

Bhavan's Vivekananda College
of Science, Humanities and Commerce
(Autonomous College)
(Accredited with 'A' Grade by NAAC)
Sainikpuri, Secunderabad - 500 094

Master of Business Administration

With effect from 2019-20

MBA I Year I Semester

| Code | Course Title | HPW | Credits |
|-----------|-----------------------------------------|-----|---------|
| MBA 101 | Management and Organizational Behaviour | 4 | 4 |
| MBA 102 | Accounting for Management | 4 | 4 |
| MBA 103 | Marketing Management | 4 | 4 |
| MBA 104 | Statistics for Management | 4 | 4 |
| | | | |
| MBA 105.1 | Managerial Economics | 4 | 4 |
| MBA 105.2 | Customer Relationship Management | 4 | 4 |
| MBA 106.1 | Business Law | 4 | 4 |
| MBA 106.2 | Business Process Reengineering | 4 | 4 |
| MBA 107 | Company Analysis | | 1 |
| Total | | | 25 |

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MBA I Year II Semester

| Code | Course Title | HPW | Credits |
|-----------|---------------------------------|-----|---------|
| MBA 201 | Human Resource Management | 2 | 2 |
| MBA 202 | Financial Management | 4 | 4 |
| MBA 203 | Marketing Research | 4 | 4 |
| MBA 204 | Operations Research | 4 | 4 |
| | | | |
| MBA 205.1 | Operations Management | 4 | 4 |
| MBA 205.2 | Economic Environment and Policy | 4 | 4 |
| MBA 206.1 | Business Communication | 4 | 4 |
| MBA 206.2 | Financial Markets & Services | 4 | 4 |
| MBA 207 | Seminar | 2 | 1 |
| Total | | | 25 |

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Department of Management Studies

Program Name: MBA (w.e.f 2020-22)

MBA II YEAR I SEMESTER: (2021-22)

| Subject Code | Course Title | Credits | HPW |
|-------------------------------------|------------------------------------------------|---------|-----|
| MBA 301 | Total Quality Management | 4 | 4 |
| MBA 302 | Business Analytics | 4 | 4 |
| MBA 303 | MOOCs | 2 | 2 |
| | Entrepreneurial Development | 2 | 2 |
| MBA 304.1 MBA 305.1 MBA 306.1 | Discipline Specific Elective - I | 4 | 4 |
| | Security Analysis and Portfolio Management (F) | | |
| | Compensation Management (HR) | | |
| | Product and Brand Management (M) | | |
| MBA 304.2 MBA 305.2 | Discipline Specific Elective - II | 4 | 4 |
| | Strategic Management Accounting (F) | | |
| | Organizational Change and Development(HR) | | |

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| | | | |
|-----------|-------------------------------------------|-----------|-----------|
| MBA 306.2 | Promotion and Distribution Management (M) | | |
| MBA 304.3 | Discipline Specific Elective - III | 4 | 4 |
| MBA 305.3 | Personal Finance(F) | | |
| | Organizational Psychology(HR) | | |
| MBA 306.3 | Advertising and Sales Promotion(M) | | |
| | Total | 24 | 24 |

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Bhavan

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Department of Management Studies

Program Name: MBA (w.e.f 2020-22)

MBA II YEAR II SEMESTER: (2021-22)

| Subject Code | Course Title | Credits | HPW |
|--------------|---------------------------------------------------------------------|---------|-----|
| MBA 401 | Strategic Management | 4 | 4 |
| MBA 402 | Supply Chain Management | 4 | 4 |
| MBA 403 | International Business | 4 | 4 |
| MBA 404.1 | Discipline Specific Elective - I Derivatives (F) | 4 | 4 |
| MBA 405.1 | Performance and Talent Management (HR) | | |
| MBA 406.1 | Consumer Behavior (M) | | |
| MBA 404.2 | Discipline Specific Elective - II Banking & Insurance (F) | 4 | 4 |
| MBA 405.2 | Labor Laws and Employee Relations (HR) | | |
| MBA 406.2 | Services and Retail Marketing (M) | | |

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SAINIKPURI, SECUNDERBAD

| | | | |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| MBA 404.3 | Discipline Specific Elective – III Commercial Banking(F) International Human Resource Management (HR) Retail Management (M) | 4 | 4 |
| MBA 405.3 | | | |
| MBA 406.3 | | | |
| MBA 407 | Project Work | 2 | 1 |
| MBA 408 | Comprehensive Viva – Voce | | 1 |
| | Total | 26 | 26 |

Summary

| S.No | Semester | PPW | | Credits |
|------|----------|--------|-----------|---------|
| | | Theory | Practical | |
| 1 | I | 25 | 2 | 25 |
| 2 | II | 26 | | 25 |
| 3 | III | 24 | | 24 |
| 4 | IV | 26 | | 26 |
| | | | | 100 |

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**Master of Business Administration
International Business**

MBA302

Year II

Semester I

PPW: 4

Unit - I: Global Imperative:

An overview-International Business: A global perspective-Emergence of Globalization-Drivers of Globalization-Internationalization Process-Stages in International Business-Approaches to International Business; The World of International Business: Regional and Global Strategy-The Multinational Enterprise-International Trade Theories(mercantilism, absolute advantage, porters competitive advantage); Environment of International Business-Cultural Environment and Political Environment.

Unit - II: Global Business & National Regulation:

Rationale for Government Intervention-Forms of 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, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations-GATT and its early Rounds-World Trade Organization-Structure and functions-TRIPs & TRIMs-WTO & India-UNCTAD.

Unit - III: Global Business and Entry Strategies:


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 Partner, managing and sustaining Strategic Alliance-Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Unit - IV: Global E-Business:

Conceptual Framework of E-business-Prerequisites for Effective E-business Transactions-E-enabled Business Process Transