introduction to Statistics - Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.

ii.) Introduction to probability- Concepts and Definitions of Probability- Classical, Relative, frequency, subjective and axiomatic. Addition and Multiplication theorems, Statistical independence, Marginal, Conditional and Joint Probabilities.

iii.) Bayes' theorem and its applications.

Unit- II: i.) Probability Distribution-Random Variable (RV), Expectation and Variance of a RV.

Probability distribution, function, properties, Continuous and Discrete Probability distribution functions.

ii.) Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, properties and applications.

iii.) Continuous Probability Distributions - Normal Distribution, Standard Normal Distribution properties, applications and importance of Normal Distribution.

Unit - III:

i.) Sampling Theory- The basics of sampling-Sampling procedures-Random and Non- Random methods- Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.

ii.) Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a Good Estimator, confidential interval.

iii.) Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D's.

Unit - IV:

i.) Small Sample Tests- t- Distribution -properties and applications, testing for one and two means, paired t-test.

ii.) Analysis of Variance-One Way and Two ANOVA (with and without Interaction).

iii.) Chi-square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Unit - V:

i.) Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.

ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.

iii.) Time Series Analysis-Components, Models of Time Series Additive, Multiplicative and Mixed models; Trend analysis Free hand curve, Semi averages, moving averages, Least Square methods.

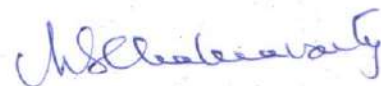
M. S. Chavhan

Suggested Books:

1. Levin R.I., Rubin S. David, "Statistics for Management" 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS Excel", First edition, 2009, Cambridge.
6. J.K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & others, "Complete Statistical methods", 2010, 3rd Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010 3rd Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
10. Levine, David M and other, "Statistics for managers using MS. Excel", 2009, 5th Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
12. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
13. Haoda, R.P., "Statistics for Business & Economics", 2010, 4th Ed. Macmillan.
14. Apte. D.P. "Statistical Tools for Managers- Using MS Excel", 2009, 1st Excel Books.

Course Outcomes:

1. Basic Statistics helps in descriptive analytics.
2. Knowledge of Probability and distributions are play an important role across the various areas of management like finance, Marketing, HRM, supply chains etc.
3. Hypothesis testing is useful in estimation for analysis and decision making.
4. Correlation, regression techniques are an integral part of planning and controlling.





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Department of Management Studies

PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: MANAGERIAL ECONOMICS

PAPER CODE: MBA105

PPW: 4+1

YEAR/SEMESTER: I/I

NO. OF CREDITS: 4

COURSE OBJECTIVES:

1. To impart knowledge on the nature, scope and fundamental principles of managerial economics.
2. To create an understanding and application of demand and supply analysis, demand elasticities, cardinal and ordinal theories, and demand forecasting methods.
3. To impart knowledge on production and cost analysis and application of break-even analysis.
4. To impart knowledge on equilibrium price and output determination in different types of market structures, basics of game theory, and pricing and non-pricing strategies to deter competition.
5. To create an understanding of the methods for measurement of national income, concepts of inflation and its causes and policies to counter trade cycles.

Unit – I: Nature & Scope of Managerial Economics:

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal Concept, Theory of the firm, Profit and wealth maximization, Econometrics- Use of econometric Models in decision making, Decision making under certainty, uncertainty and Risk.

M. S. Chakravarty

Unit – II: Demand & Supply Analysis:

Concepts of demand and supply, market equilibrium, Concept of utility-cardinal and ordinal approaches of consumer utility, Law of diminishing Marginal Utility, Maximization of consumer utility, Consumer surplus, Demand analysis: Determinants of demand, law of demand, Price, Income & cross elasticity of demand. Managerial applications of elasticity of demand, Demand forecasting methods.

Unit – III: Production and Cost Analysis:

Production Function: Short run and long run production functions, Cobb Douglas and Production function. Law of diminishing marginal returns to scale, Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphical method, Expansion path and ridge lines. Economies & Diseconomies of scale. Economies of scope. Learning curve. Cost analysis: Economic & Accounting Costs. Role of time in cost-analysis, Cost-volume Profit Analysis.

Unit – IV: Market Structure and Modern Pricing Practices:

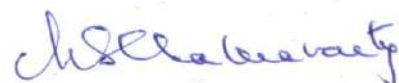
Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Game theory basics, dominant strategy, Nash equilibrium, Prisoner's dilemma, pricing and non-pricing strategies, Price discrimination, Peak load pricing.

Unit – V: Macro Economics & Business:

Nature, Concept & Measurement of National Income, Inflation: Types, causes and Measurement of Inflation: Philips curve, Stagflation. Trade cycles causes and policies to counter trade cycles. Budget: Current Budget.

References:

1. P.L.Mehta: (2014) *Managerial Economics-Analysis, Problems and Cases*, 20th Edition, Sultan Chand & Sons., Delhi.
2. Dominik Salvatore: (2016) *Managerial Economics*, 8th Ed. Oxford University Press, UK.
3. Geethika, Piyoli Ghosh, and P.R. Chaudhary: (2008) *Managerial Economics*, Tata McGraw Hills, New Delhi.
4. D. N. Dwivedi: (2015) *Managerial Economics*, 8th Ed Vikas Publishing., India.



5. D. N. Dwivedi: (2015) *Managerial Economics*, 8th Ed., Kindle Edition, Vikas Publishing., India.
6. Samuelson & Nordhaus: (2010) *Economics*, 19th Ed., Tata McGraw Hills.India.
7. Atmanand: (2009) *Managerial Economics*, Excel Publishing, India.

Suggested Readings:

1. Trunett&Trunett: (2009) *Managerial Economics*, , 8th Ed Weiley India.
2. Sumitra Paul, *Managerial Economics*, 2008, Macmillan,India.
3. Robert Wasahik: (2010) *Managerial Economics: A Strategic Approach*, 2nd Ed. Routledge Publications, UK.
4. The IUP Journal of Managerial Economics, IUP Publications, Hyderabad, India.
5. *Managerial Economics (Journal)*, AGH University of Science and Technology Press, Karkow, Poland.

COURSE OUTCOMES:

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

1. **Define** the basic concepts of Managerial Economics, demonstrate the use of econometric models in decision making.
2. **Discover** the reasons for success or failure of a product in the market by studying the various factors affecting demand for the product, **illustrate** when an individual consumer or market attains a state of equilibrium, forecast demand using different methods, **illustrate** the concept of elasticity for pricing products and for setting the budget for product promotions.
3. **Identify** the least cost-output relationship, **determine** the relationship between the output and the cost in the short run and the long run period of operation and **determine** the break-even level of output.
4. **Estimating** and optimizing the performance of the company in different market structures in terms of profits using the concepts of marginal revenue and marginal cost, and equilibrium price and output and **formulating** pricing and non-pricing strategies to deter competition.
5. **Describe** the methods for measurement of national income and inflation and to **enumerate** the policies to counter trade cycles. Students will be able to **analyze** the causes of a trade cycle and suggest remedies.

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PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: BUSINESS LAWS & ETHICS

PAPER CODE: MBA106

YEAR/SEMESTER:I/I

PPW:4+1

NO. OF CREDITS: 4

Course Objectives:

1. To make students understand the different laws of contract
2. To impart the knowledge of law related to special contracts
3. To know about the law relating to the formation of company and companies act.
4. To make students aware of consumer protection and other essential laws
5. To make them understand the concept IPR and Business Ethics

Unit - I: Law of Contracts:

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, Quasi Contract. Case Studies

Unit - II: Law relating to Special Contracts:

.Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing. Case Studies

Unit - III: Companies Act - 2013

Definition of company - Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association - Prospectus - Law relating to meetings and proceedings- Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Companies Act 2013

Unit - IV: Consumer Protection Law and Other Essential Laws:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Consumer Protection Act- Rights of consumers - Consumer awareness. Features of Cyber Law- ; Feature of Law of Insurance - Case Studies

Unit-V: Intellectual Property Rights & Business Ethics

Intellectual Property Rights (IPR) - Definition, types, Importance of IPR, Intellectual property protection and enforcement.

Ethical and Value based Considerations in Business, Need and Justification of ethics, efficiency and integrity in business operations -Corporate Social Responsibility. Case Studies

Suggested Books:

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
6. S.S Gulshan, Business laws, 2010, Excel Books.
7. Ravindra Kumar, "Legal Aspects of Business", 2nd Ed. Cengage Learning.
8. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.



Course Out Comes:

After Completion of the Course Students Will be able to :

1. **Identify** the different laws used in making a contract.
2. **Define** the laws relating to special contracts.
3. **Summarize** the law relating to the formation of companies along with the highlights of Companies Act 2013.
4. **Explain** the concepts of consumer protection law , Cyber Law.
5. **Outline** the concepts IPR and Business Ethics.

M. S. Chavhan



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Department of Management Studies

PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: HUMAN RESOURCE MANAGEMENT

PAPER CODE: MBA201
YEAR/SEMESTER: I/II

PPW: 4 +1
NO. OF CREDITS: 4

COURSE OBJECTIVES

- Cob1** To impart basic concepts of HRM and its competitive challenges.
- 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 discuss various approaches for harmonious Industrial Relations.

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

Concepts - objectives-scope-functions - transition from Personnel Management to Human Resources management - Changing Role of HR manager - Line and staff Structure of HR Dept - Impact of Environment of HRM - Competitive Challenges influencing HRM – HRIS (Concept & Objectives)- HR Analytics (Concept, Applications)

Unit-II: Procurement of Human Resources:

Job Design – Concept, Approaches (Engineering, Job Characteristics, Human Approach), Techniques (job rotation, job Enlargement, job enrichment) - Job Analysis: Methods, Job Description and Job Specification - Human Resources Planning: Concepts, objectives, factors, Process, Problems - Recruitment: Objectives, process, sources - Selection: Concept, Procedure, Tests and Interview – Placement: Concept,

process - Induction: Concept, Process, Types - Employee mobility: promotions, demotions, transfers, separations.

Unit-III: Developing Human Resources:

Human Resources Development (HRD): (Concept-scope-objectives) - Training & Development: Stages of Training, Assessing training needs, methods and evaluation of training (Kirkpatrick's model) - Difference between Training and Development Performance management: concept, need, Performance Appraisal: concept- traditional and modern methods and errors - Career planning and Development: career planning process and stages of career Development.

UNIT- IV: Compensation Management

Job Evaluation: concept- methods; Compensation management: components & factors affecting compensation - concept of minimum wage, living wage and fair wage - salient features of Wage code - Minimum Wages, Payment of Wages, Bonus - Salient features of Social Security Code - Wage differentials- Incentives (Concept) - fringe benefits (Concept) - Current Salary trends in India - Role of Wage Boards and Pay commissions.

Unit-V: Industrial Relations:

Industrial Relations: Need, Objectives, and Importance of IR - Salient features of Labour Codes with emphasis on IR code: Trade Unions, Standing orders, Industrial Dispute - Discipline: Importance - Procedure. Grievance: Causes, Grievance Redressal Mechanism - Collective Bargaining: Types- Essential Conditions for the success of collective Bargaining.

REFERENCES:

1. P.Subba Rao, Essentials of HRM and Industrial Relations, Himalaya Publishing House Pvt. Ltd.: 5th Edition.
2. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.

SUGGESTED READINGS:

1. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
2. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
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 Discuss HRM concept and internal and external environment

CO2 Demonstrate, interpret, predict, and organize 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 Determine key elements governing Harmonious industrial relations (model building)



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Department of Management Studies

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

COURSE NAME: Financial Management

PAPER CODE: MBA202

PPW: 4+1

YEAR/ SEMESTER: I/II

NO. OF CREDITS: 4

COURSE OBJECTIVE: To familiar the students with scope and functions of financial management and to understand the investment function, finance function and dividend function.

UNIT-WISE COURSE OBJECTIVES:

COB1 To discuss scope, functions, objectives of financial management and to understand and calculate the traditional and DCF methods of capital budgeting.

COB2 To calculate the capital budgeting decisions under condition of risk and uncertainty.

COB3 To understand the various sources of finance, calculate weighted average cost of capital.

COB4 To understand the concept of working capital, estimate working capital.

COB5 To understand about mergers and acquisitions and calculate Walter and Gordon relevance dividend theories.

Unit I: Introduction

Nature and Scope; evolution of finance function – its new role in the contemporary scenario – Goals of finance function – Maximizing Vs satisfying; (Profit vs. wealth vs. welfare); the agency relationship and costs; risk and return trade off; concept of time value of money – future and present value.

The Investment Decision :

Investment decision process – (project generation, project evaluation, project selection and project implementation). Developing cash flow; data for new projects; using evaluation techniques – Traditional (Payback, ARR) and DCF methods (NPV, IRR, PI).

payback period, ARR, NPV, IRR, PI

Unit II : Capital budgeting decisions under condition of risk and uncertainty

Capital budgeting decisions under condition of risk and uncertainty; measurement of risk – Risk adjusted discount rate, certainty equivalents, probability tree approach, sensitivity analysis.

Sources of finance (theory) – a brief survey of financial instruments(Equity, debentures, preference and retained earnings)

**** Problems: RADR, Certainty equivalent, sensitivity analysis.**

Unit III: The Financing Function

Cost of Capital: The Concept – Average Vs Marginal cost of capital; measurement of cost of capital – Component Costs and weighted average cost of capital. Introduction to leverages- operating leverage, financial leverage, combined leverage. EBIT-EPS analysis.

**** Problems: EBIT- EPS analysis, WACC.**

Unit IV: Working Capital Management

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Bank norms for working capital financing.

****Problems: Estimation of working capital.**



Unit V Dividend Decisions & Corporate Restructuring:

The dividend decision: Major forms of dividends – Cash and bonus shares. The theoretical backdrop – Dividends and valuation, major theories centered on the works of Gordon, Walter (Relevance theories) A brief discussion on dividend policies of Indian companies.

Corporate Mergers, acquisitions and takeovers: Types of mergers, economic rationale and motives of mergers, Principles of corporate Governance.

**** problems: Gordon and Walter dividend model.**

References:

1. Prasanna Chandra, "Financial Management Theory and Practice", 7th Ed. Tata Mcgraw Hill.
2. Sudershana Reddy, "Financial Management", 2010, 10th Ed. Vikas Publishing House.

Suggested Reading:

1. Jonthan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 2010, Pearson.
2. Brigham, E F and Ehrhardt. M C "Financial Management Theory and Practice", 2006, 10th Ed. Thomson South Western.
3. Ross Westerfield Jaffe, "Corporate Finance", 7th Ed. TMH Publishers.
4. Viswanth S RI "Corporate Finance Theory and Practice", 2007 2nd Ed. Response Books, Sage Publications.
5. Rajiv Srivastava and Anil Misra, "Financial Management", 2009, 4th Ed Oxford Higher Education.

COURSE OUTCOMES:

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

MBA201.1 Demonstrate role of financial management in business corporations, **Construct** and **Compare** the various capital budgeting techniques and risk in capital budgeting

MBA202.2 Construct and **Compare** the various capital budgeting decisions under condition of risk and uncertainty

MBA202.3 Distinguish between equity, debt and preference capital. **Determine** capital structure using EBIT –EPS analysis. **Calculate** specific cost of capital and weighted average cost of capital.

MBA202.3 Distinguish between equity, debt and preference capital. **Determine** capital structure using EBIT -EPS analysis. **Calculate** specific cost of capital and weighted average cost of capital.

MBA202.4 Demonstrate the concept of working capital and sources of working capital finance. **Determine** working capital.

MBA202.5 Calculate value of the firm using Walter's Model, Gordon's Model and **Demonstrate** various types of mergers.

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Department of Management Studies

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

COURSE NAME: MAREKTING RESEARCH

PAPER CODE: MBA203

PPW: 4+1

YEAR/ SEMESTER: I/II

NO. OF CREDITS: 4

COURSE OBJECTIVE: To impart knowledge on the fundamental concepts of research methodology, data analysis and report writing.

UNIT-WISE COURSE OBJECTIVES:

Cob1 To impart knowledge on objectives and types of research and research designs and the steps to be followed in a marketing research process.

Cob2 To impart knowledge on different methods of data collection, sampling and measurement scales.

Cob3 To impart knowledge on various types of Parametric and Non-Parametric tests such as ANOVA, Chi square, McNemar, Wilcoxon matched pairs test, Mann Whitney U test and Kruskal Wallis test and their application in testing hypothesis.

Cob4 To impart knowledge on various types of multi-variate analytical tools such as factor analysis, cluster analysis, discriminant analysis, conjoint analysis, multi-dimensional scaling and multiple regression analysis.

Cob5 To impart knowledge on the types of reports and mechanics of writing a good research report.

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Unit – I: Meaning and importance of Research:

Meaning of Research, Arbitrary method, Scientific method, Objectives and characteristics of Research – Types of Research: Pure, Applied, Exploratory research, Descriptive, Diagnostic, Evaluation study, Action research, Historical research, Surveys, Marketing Information System (MIS), Marketing Research Process, Research design and types: Exploratory, causative, conclusive and experimental designs.

Unit II Sampling Design and Measurement and Scaling :

Sources of Data, Methods of Data Collection- Primary and Secondary, Types of Data Collection, Questionnaire Design (Layout, types of questions), Census and Sample Survey, Decisions in Sampling Design, Different types of Sampling Methods- Probability and Non-Probability sampling Methods, Measurement and scaling - Concept of measurement and scaling – Types of Scaling Techniques-Comparative and Non-Comparative, Types of Scale in terms of levels- Nominal ,Ordinal, Interval and Ratio Scales –Types of Attitude scales- Thurstone's, Likert's, Guttman's, Semantic differential; Reliability and Validity of a scale.

Unit – III: Data Analysis: Parametric and Non-Parametric Tests:

Hypothesis formulation and testing – Type 1 and Type 2 errors, Introduction to Parametric and Non-Parametric tests and their Characteristics, Chi square test, ANOVA test-One-way and Two-way), McNemar test, Wilcoxon Matched pairs test, Mann-Whitney U test, Kruskal –Wallis test.

Unit – IV: Multi-Variate analysis:

Structural and Functional methods-Steps in Factor analysis, Cluster analysis, Discriminant analysis, Conjoint analysis and Multi-Dimensional Scaling. Multiple Regression (Problem solving with two independent variables)

Unit – V :Report Design, Writing and Ethics in Research

Research report- Significance of report writing –Types of Research reports – Steps in planning to write a report–Layout of a research report –Contents of a Research Report–Ethics in Research – Plagiarism – Essentials of Referencing – Essentials of a good Research Report - Mechanics/Precautions in writing a research report.



Suggested Books:

1. Malhotra, K. Naresh: (2009) *Marketing Research – An applied orientation*, 4th Edition, Pearson, UK.
2. Rajendra Nargondkar: (2017) *Marketing Research: Texts and Cases*, Tata McGraw Hill, India
3. O.R. Krishna Swamy (2008) *Methodology of Research in Social Sciences*, PHI, New Delhi.
4. S L Gupta, (2009) *Business Statistics*, 3rd Edition Tata McGraw Hill
4. S L Gupta, "Marketing Research", 2009, Excel Books, New Delhi.
5. C R Kothari, "Research Methodology Methods and Techniques", New Age International Publishers.
6. Green E. Paul, Tull S. Donald & Albaum, Gerald: "Research for Marketing Decisions", 2006, 6th Ed, PHI.
8. Luck and Rubbin, "Marketing Research", 2004, 4th Ed. PHI.
9. Zikmund, "Essentials of Marketing Research", 2009, CENGAGE Publishers.
10. Martin callingam, "Market intelligence", 2009, Kogan Page Publishers.

COURSE OUTCOMES:

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

MBA203CO1 Define the basic concepts of research and research designs and in describing the various steps in the research process.

MBA203CO2 Enumerate the various data collection methods and design questionnaires. Through the course students would be able to describe and differentiate between the various sampling and scaling techniques.

MBA203CO3 Select and apply the relevant parametric and non-parametric tests to test a hypothesis. The tests will be useful in identifying relationships between variables, determining and rating the performance of brands and training methods or for comparing a before-after phenomenon.

MBA203CO4 Segment markets. The course shall help students in estimating the performance of the company's products in different market segments, and in evaluating trends in the demand patterns for a company's products. The course shall help students in discovering the cause-effect relationships related to product or market problems. The course shall help students analyze and draw conclusions about the impact of multiple variables on a dependent variable.

MBA203CO5 Choose the right type of report required in different situations, Enumerating the different steps in writing a research report and the mechanics of writing a good research report.





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Department of Management Studies

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

COURSE NAME: OPERATIONS RESEARCH

PAPER CODE: MBA 204

PPW:4+1

YEAR/SEMESTER: I/II

NO. OF CREDITS: 4

COURSE OBJECTIVE:

The course aims at building capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints.

UNIT.WISE OBJECTIVES:

Cob 1: Formulate and solve mathematical model (linear programming problem) for a physical situation like production, distribution of goods and economics by graphical method

Cob 2: Determining the Optimum solution to the LPP by using simplex method and its extensions to dual LPP.

Cob 3: Be able to build and solve Transportation Models and Assignment Models.

Cob 4: Draw network diagrams and evaluate optimum project duration by using CPM/PERT.

Cob 5: Summarize different queuing situations, simulate different real life Probabilistic situations and Solve simple games using various techniques.

UNIT-I:

- I. Introduction to OR - Origin, Nature, definitions, Managerial applications and limitations of OR.
- II. Linear and Non-Linear, Integer, Goal [multi - objective] and Dynamic Programming Problems (Emphasis is on conceptual frame work- no numerical problems).
- III. Linear programming: mathematical model, formulation of LPP, assumptions, underlying LPP.
Solutions by the graph, Exceptional cases.

UNIT II:

- I. LPP - simplex method- solution of LPP problems maximization and minimization cases optimality conditions. Degeneracy.
- II. Dual- formulation, relationship between Primal- Dual, solutions of Dual, economic interpretation of Dual.
- III. Sensitivity analysis and its implications.

UNIT III :

- I. Transportation Problems (TP) - Mathematical model, IBFS using North-West corner rule (NWCR), Row Minima, Column Minima , Matrix minima method(LCM) and Vogel's Approximation method (VAM), Unbalanced TP, Degeneracy, optimality test and managerial applications.
- II. Assignment Problem (AP): Mathematical model, unbalanced AP, restricted AP, methods of obtaining solution - Hungarian method.
- III. Travelling Salesman Problem, managerial applications of AP and TSP.

UNIT.IV:

- I. Network fundamentals - scheduling the Activities - Fulkerson's rule -CPM earliest and latest times - determination of ES and EF in the forward pass - LS and LF in backward pass determination of critical path, crashing, time cost trade off.
- II. PERT- Beta distribution, probabilistic models, calculation of CP, resources analysis and allocation.

UNIT- V:

- I. Queuing theory - concepts of queue/ waiting line - general structure of a queuing system - operating characteristics of queues, deterministic queuing models - probabilistic queuing model - cost analysis - single channel queuing model - Poisson arrival and exponential service times with infinity population.

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- II. Game Theory - Concepts, Saddle point, Dominance, Zero-sum game, Two, three and more persons games, analytical method of solving two-persons zero sum game, graphical solutions for ($m \times 2$) and ($2 \times n$) games.
- III. Simulation - process of simulation, applications of simulation to different management problems.

COURSE OUTCOMES:

MBA204CO1: Formulate and solve mathematical model (linear programming Problem) for a physical situation like production, distribution of goods and Economics by graphical method

MBA204CO2: Determining the Optimum solution to the LPP by using simplex Method and its extensions to dual LPP.

MBA204CO3: Build and solve Transportation Models and Assignment Models.

MBA204CO4: Draw network diagrams. And evaluate optimum project duration by using CPM/PERT.

MBA204CO5: Summarize different queuing situations, simulate different real life probabilistic situations and Solve simple games using various techniques.

Suggested Books:

1. N.D. Vohra, 'Quantitative technique in management', 2010, 4th Ed. TMH.
2. J. K. Sharma, "Operations Research theory and applications", 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research Theory and Applications" 2008, Springer.
4. Chakravarthy, P. "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative Analysis for Management", 2007, 9th Ed. Pearson.
6. Pannerselvam, R. "Operations Research", 2006 3rd Ed. THI
7. Selvaraj, R. Management Science Decision Modeling Approach", 2010 1st Ed. Excel.
8. Ravindren. A. Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and sons.
9. Hillier, Frederick S. & Lierdeman, "Introduction to Operations research Concepts and Cases", 2010 8th Ed. THM.
10. Prem kumar Gupta & others, "Operations Research", 2010, S. Chand.

Chakravarthy



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Department of Management Studies

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

COURSE NAME: OPERATIONS MANAGEMENT

PAPER CODE: MBA205

PPW: 4+1

YEAR/SEMESTER: I/II

NO. OF CREDITS: 4

COURSE OBJECTIVES:

Cob1. To impart the basic concepts of Operations Management

Cob2. To understand about Capacity Planning and Scheduling of production operations

Cob3. To know about Work study and Services management

Cob4. To understand and able to implement Materials Management

Cob5. To know the procedures and methods to manage stores and inventory

Unit - I: Introduction to Operations Management: Similarities and differences between products and services. Meaning of production. Evolution of operations management. Role of Operations Management in total management System- Interface with other functional areas. Production Planning and Control: Basic functions of Production Planning and Control. Process technologies, Types and characteristics of process technologies. Project, Job Shop, Assembly, batch and Continuous - Inter Relationship between product life cycle and process life cycle.

Unit - II: Capacity Planning and Scheduling of production operations: Capacity Planning, line balancing (concept only). Plant/facility layout -different types of layouts. Aggregate planning, criteria for selecting aggregate planning, MPS-objective, procedure and timeframe, Sequencing of Operations, Job

sequencing – n jobs two machines and n jobs 3 machines. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies. Maintenance issues in service organizations

Unit - III: Work study and Services management:

Work Study-meaning and advantages. various techniques and Methods of Work measurement - its uses. Services management-nature of services, types of service operations. Quasi manufacturing. Customer as participant and customer as product. Challenges in service operations. Value creation through service, service quality ,culture and innovation, waste management.

Unit - IV: Statistical Quality Control

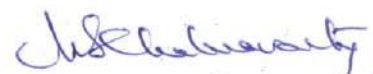
Quality Control – Statistical Quality Control – Acceptance Sampling, Process Control: Control charts for Variables and Attributes- Average, Range, SD. Fraction Defective and Number of defects (X, R chart, p- chart and C chart).

Unit – V : Materials Management:

Materials management : Need and importance of Materials management-Materials Requirement Planning-Materials Budgeting-Manufacturing resource planning, Purchase management, sources of Supply of Materials -selection, evaluation and Performance of suppliers-make or buy decisions. Vendor rating -. Determinants and methods of vendor rating, Value Analysis. Value analysis role in cost reduction. Inventory control – EOQ-types of Inventories ABC, XYZ, VED, SDE(ABC & EOQ simple problems).

Suggested Books:

1. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH.
2. "Production and Operations Management "A.sridharaBhatt,Himalaya publishers,2011
3. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
4. Mahadevan. B, "Operations Management", 2010, Pearson Education.
5. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
6. R.Paneerselvam"Production and Operations Management",3rd edition PHI
7. S.N Chary "Production and Operations Management",



Course Outcomes:

1. Students will equip with basic concepts of operations management.
2. Students learn about capacity planning and scheduling of production operations and apply them in organizations.
3. Work study and Services management can be thoroughly understood and applied practically.
4. Materials requirements and planning can be assessed in organizations in practice
5. Better control of Stores & Inventory Management can be attained.





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Department of Management Studies

PROGRAM NAME: MBA (w.e.f 2025-26)

COURSE NAME: BUSINESS COMMUNICATION

PAPER CODE: MBA206
YEAR/SEMESTER: I/II

PPW: 4+1
NO. OF CREDITS: 4

COURSE OBJECTIVE: To familiar the students with business communication strategies and principles to prepare effective communication for various business situations.

UNIT-WISE COURSE OBJECTIVES:

COb1 To understand communication types and process and listening skills.

COb2 To comprehend non-verbal and negotiation skills in business scenarios.

COb3 To know both the verbal and non-verbal dimensions of different types presentations.

COb4 To write effective business reports and letters.

COb5 To study the relations with media, investors, government and effective communication in crisis situations.

UNIT-I: The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; Listening process-Elements of good listening-improving listening competence. Importance of feedback - Principles of feedback

UNIT-II: Business Etiquettes - Characteristics of non-verbal communication-Types and functions of non-verbal communication-

Interpreting non-verbal communication; Negotiations-Approaches to negotiations-Preparing for and conducting negotiations

UNIT-III: Making Presentations-Choosing a method of speaking-Analyzing the audience-Nonverbal dimensions of presentations-Speeches for commemorative occasions-Effective presentation strategies. Persuasive speaking - Employment Communication-

Interviews - Selection or placement interviews - Appraisal interview - Exit interview - Discipline interview.

UNIT- IV: Report writing-Types of reports-Structure of reports-Types of Reports - Essentials of good report writing. Business letters-Layout of a Business Letter-Styles of Layout- Email Writing - Components of an Email - drafting a resume

UNIT-V: Media relations-Building better relations with media. Investor relations-Framework for managing investor relations. Managing government relations-ways and means of managing governing power. Crisis communication- Do's and Don'ts in the wake of a crisis.

Social Media Communication - Dos & Don'ts of social media communication.

SUGGESTED READINGS:

1. Lesikar, R.V. and Flatley, M.E. Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd.
2. Penrose, Rasberry and Myers. (2004). Business Communication for Managers. South -W estern Cengage Learning.
3. Rai and Rai. (2013). Business Communication, Himalaya Publishing House.

REFERENCES:

1. FearnBanks, Kathleen. (2011). Crisis Communication: A Casebook Approach. Routledge.
2. Mary Munter, Mary. (2013). Guide to Managerial Communication. Pearson Education.
3. Disanza.(2005). Business and Professional Communication: Plans, Processes, and Performance. Pearson Education
4. Krishnamacharyulu and Ramakrishna, Lalitha. (2014). Business Communication. Himalaya Publishing House.
5. Krizan A.C. "Buddy", Merrier Patricia, Logan Joyce & Williams Karen, (2008). Effective Business Communication. Cengage Learning.



6. International Journal of Marketing & Business Communication,
<http://www.manuscript.publishingindia.com/index.php/IJMBC/index>
7. Management Communication Quarterly,
<https://in.sagepub.com/en-in/sas/journal/management-communication-quarterly#description>

COURSE OUTCOMES:

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

MBA206.1CO1 Determine the appropriate communication and listening skills.

MBA206.1CO2 Demonstrate the non-verbal and negotiation skills in various business situations.

MBA206.1CO3 Demonstrative effective presentation skills in various occasions.

MBA206.1CO4 Formulate effective business reports and letters in different scenarios.

MBA206.1CO5 Develop relations with media, investors, government and effective communication in crisis situations





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Department of Management Studies

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

COURSE NAME: Total Quality Management

Course Code: MBA 301

HPW: 5

YEAR/SEMESTER: II/I

NO. OF CREDITS: 4

Course Objectives:

CO1. This course is aimed at orienting the students towards the importance of quality as a management tool

CO2. Towards understanding the principles and practices of total quality management

CO3. Introducing various tools and techniques used in the measurement of quality

CO4. Understanding the importance of six sigma as a quality tool

CO5. Sensitizing the students to the importance of quality in services sector

Unit-I: History and Evolution: TQM-Connnotations of Quality, Quality Dimensions - Product and Service, The concept of TQM, Evolution of TQM - Inspection, SQC, QA and TQM. Deming's Philosophy, Conventional quality management versus TQM. Benefits and costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines - ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM)

Unit II: Tools of TQM: (Theory only): Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement.

Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness.

Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. **Control Tools:** GanttChart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit - III: Techniques of TQM: Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). **Qualitative techniques:** Benchmarking, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). **Taguchi methods:** Quality loss function, Signal-to-Noise ratio: Nominal- the best, Target-the-best, Smaller-the-best, Larger-the-best. Parameter design, Tolerance design

Unit - IV: Six Sigma: The concept of Six Sigma, Objectives of Six Sigma, The framework of Six Sigma programme, Six Sigma organizations: roles and responsibilities, six sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Defects per million opportunities and First pass yield. Benefits of Six Sigma.

Unit -V: TQM in the Service Sectors: Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services - Banks, Investment Company and Mutual Funds.

References:

1. K. Shridhara Bhat, "Total Quality Management", Himalaya publishing House.
2. Poornima M Charantimath, "Total Quality Management", 2003, pearson.
3. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books
4. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield, "Total Quality Management", 2006, 3'd Ed. PHI

Ch. B. Bhat



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Department of Management Studies

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

COURSE NAME: Business Analytics

Course Code: MBA 302

HPW:4+1

YEAR/SEMESTER:II/I

NO. OF CREDITS: 4

Course Objectives:

- CO1:** To impart knowledge on the overview of business analytics concepts
- CO2:** To create an understanding on descriptive analytics techniques
- CO3:** To help the students implement the techniques of predictive analytics
- CO4:** To make students familiarize the execution prescriptive techniques
- CO5:** To Create an understanding on Business Analytics in practice

Unit I: Introduction to Business Analytics: Definition of Business Analytics, Categories of Business Analytical methods and models, Big Data - Overview of using Data, Types of Data.

Unit II: Descriptive Analytics: Overview of Description Statistics - Measures of Central Tendency (Mean, Median & Mode) using MS- Excel - Measures of Variability (Range, Standard Deviation, Variance and Coefficient of Variation) using MS Excel - Data Visualization (Definition, Visualization Techniques - Tables, Cross Tabulations, Charts) using MS-Excel & Data Dashboards- concept and types.

No Numerical Problems

Unit III: Predictive Analytics: Forecasting Techniques - Trend Lines (Straight Line, Parabola and Exponential) & Regression Analysis (Linear & Multiple) using MS Excel, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling (Only Conceptual framework only).

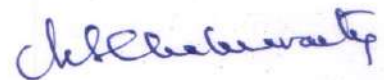
No Numerical Problems

Suggested Readings:

1. John L. W. Beckford, 'Quality: A Critical Introduction', 3rd Ed. Routledge - Taylor and Frances Group, New York and London.
2. Greg Brue, 'Six Sigma for Managers', 2002, TMH.
3. Kanishka Bedi, 'Quality Management', Oxford University Press.
4. Mukherjee, P N, 'Total Quality Management', 2007, PHI.
5. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan

Course Outcomes:

- CO1. Understand the basic terminologies and metrics that are used to govern quality management
- CO2. Get a better perspective on quality standards like ISO
- CO3. Be able to identify the various metrics that govern quality
- CO4. Elucidate the role and importance of six sigma as a quality measurement tool.
- CO5. Identify the various means and techniques for establishing quality in service sector





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Department of Management Studies

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

COURSE NAME: Entrepreneurial Development

Course Code: MBA303
YEAR/SEMESTER: II/I

HPW:4+1
NO. OF CREDITS:4

Course Objectives:

- COB1: To make students understand the concept of Entrepreneur and Entrepreneurship.
- COB2: To make students aware about factors affecting of Entrepreneurial growth.
- COB3: To make students aware about small businesses and opportunities for Entrepreneurship
- COB4: To make students aware of different institutions supporting finance to entrepreneurs
- COB4: To make students aware of different Funding assistance.

Unit - I: Entrepreneur and Entrepreneurship: Evolution of the Concept of Entrepreneur-Characteristics of an Entrepreneur-Distinction Between an Entrepreneur and a Manager-Functions of an Entrepreneur-Theories of Entrepreneurship- Concept of Entrepreneurship-Growth of Entrepreneurship in India-Role of-Entrepreneurship in Economic Development-Concept of Entrepreneurship-Functions, growth, Problems, Development, Recent Trends of Women Entrepreneurship-Meaning of and-Need for Rural Entrepreneurship-Problems and Development of Rural Entrepreneurship.

Unit IV: Prescriptive Analytics: Concept – Challenges and Applications - Overview of Linear Optimization, Non-Linear Programming, Integer Optimization, Cutting Plane algorithm, Decision Analysis (Risk and uncertainty methods)

Unit V: Overview of Programming using R :

R environment, R Packages, Reading and Writing data in R, R functions, control statements, Frames and subsets, Managing and Manipulating data in R.

References:

1. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
2. Sahil Raj, Business Analytics, Cengage Learning, 2015.
3. James Evans, Business Analytics, Pearson, Second Edition, 2017.
4. Mark Gardener, Beginning R: The Statistical Programming, O' Reilly Publications, 2013.

Suggested Readings:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning, 2015.
2. **Jakkula, Agarwalla, Karuna Sree, Business Analytics, Himalaya Publishing House, 2019.**
3. Garrett Grolemond, Hands-On Programming with R: Write Your Own Functions and Simulations, O' Reilly Publications, 2014.

Course Outcomes:

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

- CO1: Describe business analytics concepts and Examine the various types of analytics
- CO2: Implement the techniques of descriptive analytics
- CO3: Demonstrate the various techniques of predictive analytics
- CO4: Execute the techniques of prescriptive techniques
- CO5: Explain the business analytics in practice

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Unit – II: Factors Affecting Entrepreneurial Growth: Economic and Non-Economic Factors–Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and Entrepreneurship Development Programmes (EDPs)–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

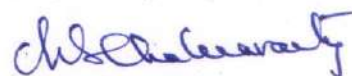
Unit – III: Small Enterprises: Definition–Characteristics–Relationship with large units–Rationale–Objectives–Scope of Small Enterprises–Opportunities for an Entrepreneurial career–Role of Small Enterprises in Economic Development–Their problems–Project Identification and Selection–Project Formulation–Project Appraisal–Financing–ownership Structures, MSME act.

Unit – IV: Institutional Finance to Entrepreneurs: Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs–Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

Unit – V: Venture Capital: Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

Suggested Books:

1. Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, "Entrepreneurship", 2007, New Age International.
7. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.



8. A. Sahay and A. Nirjar, "Entrepreneurship", 2006, Excel Books.
9. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises", 2006, Pearson Education.

References

1. Morse. E.A., Mitchell. R.K., "Cases in Entrepreneurship", 2006, Sage Publications.
2. Donald G. Kuratko and Richard M. Hodgetts, "Entrepreneurship", 2006, Thomson.

Course Outcomes:

At the end of the course Students will be able to

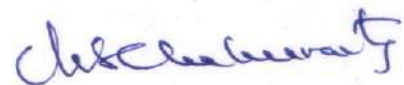
CO1: Explain the concept of Entrepreneur and Entrepreneurship.

CO2: know about factors affecting Entrepreneurial development

CO3: Know about small businesses and opportunities for entrepreneurial growth

CO3: Aware of different institutions supporting finance to entrepreneurs

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





Bharatiya Vidya
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Department of Management Studies

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

COURSE NAME: Security Analysis & Portfolio Management (F)

PAPER CODE: MBA304.1

PPW: 4+1

YEAR/SEMESTER: II/I

NO. OF CREDITS: 4

COURSE OBJECTIVES:

- CO1.To Discuss approaches of investment analysis and calculate risk and return of a single security.
- CO2. To compare type of debentures and calculate the value of a bond using Bond Yield measures.
- CO3. To calculate the value of a equity share using DDM and P/E approach.
- CO4.To identify the minimum risk of a portfolio and detect over pricing.
- CO5.To calculate Portfolio using portfolio performance measures

Unit - I: Investments: Investment Concept; Real vs. Financial assets; Investment decision process-(Investment policy, Investment analysis, valuation of securities, construction of portfolio, evaluation of portfolio) Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision-(Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation.) The concept and measurement of return-realized (Historical) and expected return (Ex-ante and ex-post returns). The concept of risk. Sources and types of risk. Measurement of risk, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis (Economic analysis, Industry analysis, Company analysis); Technical Analysis (Basic principles, chart patterns and technical indicators-(major and minor trends, support and resistance, moving average), Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

**** Problems: calculation of Historical and Expected return and risk of a single security.**

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Unit – II: Fixed Income Securities - Analysis, Valuation and Management:

Features and Types of debt instruments, Bond indenture, Bond convexity. Factors affecting bond yield. Bond risk-(purchasing power risk, interest rate risk, call risk, liquidity risk) Bond yield measurement-Current yield, holding period return (HPY), YTM(Yield to Maturity), AYTM(Approximate Yield to Maturity) and YTC(Yield to Call). Bond duration, Macaulay's duration and modified Macaulay's duration.

**** Problems: current yield, HPY, AYTM, YTM, YTC, Duration.**

Unit – III: Common Stocks - Analysis and Valuation: Basic Features of Common Stock, Need for valuation, Approaches to valuation-Balance sheet model, Dividend discount model – zero, constant, two growth, three growth, P/E model, Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

**** Problems: Dividend Discount Model,**

Short answer problem: P/E model.

Unit – IV: Portfolio Theory: Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing,

**** Problems: Portfolio return and risk using Harry Markowitz's Portfolio theory, Markowitz minimum risk portfolio, CAPM (identification of overpriced, under-priced), APT (Two factor).**

Unit – V: Portfolio Evaluation: Performance Evaluation measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

**** Problems: Performance measures :(Sharpe's, Treynor's, Jensen).**

References:

1. Investment Analysis and Portfolio Management: Prasanna Chandra, TMH, third edition.
2. K Sasidharan and Alex K Mathews, "Security Analysis and Portfolio Management", Tata McGraw Hill Education Private Limited.
3. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
4. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House

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- 5.S. Chand "Investment Management: Security Analysis & Portfolio Management".
6. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed

Suggested Books:

- 1.Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
- 2.Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
- 3.Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
- 4.Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
5. S. Kevin, "Analysis and Portfolio Management", PHI.

COURSE OUTCOMES:

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

- CO1.**To present approaches of investment analysis and Measure risk and return of a single security
CO2. To Explain type of debentures and validate the value of a bond using Bond Yield measures.
CO3. To Assess the value of a equity share using DDM and P/E approach.
CO4.To Estimate risk, return of a portfolio, minimum risk of a portfolio and detect over pricing and under-pricing of a stock using CAPM model.
CO5.To Measure Portfolio using portfolio performance measures.

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Department of Management Studies

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

COURSE NAME: Financial Modelling (F)

PAPER CODE: MBA304.1

PPW: 4+1

YEAR/SEMESTER: II/I

NO. OF CREDITS: 4

Course Objectives:

1. To understand the advanced features of excel.
2. To design and develop the equity valuation models.
3. To develop skills in creating a project evaluation model and risk analysis
4. To develop break event charts and cash models.
5. To prepare and present financial reports using power point presentation

Unit 1: Introduction to Financial Modeling and Excel:

Introduction to Financial Modeling - concept - types of Financial models (Three-Statement Model, Discounted Cash Flow , Merger Model, Initial Public Offering (IPO) Model, Leveraged Buyout (LBO), Sum of the Parts, option pricing Model.)
Introduction to excel - 12 Data Base Functions - Advanced Modeling Techniques - Extrapolation, Histogram, Data Filter and Sort, V look UP and H Look UP.

Ch. Chakravarthy

Unit 2 : Analysis of financial statements using Excel :

Financial Statement Analysis - Introduction - Definition - Purpose - types of Financial statements - Techniques of Financial Statements Analysis - Analyzing Financial statements by using spreadsheet model - forecasting financial statements using excel - peer to peer Analysis(Definition and overview) - Criteria for selecting peer groups.

Unit 3 : Project Finance:

Concept - Features and purpose of project Finance - stages of project Finance - Initial Development Phase (**Project Identification and Structuring, Financial Structuring, Financial Modeling, Funding and Construction, Operation and Maintenance, Monitoring and Management**)&- Excel in project appraisal - PV,FV, NPV,IRR in excel , Sensitivity analysis , cash flow water fall model.

Unit 4 :Break Even Charts using Excel - Concept - CVP analysis - P/V ratio, Break even point - Break even charts using excel - Graphical method of BE analysis - Merits and demerits of BE analysis - margin of safety - Pricing Decisions - Sales mix, key factor, effects of changes in sales price, make or buy decisions)

Unit 5 : Report writing : concept and Overview - essentials of good reporting - Steps in writing a financial analysis report - Presentation of charts and graphs - preparation of report and power point presentation

Reference books :

1. Financial Modeling, 'Simon Benninga, Third Edition, MIT Press, 208
2. Financial Modeling using Excel and VBA, Chandan Sengupta, Second Edition, John Wiley & Sons 2004
3. Mastering F financial Modeling, Alastair Day, Prentice Hall, Pearson Education, 2001

Course Outcomes: After completion of the course students will be able

1. To Understand the advanced features of excel.
2. To Design and develop the equity valuation models.
3. Develop skills in creating a project evaluation model and risk analysis.
4. To Develop break event charts and cash models.
5. Prepare and Present financial reports using power point presentation

Chitharan



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Department of Management Studies

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

COURSE NAME: Personal Finance

PAPER CODE: MBA 304.3

PPW: 4+1

YEAR/SEMESTER: II/I

NO. OF CREDITS: 4

Course Objectives:

COB1. To make the students understand and determine Personal financial planning process and interpret personal financial statements

COB2. Able to make them Categorize the various types of investment avenues

COB3. To make the students learn about types of insurance.

Cob 4. To make the students learn about tools of retirement plan and pension schemes

Cob 5. Enable the students to prepare personal tax planning and filing of income tax returns

Unit I: Basics of personal finance: Financial plan, Need, components of financial plan, Introduction to personal finance planning (PFP), objectives of personal finance planning, steps in formulating personal finance planning, PFP strategies, PFP process, preparation of personal budget, Estimation of cash inflows and cash outflows.

Unit II: personal savings & investment: Factors influencing investment- return, risk, liquidity, safety, tax benefits, time period, hedge against inflation. Personal savings avenues- Bank deposits, post office savings, mutual funds (SIP), shares, debentures and government bonds, ETF, Investment in physical assets- Real estate, Gold, silver. Loans for personal needs- Education loan, Vehicle loan, home loan, EMI.

Unit III: protection of assets: Insurance- nature, elements of insurable risks, functions of insurance, introduction to life insurance and non-life insurance, Types of

Ch. S. Chandra

insurance- life insurance, health insurance, vehicle insurance, Insurance premium, Insurance Ombudsman. Introduction to IRDA.

Unit IV: Retirement planning: Retirement planning-meaning, Introduction to effect of compounding (only theory), Need for retirement planning- Financial Independence, Portfolio planning or asset allocation. Investments for Retirement- Pension schemes- PPF, NPS, Pension plans, Defined contribution plan and Defined benefit plan, provident fund, gratuity, reverse mortgage plans.

Unit V: Personal Tax planning & Estate planning: overview on old tax regime and New tax regime (only theory), Personal tax planning, tax computation, tax exemptions, filing of income tax returns.

Tax saving avenues- Medical insurance, PPF, NPS, ELSS, NSE, Children's Tuition fees, home loan.

Estate Planning- Meaning, Need of Estate planning, Essentials of Estate planning. Difference between an Estate Plan and a Will.

References:

1. Management of Banking and Financial Services- Padmalata Suresh Justin Paul, Pearson 2nd edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2070 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
5. M.Y.Khan, Indian Financial System, TaTa Mc Graw Hill

Course Outcomes:

- CO1: To Determine Personal financial planning process and interpret personal financial statements
- CO2: To Categorize the various types of investment avenues
- CO3: To Infer the types of insurance plans
- CO4: To infer various retirement plans and pension schemes
- CO5: To interpret personal tax planning and filing of income tax returns

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Department of Management Studies

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

Course Name: Compensation Management

Course Code: MBA305.1

YEAR/SEMESTER: II/I

HPW: 4+1

NO. OF CREDITS: 4

Course Objectives:

Cob1: To make students aware of the concept of Compensation Management.

Cob2: To understand the influencing factors of Compensation on Employee behavior towards Employee Behavior.

Cob3: To make students equip with the knowledge of Designing the compensation system.

Cob4: To make them learn the concept of different types of Employee benefits.

Cob5: To make them understand the new challenges associated with compensation.

UNIT-I; Introduction to compensation management: Meaning-definition - objectives- principles and importance of compensation management. Competitive advantage through Human Resources- role of compensation. Theories of Compensation: economic and behavioural theories. Factors influencing compensation management. Compensation strategies. Concept of total reward system-new trends in compensation management.

UNIT - II: Compensation and Employee Behaviour: Stake holders of compensation management. factor influencing effective compensation management-motivational issues. Bases for Traditional Pay System and Modern Pay System-Establishing Pay Plans-Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay-Team Based Pay.

UNIT – III: Designing Compensation System: Compensation fixation - Role of Wage Board & Pay Commissions. Building internally consistent Compensation System- Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys- Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

UNIT – IV: Employee Benefits and Rewards and Recognition Management: Strategic perspectives on benefits- Employee Benefits and Services: statutory and voluntary-Components-Legally required Benefits- Components of Discretionary Core Fringe Compensation- Intrinsic Rewards- Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation - Benefits Administration—Costing the Benefits-Designing and Planning Benefit Program.

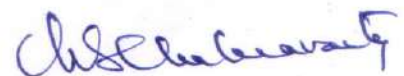
UNIT – V: Contemporary Strategic Compensation Challenges: International Compensation and Competitive Strategies-Executive Compensation Packages-Compensating Executives -Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules-Compensation for Expatriates and Repatriates-Strategic Issues and Choices in Using Contingent and Flexible Workers. Compensation Management in Multi-National organizations.

References:

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed. 9th Ed.
2. Joseph J.Martocchio, "Strategic Compensation", 2006, Pearson Ed Richard I 3rd Ed.

Suggested Readings:

- 1.Milkovich &NewMan, "Compensation", 2005, Tata McGraw –Hill, New Delhi.
- 2.Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
- 3.Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
- 4.Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.



Course Outcomes:

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

- CO1: To identify key concepts and theories of compensation management
- CO2: To explain the influence of compensation on employee behavior and
- CO3: To define, outline the process of designing the compensation system.
- CO4: To identify and analyze different employee benefits and reward and recognition management.
- CO5: To be able to determine key elements contemporary strategic compensation challenges





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Department of Management Studies

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

Course Name: Performance and Talent Management

PAPER CODE: MBA305.2

YEAR/SEMESTER: II/I

PPW: 4+1

NO. OF CREDITS: 4

COURSE OBJECTIVE: To impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. It also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.

UNIT-WISE COURSE OBJECTIVES:

COb1 To understand the various performance management system, strategic performance management system.

COb2 To comprehend the components of performance management system.

COb3 To analyse the compensation decisions based on performance.

COb4 To evaluate the models and metrics of performance management.

COb5 To know the concept of managing talent in the organization.

Unit I: Introduction to Performance Management: Performance Management - Concepts, Philosophy, Overview, Objectives and Standards - Ethics in Performance Management (Principles, objectives and significance, issues and strategies) Performance Management System - Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems (Concept, Components, Advantages and Disadvantages)

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

Unit III: Decisions based on Performance: 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

Unit IV: Performance Metrics and Models: Performance measures pyramid. Steps for designing metrics, Wang Lab - Smart pyramid, Spangenberg's Integrated model of PM, Sears model for organizational performance, Balanced Scorecard

Unit V: Talent Management: Talent Management defined – Elements of talent management – Creating a great place to work – Attraction of strategies - talent strategies – career management – talent management for knowledge workers – talent management in practice.

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

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COURSE OUTCOMES:

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

MBA405.1CO1 Explain the concepts of Performance management system and strategic performance management.

MBA405.1CO2 Demonstrate the components of performance management system.

MBA405.1CO3 Examine the compensation decisions based on performance.

MBA405.1CO4 Compare the models and metrics of performance management.

MBA405.1CO5 Explain the concept of managing talent in the organization.

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Department of Management Studies

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

Course Name: Organizational Psychology

PAPER CODE: MBA305.3

PPW: 4+1

YEAR/SEMESTER: II/I

NO. OF CREDITS: 4

Course objectives

COB1: To make students understand the concepts of Organizational Psychology and socialization.

COB2: To impart knowledge on the productive and counterproductive behaviors exhibited by an employee.

COB3: To make students learn about the concept of stress and its reduction techniques.

COB4: To provide insights into the different interaction patterns and enhancing techniques of inter group behaviour

COB5: To make students familiarize with concept of Organizational culture.

Unit I: Introduction to Organizational Psychology: Organizational Psychology - Historical evolution of Organizational psychology fieldman's Organizational socialization process - Impact of diversity on socialization

Unit II: Productive and Counterproductive Behaviour: Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour - Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover

Unit III: Occupational Stress: Brief history – Approaches (medical, clinical/counselling, engineering psychology, and organizational psychology) — Workplace stressors – Reducing the impact of workplace stressors

Unit IV: Intergroup Behaviour: Types of interactions – Predictors of interaction patterns - Intergroup conflict – Improving the quality of intergroup relations

Unit V: Organizational Culture: Organizational Culture - Manifestations of organizational culture, measuring organizational culture, Changing organizational culture

References

1. Jex, Steve M. (2006). *Organizational Psychology—A Scientist Practitioner Approach*, 1/e; New Delhi: Wiley India.

Suggested Reading:

1. McKenna, Eugene F. (2000). *Business Psychology and Organizational Behaviour*, 3/e; New Delhi: Vikas Publishing

2. Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2006). *Social Psychology*, 11/e; New Delhi: Prentice Hall India

Course Outcomes

CO1: Identify the historical evolution of Organizational Psychology and explain the significance of organizational socialization process

CO2: Able to illustrate the impact productive and counterproductive behaviours of an employee on organizational effectiveness.

CO3: Apply the learnt concepts in Managing Occupational of stress.

CO4: Identify the different inter group behaviours.

CO5: Explain the impact of Organizational culture on psychology.

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Autonomous College - Affiliated to Osmania University

Department of Management Studies

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

COURSE NAME: Product and Brand Management(M)

PAPER CODE: MBA306.1

PPW: 4+1

YEAR/SEMESTER: II/I

NO. OF CREDITS: 4

Course Objectives:

CO1.To understand Product Management as specific marketing function

CO2.To know about Product Market Evolution

CO3.To make the students know about Brand Management

CO4.To provide more insights of Brand positioning & Brand Equity

CO5.To make the students know about brand strategy making

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

Unit - II: Product Market Evolution: Strategic planning gap. Growth Strategies- Intensive, Interactive, Diversification strategies. Ansoff's grid. Product Portfolio analysis- BCG & GE matrix. Innovation and New Product Development Generic Product Development Process stages. Idea generation-sources and techniques, Idea-Screening methods and criteria, Concept development and Testing. Product Prototype.

Unit - III: Brand Management: Brand, Major branding decisions for Brand management, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. Types of branding. Creation of Brands - through goods, services, people, Organizations, Retail stores, places, online, entertainment, ideas. Challenges to Brand builders. Steps in Brand Management Process. Brand management practices.

Unit - IV: Brand positioning & Brand Equity: Meaning of Brand positioning, Point of parity & Point of difference, value propositions, positioning guidelines. Repositioning strategies and Brand Loyalty. Brand equity -Meaning, Sources, Customer Based Brand Equity-Meaning, and Model of CBBE, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model.

Unit - V: Designing and sustainable branding strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands over time. Brand Architecture and brand consolidation. Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation. sources of opportunities for global branding, single name to global brand, Organization for a global brand. Recent trends in branding and brand management.

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.

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Course Outcomes:

- CO1. Develop an understanding about Product and Brand as marketing functions
- CO2. Develop an idea of Product Market Evolution
- CO3. Familiarize students about Brand Management
- CO4. Know about Brand positioning & Brand Equity
- CO5. Able to design brand strategies

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Autonomous College - Affiliated to Osmania University

Department of Management Studies

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

COURSE NAME: Promotion and Distribution Management (M)

Course Code: MBA306.2

HPW: 4+1

YEAR/SEMESTER: II/I

NO. OF CREDITS: 4

COURSE OBJECTIVES:

CO1 To impart knowledge on the nature, scope and importance of marketing communication and provide knowledge on developing an effective integrated marketing communication programme.

CO2 To create an understanding of creative and media strategy.

CO3 To impart knowledge on the personal selling process and create an understanding of evaluating and controlling the sales force.

CO4 To impart knowledge on consumer and trade-oriented sales promotion, Direct Marketing and Public Relations.

CO5 To create an understanding of the types, levels and functions of distribution channels.

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

Unit – II: Developing Integrated Marketing Communications: Marketing plan, Advertising planning and decision-making process, The perception process, Developing an advertising program, Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective, Emerging trends in Advertising.

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

Unit – IV: Sales Promotion and Support media: Sales Promotion - objectives, consumer and trade-oriented sales promotion. Coordinating Sales promotions and advertisement, Major decisions in sales promotion. Support media – Elements of Support media and their role, Direct marketing, major channels in direct marketing, Online & Interactive Marketing, Advantages and disadvantages of online marketing, publicity and public relations, major decisions in Public Relations, Major tools of Marketing PR.

Unit – V: Distribution Management: Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Channel management decisions, Motivation and control of channel members, Channel dynamics-vertical, horizontal, Multi-channel Marketing systems, Distribution of Services, Market logistics & Supply Chain Management.

References:

- 1.Kotler Philip, 'Marketing Management', 2002, 10th 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.Shimp "Advertising and Promotion", 2007, Cengage Learning.
- 4.George E Belch, Micheal A Belch &KeyoorPurani "Advertising and Promotion", 2010, Tata McGraw Hills, 7th Ed.
- 5.S.A. Chunyawalla, K.C.Sethia "Advertising", 2010, HPH.

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Suggested Readings:

1. Shah & D'souza "Advertising & Promotion", 2010, Tata McGraw Hills.
2. Lane, King & Russell "Advertising Procedure" 6/c Pearson Publishers.
3. SHH Kazmi & Satish Batra "Advertising & Sales Promotion", 2009, Excel Publishers.
4. Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2nd Ed.
- Krishna K. Havaladar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.
5. Roddy Mullion "Sales Promotion", 2010, Kogan Page Publishers.
6. Panda & Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.
7. Ogivinn, Allen & Semenik "Advertising Management", 2010, Cengage Learning.
8. Tony Carter "Sales Force Management", 2008, Jaico Publishers.
9. Rositer & Percy, "Ad-Management & Integrated Marketing Communication", 2006, Tata McGraw Hills.

COURSE OUTCOMES:

At the end of the course students will be able to

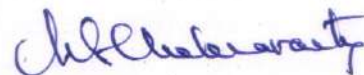
CO1 Enumerate the tools of marketing communication and demonstrate the steps in developing an effective marketing communication program.

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 role of personal selling in the IMC programme, explain the personal selling process, and show how to motivate, evaluate and control the sales force effort.

CO4 Demonstrate the use of consumer and trade-oriented sales promotion tools, illustrate the use of Direct Marketing, Publicity and Public Relations tools.

CO5 Design a distribution channel network and demonstrate ways to motivate and control channel members.





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Autonomous College - Affiliated to Osmania University

Department of Management Studies

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

COURSE NAME: Advertising and Sales Promotion (M)

Course Code: MBA306.3

YEAR/SEMESTER: II/I

HPW: 4+1

NO. OF CREDITS: 4

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, and 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, Process of execution of creative strategy, Structure of advertising copy, Layout, Appeals, execution styles and creative tactics. 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.

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, Email and Mobile marketing, Video-based Marketing, Podcasts, SEO, SEM, Google analytics, banner/Display advertising, understanding social media marketing and platforms, PR and online Reputation management.

Suggested Readings:

1. Philip Kotler: 'Marketing Management-The Millennium Edition', 2001, Prentice Hall of India Pvt. Ltd., 10th Edition.
2. Frank Jefkins: Advertising, Pearson, 2012
3. Kruti Shah and Alan D'Souza: Advertising and Promotions, TMH, 2012
4. S.A. Chunawalla: Advertising, Sales & Promotion Management, Himalaya, 2012
5. Batra, Myers and Aaker: 'Advertising Management', 2003, Prentice Hall of India Pvt. Ltd., 5th edition.
6. John R. Rossiter and Larry Percy: 'Advertising and Promotion Management', McGraw-Hill, 1987.
7. 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.

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.



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Department of Management Studies

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

COURSE NAME: Supply Chain Management

Course Code: MBA 401
YEAR/SEMESTER: II/II

HPW:4+1
NO. OF CREDITS: 4

Course Objectives:

- CO1.** To impart knowledge on the objectives, functions and conceptual framework of Supply Chain Management, supply chain strategy, global supply Chains, Reverse Logistics and value chain in SCM.
- CO2.** To create an understanding of Logistics management, , Inventory management and its role in customer service.
- CO3.** To impart knowledge on modes and formats of transportation in supply chains, Warehouse Management Systems and handling systems.
- CO4.** To impart knowledge on Strategic Partnerships, Alliances and Collaborative advantage, Benchmarking and Lean manufacturing.
- CO5.** To create an understanding of the role of IT in SCM, distribution networks in SCM, Retail SCM, Channel design, complaint handling, and developing a customer service strategy.

Unit - I: Introduction to Supply Chain Management: Introduction to Supply Chain Management-Concept, Objectives and functions of SCM, conceptual framework of SCM, Supply Chain Strategy-Sourcing, Inventory, Distribution, Customer Service and Integration strategies, Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM, SCOR Model and Optimization in Supply Chains, Aggregate planning, Bull-whip effect.

Unit - II: Logistics And Inventory Management: Logistics Management, Inbound, Internal and Outbound Logistics in SCM, development of integrated logistics strategy, 3PL, 4PL, Inventory Management in Supply chains-Role and importance of inventory in Supply Chains, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors Influencing the decision-making process of the outsourcer.

Unit - III: Role of transportation in Supply chains: Transportation in SC, Transportation formats, Modes of Transportation, Factors influencing the selection of transporter, Fleet Management, Multi- model transport, Containerization, Vehicle Scheduling and routing, Milk run and cross docking. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Role and importance of Handling systems, Selection of Handling systems.

Unit - IV: Strategic Partnerships and Alliances: Strategic Partnerships, Alliances and Collaborations-Continuum of relationships: Mutual Service Consortia, Joint Ventures and Value Chain Partnerships, Steps For Strategic Partnering, Benchmarking - definition, Levels of Benchmarking, Process of Benchmarking, Lean Manufacturing-Characteristics and Benefits, Agile Manufacturing,

Unit - V: Information Technology in SCM: Role of IT in SCM, Current IT trends in SCM, RFID, Bar coding, Retail SCM- Problems and issues, Role of Packaging, Role of Human Resources in SCM. Types of Distribution networks in Supply Chains, Channel Design Decisions, Channel Management decisions, Customer led business, Complaint Handling, Developing customer service strategy, Aggregators in e-business.

References:

1. Gattorna, JL & Walters, DW, "Managing the Supply Chain", 2004, Palgrov.
2. Sahay, BS, "Supply Chain Management", - in the 21st Century, 2009, 1stEd.Macmillan.
3. 3.Raja Shekhar B., Acharyalu G.V.R.K, "Logistics and Supply Chain Management, 2008, Excel Books.
4. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
5. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
6. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1st Ed.

Suggested Readings:

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1st Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1st Ed.
5. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
6. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1st ed, 2009, Cambridge.
7. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1st Ed.
8. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1st Ed.
9. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

Course Outcomes:

- CO1 Enumerate the objectives and functions of Supply chain management and design a supply chain strategy.
- CO2 Develop an integrated logistics strategy and illustrate the role of Inventory management in customer service.
- CO3 Analyze and compare the various modes of transportation and optimize transportation and warehouse operations in supply chains.
- CO4 Develop an understanding of the steps for strategic partnering, process of benchmarking and illustrate the importance of Lean Manufacturing.
- CO5 Discover current IT trends in SCM, illustrate problems, prospects and trends in Retail supply chains and explain the role of packaging in SCM, design a distribution channel network and develop a customer service strategy.



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Autonomous College - Affiliated to Osmania University

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Department of Management Studies

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

COURSE NAME: Strategic Management

Course Code: MBA402

YEAR/SEMESTER: II/II

HPW: 4+1

NO. OF CREDITS: 4

Course Objectives:

1. To develop an understanding of strategic management as important concept for business organizations functioning
2. To understand environmental analysis for strategy formulation.
3. To know the basic concepts to design strategies.
4. To identify the alternative strategies available in strategic functioning of organizations
5. To know the bases for strategy implementation and control.

Unit: I: Strategic Management: Need and importance strategic management in organizations. Definition of strategic management and strategic management process. Five tasks of strategic management process. Developing a strategic Vision & Mission. Mission Statement, establishing objectives, Crafting & executing strategy. Execution and implementation of strategy. Evaluation & monitoring of strategy. Concept of strategic Intent. Strategic Management model:

Unit: II: Strategic Position: Evaluating a Company's external environment: Components of External Environment—The General Environment –Demographic Segment, Socio culture Segment, Political Segment, Technological, Economic Segment & Global Environment, The Macro Environment—Key drivers of change—Porter's Diamond Model—The Competitive Environment—Porter's Five Forces Model—Industry Analysis—Strategic groups—opportunities, threats, Industry Competition, Sources of Competition—Competitor analysis, other internal environment—Strategic Capability—Evaluating a Company's Resources and Competitive Position—Value-Chain

Analysis Resources, capabilities and core competencies–Cost Efficiency–Sustaining Competitive Advantage–Diagnosing strategic capability–Managing Strategic capability.

Unit: III: Strategy Formulation; Business–Level Strategy–Creating and Sustaining Complete Advantages: Strategy and Competitive advantage–Strategic Choices–Bases of Competitive Advantage–Porter’s Generic Strategies –Low cost and differentiation. Sustaining Complete advantage–Competitive Strategy in hypercompetitive conditions–Industry Life Cycle Stages and strategies: Strategic Implications: Tailoring strategy to fit specific industry and company situations–Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business.

Unit IV: Strategy alternatives: Corporate Level and International Strategy: Creating Value through Diversification–Related Diversification–Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, offensive and defensive strategies. Supplementing the Chosen Competitive Strategy–Co-operative strategies, Product & Market Diversification–Merger and Acquisition strategies, Strategic Alliances. Contemporary strategy alternatives.

Unit: V: Strategic Implementation: Strategic Control and Corporate Governance–Responding Effectively to Environmental Change– Corporate Culture to promote effective strategy Execution. Leadership& strategy execution. Leading the Strategy Execution Process. Organizational Structure and Control. Corporate social responsibility, Crafting a Social Responsibility Strategy in organization.

Suggested Books:

- 1.Thompson Martin“Strategic Management” sixth edition, Cengage Learning EMEA
2. MichaelHitt, Ireland, Hoskission, “Strategic Management”, 2010, Cengage Learning, New Delhi.
- 3.Fred R. David, “Strategic Management – Concepts and Cases”, 2010, PHI Learning, New Delhi.

References

1. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2016, Himalaya Publishing House, Hyderabad.
2. Anthony Henry, "Understanding Strategic Management", 2008, Oxford University Press, New York.
3. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books, New Delhi.
4. Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.

Course Outcomes:

1. Understand requirement of strategic decisions and organization's to engage in strategic planning
2. Know the basic concepts, principles and practices associated with strategy environment analysis.
3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Analyze and evaluate real company situations and develop creative strategies
5. Understand the importance of role of leadership and CSR and organization structure in strategy implementation.



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Department of Management Studies

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

COURSE NAME: International Business

Course Code: MBA403
YEAR/SEMESTER: II/II

HPW: 4+1
NO. OF CREDITS: 4

Course Objectives:

- CO1.To understand International Business important content to know in business organizations
- CO2.To develop an idea of International Business environment, regional integration and trade blocs.
- CO3.To make the students know about Global Market Entry Strategies
- CO4.To provide insights of E-business
- CO5.To make the students know about Managing Global Business

Unit - I: Introduction to International Business: An overview of International Business in a global perspective. Emergence of Globalization & Drivers of Globalization. Internationalization Process-Stages in International Business, Approaches to International Business; International Trade Theories-Mercantilism, theory of absolute advantage, competitive advantage, product life cycle theory and porter's national competitive advantage theory. Environment of International Business Cultural Environment and Political Environment. Recent trends in international business.

Unit - II: Regulation & Integration in Global Business: Rationale for Government Intervention-Forms of government intervention: Trade Regulation at National Level : Tariff and Non-Tariff Barriers. Regional Economic Integration: levels of Economic Integration-Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA to USMCA now, ASEAN and SAARC present status. Multilateral Regulation of Trade and Investment: Basic Principles of Multilateral Trade Negotiations-GATT and

its early Rounds-Formation of World Trade Organization, Organization Structure and functions of WTO, WTO & India. TRIPS & TRIMs.

Unit - III: Entry Strategies for Global Business: Criteria for global strategies selection. Global Market Entry Strategies: Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance- 'Types of Strategic Alliances-Selection of Strategic Alliance and sustaining Strategic Alliance- advantages and disadvantages of entry strategies. Cost and Benefit Analysis of Entry Strategies: Entry Analysis and strategy configuration.

Unit - IV: Global E-Business: Concept of E-business, Requirements of Effective E-Business Transactions, enabling of E-Business Process, Advantages and Challenges of E-Business. Technology and Environment of E-Business Applications. Models of E-Business. E-business Strategies & E-Marketing. Types of international trade documents. Electronic Processing of International Trade Documents. Policy Framework for Global E-business. Contemporary issues in e-business

Unit - V: Managing Global Business: Strategy of Global Organizations. Global Strategic Planning-Going Global and Implementing Strategies-International Human Resources Management in Global Context. Functions of International HRM. Intercultural communications, Expatriates, Repatriation.

References:

1. Subba Rao, "International Business", 2016, Himalaya Publications, New Delhi, reprint 2019.
2. Aswathappa, K, 'International Business', 7th Edition Paperback – 20 July 2020 Tata McGraw Hill, New Delhi.
3. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", 2010, 11th Edition, Tata McGraw Hill. 11th Edition Paperback – 14 August 2018.

Suggested Readings:

1. The International Business Environment Sundaram and Black, Pearson Education, 2015
2. John D. Daniels & Lee H. Radebaugh, "International Business", sixteenth edition, 2018, Pearson Education



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Department of Management Studies

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

COURSE NAME: Retail Management

Course Code: MBA406.3
YEAR/SEMESTER: II/II

HPW:4+1
NO. OF CREDITS:4

COURSE OBJECTIVES:

- COB1:** To understand Retail management as an important arena of marketing.
- COB2:** To provide more insights of Retail consumer Buying Decision Process.
- COB3:** To make the students know about Store management.
- COB4:** To know about theories and HR in retail marketing
- COB5:** To make the students know about Retail Distribution Management.

Unit I: Retail Management: Introduction to Retail marketing- introduction, meaning, characteristics. Types of retailers; Retail Pricing Strategies; Problems in Indian Retailing. Retail Selling Approaches. FDI in retailing. E-retailing, Recent trends in retailing sector.

Unit II: Retail consumer decision making process: Understanding consumer needs and motives, customer buying roles, Retail shopper behaviour: Stages in retail buying decision process for products: information search, alternatives evaluation, brand choice, post purchase dissonance, brand loyalty; Personal, social, cultural influences on the customer. Positioning of a brand, Consumer's concept of self-image: Brand updating and brand extension.

Unit III: Store management and Visual Merchandising: Store management: Responsibilities of a store manager, Store security, Store record and accounting system, Coding system. Store layout, Design Types of layouts, Visual merchandising techniques, controlling costs and reducing inventory loss, exteriors, interiors, customer service, planning merchandise assortments, Buying systems; Retail communication mix: Advertising, sales promotion techniques, retailer promotions, Mall management, Retail vending machines

Unit IV: Retail development theories and HR in Retailing: Theories of Retail Development, Customer Relationship Management, Retail Information Systems, HR in retail Operations: Recruitment, selection, training and development of retail employees, Legal issues in Retailing

Unit V: Retail SCM & Warehousing: Channel, Channel flows, Growth of Channel relationships & partnerships, Distribution logistics and stock control, Retail logistics & cost structure, Retail warehousing, Computerized replenishment systems, Internet & direct distribution systems, Aggregators in e-business, international retailing – key success factors

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 to

- CO1: Develop** an understanding of Retail management as important arena in marketing
- CO2: Familiarize** about Retail consumer Buying Decision Process.
- CO3: Develop** an idea of store management in Retail Marketing.
- CO4: Familiarize** about Retail theories and HR in retail marketing
- CO5: know** about Retail Distribution Management.



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Department of Management Studies

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

COURSE NAME: Services and Retail Marketing

Course Code: MBA406.2

HPW:4+1

YEAR/SEMESTER: II/II

NO. OF CREDITS:4

Course Objectives:

- 1.To understand Services marketing as specific marketing function
- 2.To know about Services Marketing mix components in detail
- 3.To make the students know about Services Marketing strategies
- 4.To provide insights of Retail marketing
- 5.To make the students know about major attention areas of Retail marketing

Unit - I: Service:

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

Unit - II: Service marketing Mix:

Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality-Dimensions of quality. Quality Management. and Measuring service Quality. Strategies for dealing with intangibility, inventory, inconsistency and inseparability.

Unit - III: Strategies for services Marketing:

Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing Building customer Relationship through Segmentation and retention strategies. CRM- Definition Factors responsible for CRM growth, framework of CRM, Types of CRM , CRM and Relationship Marketing

Unit – IV: Retail Marketing

Retail marketing-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 – V:Store management and visual merchandising: Store Management: Responsibilities of Store Manager, Store Security, Store Record and Accounting System, Coding System, Store

Layout, design: Types of Layouts, 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.

Suggested Books:

1. C. Bhattacharjee, "Services Marketing, Concepts and Planning", 2010, Excel Books, New Delhi.
2. S.M.JHA, "Services Marketing", 2009, HPH, Mumbai.
3. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
4. Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5th Ed, Pearson Ed.

References

1. Vinnie Jauhari, Kirti Dutta, "Services", Oxford University Press, New Delhi. Retail M
2. Retail Marketing Management: The 5 Es of Retailing 1st Edition, Kindle Edition

Course Outcomes:

1. Develop an understanding about Services marketing
2. Develop an idea of Services marketing mix
3. Familiarize students about strategies of Services marketing
4. Develop students to know about Retail Marketing
5. Identify students to know more about important arenas in Retail marketing



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Department of Management Studies

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

COURSE NAME: Buyer Behaviour

Course Code: 305.1
YEAR/SEMESTER: II/II

HPW: 4+1
NO. OF CREDITS:4

Course Objectives:

- CO1.To understand importance of Consumer behavior in marketing function
- CO2.To know about Relevant components of consumer behavior
- CO3.To make the students know factors affecting on Consumer behaviour
- CO4.To provide more insights of consumer decision-making procedure
- CO5.To know the Models of Consumer behaviour

Unit – I: Contemporary Dimensions of Consumer Behaviors: CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.Global consumers, Contemporary Dimensions of Consumer Behaviour.

Unit – II: Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

Unit – III: Social and cultural settings: Culture, Sub-culture and Cross culture and Cross-cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Personality, Life Style Influences.

Unit - IV: Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

Unit - V: Models of Consumer Behavior: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao -Lilien model. Consumerism in the global and digital era.

Suggested Books

1. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
2. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
3. Schiffman and Kannik, "Consumer Behavior", 2004, Pearson Education / PHI.
4. Gary Lilien, "Marketing Models", 2000, PHI.
5. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
6. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
7. Deon, "Buyer Behavior", 2005, Oxford University Press.
8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

Course Outcomes:

- CO1. Identify global marketing as most important concept to learn in marketing
- CO2. To Know about the principles in understanding global marketing & consumer behaviour
- CO3. To know factors effecting Consumer Behaviour
- CO4. To identify the steps in consumer decision making process
- CO5. To explain various models of Consumer Behaviour



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Department of Management Studies

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

COURSE NAME: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

PAPER CODE: MBA405.3
YEAR/SEMESTER:II/II

PPW: 4+1
NO. OF CREDITS: 4

Course Objectives:

COB1: To make students understand the concepts of IHRM

COB2: To impart knowledge on the expatriate staffing procedure.

COB3: To make students learn about the expatriate training programme

COB4: To provide insights on the Performance and compensation procedures followed for an international employee.

COB5: To make students aware of International Industrial relations.

Unit I: Introduction to IHRM: Definition - Differences between Domestic and international HRM - Variables Moderating differences (Cultural environment, Industry type, Extent of Reliance of MNCs on Domestic Markets, Attitudes of Senior management) Applying strategic View of IHRM - Path to Global Status (Export, Sales Subsidiary, Foreign Production licensing, Sub Contracting, Network of Subsidiaries)

Unit II: Staffing International Assignments: Approaches to staffing (Ethnocentric Polycentric, Geocentric, Regio centric) - Determinants of Staffing choices - Transferring staff for international (Importance, reasons, types) - Roles of Expatriates and Non-Expatriates and In patriates -- Selection criteria - Dual Career Couples

Unit III: International Training and Development: The role of Expatriate training - Components of effective Pre-departure training programmes - Developing staff through international assignments - Re-entry and Career Issues - Repatriation Process - Re- entry and Repatriation problems (Individual reactions to Re- entry - Responses of The MNE - Designing Repatriation Programs

Unit IV: International Performance & Compensation Management: International Performance management (Expatriate and Non-Expatriate Performance Management) Appraisal of international Employees- International Compensation - components- Allowances - Benefits - Approaches to International Compensation of expatriates (The going Rate Approach, Balance Sheet Approach)

Unit V: International Industrial Relations: Introduction, Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals. Managing Human Resource in off shoring Countries.

SUGGESTED READINGS:

Dowling, Peter J., Marion Festing, and Allen D. Engle (2013). *International HumanResource Management*, 6/e; New Delhi: Cengage Learning

REFERENCES

1. Aswathappa, K. and Sadhana Dash (2013). *International Human ResourceManagement*, 2/e; New Delhi: McGraw-Hill
2. Edwards, Tony and Chris Rees (2013). *International Human ResourceManagement*, 1/e; New Delhi: Pearson

Course Outcomes:

At the end of the Course Students Will be able to:

COB1: To identify the concepts of HR in global perspective.

COB2: Apply the knowledge in recruiting an expatriate for international assignments.

COB3: Design an expatriate training programme

COB4: To explain the appraisal and reward system of an expatriate

COB5: Identify the key issues in International Industrial relations.



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Department of Management Studies

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

COURSE NAME: Labour Laws and Employee Relations

COURSE CODE: MBA405.2

HPW: 4+1

YEAR/SEMESTER: II/II

NO. OF CREDITS: 4

Course Objectives:

Cob1: To make students understand the concept of Labour Legislation in India.

Cob2: To provide insights on major legislations followed for Employee welfare.

Cob3: To make students aware of the wage legislation policy of India

Cob4: To equip students with the knowledge of different activities carried out by Trade Unions and Functions of Collective Bargaining.

Cob5: To make students familiarize with the concepts on the factors influencing Industrial relations in India

Unit - I: INTRODUCTION: Labour Legislation Administration: The classification of labour laws-The scheme for the structured study of the Acts-Labour Administration-Evolution of labour administration in India-labour policy in India-the role of ILO In labour administration-Recommendations of the Second National Commissioner on Labour-2002.

Unit - II: Employee Welfare and Social Security: Employee Benefits-definition and concept-Employee benefits practice-Legal and regulatory influences on discretionary benefits practices- regulating employee benefits-Social security legislations-major legislations-The ESI Act-1948-the maternity benefit act-1961-the workmen's compensation act-1923-the payment of gratuity act- 1972-Employee provident funds and miscellaneous provisions act-1952. Retirement, health and life insurance.

COURSE OUTCOMES:

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

MBACO1. Explain the evolution and applications of HR Analytics.

MBACO2. Examine the different metrics in managing human resources.

MBACO3. Examine the Forecasting and Measuring Value Propositions with Analytics

MBACO4. Examine the concept of data and analytics.

MBACO5. Explain predictive modelling using HR analytics and discuss the future of HR Analytics

Unit – III: Wage Legislation and administration: The need for wage legislation–payment of wages act–1936– the minimum wages act–1948–the payment of bonus act–1965–equal remuneration act–1976–the context and concepts of wage–wage administration in India–Components and determinants of wage–wage structure towards a wage policy.

Unit – IV: Trade Unions and Collective Bargaining: The Trade Unions Act 1926–the trade union leadership and linkage of trade union–with political parties–problems of trade union recognition and government policy–trade and collective bargaining–problems and issues involved in collective bargaining–extent of success of collective bargaining process–collective bargaining in promoting industrial amity and peace–Industrial Employment (Standing Orders) Act–1946.

Unit – V: Industrial Relations and Conflict Resolution: Industrial Relations–basic concept and philosophy of industrial relations–evolution and growth of industrial relation in India–factor influencing industrial relations in India–Industrial relations to Employee Relations–differences in perspectives–employee relations at work place–culture and employee relations–future of employee relations. Industrial conflict–types and causes of industrial disputes–machinery for the prevention and settlement of industrial disputes.

References:

1. C.B.Mamoria &S.Mamoria and Ghankar Industrial Relations in India, Himalaya.
2. C.S.Venkata Ratnam & B.K.Srivastava: Personnel Management and Industrial Relations, Tata McGraw Hill.
3. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education, New Delhi.

Suggested Readings:

1. Joseph J. Mortocchio, "Employee Benefits", 2010, Tata McGraw Hill, New Delhi.
2. P. K. Padhi, "Labour and Industrial Laws", 2009, PHI Learning Pvt. Ltd.
3. S.C. Srivatsava, "Industrial Relations and Labour Laws", 2008, Vikas Publishing House, New Delhi.
4. C.S. VenkatRathnam, "Industrial Relations", 2009, Oxford University Press – New Delhi.
5. B. D. Singh, "Labour Laws for Managers", 2009, Excel Books.
6. R. Sivarathna Mohan, "Industrial Relation and Labour Welfare", 2010 PHI Learning Pvt. Ltd.

Course Outcomes:

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

CO1: To identify labour administration mechanism In India.

CO2: To explain important employee welfare and social security legislation.

CO3: To define the wage legislation in India.

CO4: To identify and analyze role of Trade Unions and collective bargaining in

Harmonious Employee relations.

CO5: To analyze the process of legislative framework of settlement of Industrial dispute.



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Department of Management Studies

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

COURSE NAME: HR Analytics

PAPER CODE: MBA405.1

YEAR/SEMESTER: II/II

PPW: 4+1

NO. OF CREDITS: 4

COURSE OBJECTIVE: The course focuses on identifying effective data sources, developing meaningful metrics, designing long-term measures, and applying results in support of organizational strategy and tactics.

UNIT-WISE COURSE OBJECTIVES:

COb1 To comprehend the evolution and applications of HR Analytics

COb2 To analyze the various metrics in managing Human Resources

COb3 To analyze Forecasting and Measuring Value Propositions with Analytics

COb4 To evaluate the concept of data in analytics

COb5 To understand the predictive modelling using HR analytics and also comprehend the future of HR Analytics

UNIT I: Introduction to HR Analytics: Business Analytics - HR Decision-making & Types of HR Decision Making- Definition of Analytics - Concept and Definition of HR Analytics - History of HR Analytics-Steps to implement HR Analytics - Benefits of HR Analytics - Applications of HR Analytics - 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 — HR Analytics LAMP Framework

UNIT II: HR Metrics: Concept - Statistics and Statistical Modelling for HR Research and HR Decision-making - HR Research Tools and Techniques- Data Analysis for Human Resources - HRIS for HR Decision-making - HR Metrics -Recruitment Metrics - Metrics for Training and Development Function - HR Scorecard – HR Analytics as a better tool for HR decisions – Compelling Reasons for HR analytics

UNIT III: Forecasting and Measuring Value Propositions with Analytics– Concept - Value Proposition and HR Decisions - Sustainability in HR Decisions - HR Analytics and HR Value Propositions - HR Optimization Through HR Analytics - HR Forecasting, HR Plan and HR Analytics

UNIT IV: Analytics and Data - Introduction - HR Data and Data Quality - HR Data Collection - Transforming HR Data into HR Information - Process of Data Collection for HR Analytics - Data Collection for Effective HR Measurement –Types of HR Reporting - HR Report Visualization using Excel

UNIT V: HR Analytics and Predictive Modelling: Concept - Different phases of HR Analytics or HR Predictive Modelling – Examples of Predictive Modelling – Data & information of HR analytics – Predictive Analytics tools and Techniques – HR Analytics for future – Generic future HR skill sets – Ethical issues in HR Analytics

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



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Department of Management Studies

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

COURSE NAME: Commercial Banking

PAPER CODE:MBA404.3

YEAR/SEMESTER:II/II

PPW: 4+1

NO. OF CREDITS: 4

Course Objectives:

COB1: To make the students Understand about banking structure in India and concept of commercial banks

Cob 2: Enable the students to learn the banking regulation Act -1949 and learn about NPA's

Cob 3: To make the students Define Financial innovations and opportunities for banks

Cob 4: To make the students understand the concept of bank marketing and its implementation strategies

Cob 5: Enable the students to Define retail and wholesale banking and its growth in India

Unit I: Introduction

Introduction to Commercial Banking, Banking structure in India, History of Banking system in India, overview Banking reforms in India. Role of RBI . Functions of commercial banks. Types of commercial banks -scheduled and Non-Scheduled banks- Public banks, Private banks, foreign banks, Regional Rural banks.

Unit -II: The Banking Regulatory Environment

Overview of Banking Regulation Act- 1949. Liquidity and Capital adequacy Norms- Cash Reserve ratio (CRR), SLR (Statutory Liquidity Ratio), CAR (capital Adequacy Ratio/CRAR).- Non- performing assets- Asset classification, Gross NPA, Net NPA, Causes of NPA 's Provision for NPAs .An overview of Bank Balance sheet and Income statement.

Unit III: Banking Innovations

Introduction to Financial Inclusion. Banking Innovations- ATM based services, Internet banking, Personal banking, E- Services, UPI, RTGS, DEMAT, NEFT, Debit card, Credit card, ECS, KYC, Retail banking, Wholesale banking, Universal banking and Bancassurance. Role of commercial banks in economic development.

Unit IV: Bank Marketing

Introduction to Bank Marketing,- features, need and objectives of bank marketing. Formulation and implementation of Marketing strategy, Bank marketing in India and its challenges. Relationship Banking- meaning, features, process of developing relationship with customers.

Unit V: Retail and whole sale banking:

Retail and wholesale banking meaning, products and services, difference between retail and whole sale banking, types of accounts offered and types of advances in retail and wholesale banking. Growth of retail banking in India. Principles of retail lending.

References:

1. Management of Banking and Financial Services- Padmalata Suresh Justin Paul, Pearson 2nd edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2070 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
5. M.Y.Khan, Indian Financial System, TaTa Mc Graw Hill

Course Outcomes:

- CO 1: To Comment on banking structure and commercial banks of India
- CO 2: To Interpret the various banking regulations and Infer about NPA's
- CO 3: To Define Financial innovations and opportunities for banks
- CO 4 : To Identify strategies of bank marketing
- CO 5: To categorize Retail and Wholesale banking and its growth in India



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Department of Management Studies

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

COURSE NAME: Banking & Insurance (F)

PAPER CODE: MBA404.2

YEAR/SEMESTER: II/II

PPW: 4+1

NO. OF CREDITS: 4

Course Objectives:

COB1: To discuss banking reforms and various services offered by banks.

COB2: To identify the procedure of lending followed by banks and the causes of NPA's.

COB3: To discuss various banking innovations.

COB4: To perceive principles, types and intermediaries of insurance

COB5: To compare life and non life insurance.

Unit - I: Introduction to Banking: Bank, Customer, Bank-customer Relationship, Role of commercial banks in Economic Development. Overview on Banking reforms in India, Regulation and supervision of RBI. Nationalisation of banks in India, Financial Inclusion in India (PMJDY), Sources of risk in banks. Various services offered by banks, Sources of Bank Funds- (Deposits and Other sources), financial statements of banks with special focus on Indian banks, analysing banks' financial statements: CAMELS, Ratings, Key Performance indicators.

Comparison between Forwards and Futures - Futures Prices - How to Read Futures Prices Quotes - The basis - Convergence - backwardation. (Relevant Case studies can be discussed)

Unit - III: 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.

Unit IV: The Binominal option pricing model (BOPM): assumptions - single and two period models. BSOPM Introduction- assumptions of the Black & Scholes option pricing model (BSOPM). Calculation of Option Pricing using BSOPM.

Unit V: Option Strategies: Straddle, Strangle, Strips, Straps and Butterfly Strategies. Introduction to SWAPS – Currency Swaps and Interest Rate Swaps.

References:

1. Prafulla Kumar Swain, "Fundamentals of Financial Derivatives" HpH
2. Jayaath Rama Varma, "Derivatives and Risk Management, TMH.
3. SSS Kumar, "Financial Derivatives", PHI.
- 4 S L Gupta, "Financial Derivatives Theory, Concepts and Problems", PHI.
- 5 John C. Hull & Sankarshan "Options Futures & Other Derivatives", 7th Ed, Pearson Education.

Suggested Readings:

1. Don M.Chance& Robert Brooks 'Derivatives and Risk Management Basics,,, 2008, Indian Edition , Cengage Learning.
2. Dun and Bradstreet, "Financial Risk Management", 2007,TMH, Delhi.
3. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson South western.

Course Outcomes:

At the end of the course students will be able to

CO1: To know the fundamental concepts of risk management and Derivatives.

CO2: To understand the range of derivative products with focus on management of financial risks.

CO3: To know models of pricing of forward, futures and options on diverse underlying assets.

CO4: To identify to various international financial instruments

CO5: To know SWAPs and types of SWAPs

Unit -II: Loans and Advances: Features of Bank Credit, Forms of Advances (loans, cash credit, overdraft, discounting of bills of exchange,) Types of lending loans (corporate and Individual customers) steps to be followed in the assessment of credit worthiness of a prospective borrower, Loan Pricing: Interest rate determination, the basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis. NPA's- The gross and net concept of NPA's, causes, implications & recovery of NPA's

Unit - III: Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital, CRR, SLR, Concept of Economic Model, Concept of Regulatory Capital, overview on Basel Accords I and II, I II its Implementation in India. 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.

Unit - IV: Introduction to Insurance: Insurance - definition - types of insurance, principles-(Nature of Contract, utmost good faith, Insurable Interest, Indemnity, causa Proxima, contribution, risk must attach, Mitigation of loss, Subrogation, Terms of policy),Advantages of Insurance, Requisites of insurable risks. Characteristics of Insurance contract, types and Functions of Insurers, Marketing channels (intermediaries): Agents & brokers - (professionalism, remuneration, responsibilities, classification, criteria for appointment) and capital adequacy norms for broker, Reinsurance: the concept, uses and advantages. Insurance ombudsman. Insurance and tax planning. An overview of IRDA (objectives, powers and Duties of IRDA).

Unit V: Life and Non-life Insurance: The concept of Life Insurance, types of Life Insurance contracts, Life Insurance Products- (Term Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Adjustable Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance). Classification of Life Insurance: Ordinary, Industrial, Group & Credit.

The Actuarial Science: The concept and the responsibilities of an actuary. Overview on Provisions and options of Life Insurance contracts (Settlement Options, Non-forfeiture Options, Dividend Provisions, Optional Provisions and Universal Life Policy Provisions). Overview on 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:

- To **Review** banking reforms and various services offered by banks
- To **Assess** the procedure of lending followed by banks and **review** the causes of NPA's
- To **Attribute** various banking
- To **Appraise** principles, types and intermediaries of insurance
- To **Distinguish** life and non-life insurance.



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Department of Management Studies

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

COURSE NAME: Derivatives

PAPER CODE: MBA404.1

PPW: 4+1

YEAR/SEMESTER: II/II

NO. OF CREDITS: 4

Course Objectives:

- CO1: To expose students to the fundamental concepts of risk management and Derivatives.
- CO2: To provide a broad range of derivative products with a primary focus on Management of financial risks.
- CO3: To introduce standard models of pricing forward, futures and options on diverse underlying assets.
- CO4: To introduce students to various international financial instruments
- CO5: To expose students to SWAPs and types of SWAPs

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. Futures contracts: Definition - Clearing house - margin requirements - marking to the market.

3. Rakesh Mohan Joshi, "International Business", 2009, Oxford University Press.

4. International Business: Competing in the Global Marketplace (SIE) 11th Edition

Course Outcomes:

CO1. Develop an understanding about the basics of International Business.

CO2. Develop an idea of International Business environment regional integration and trade blocs.

CO3. Familiarise the students with entry strategies into global business

CO4. Identifying insights about E-business

CO5. Know about the overall management of international business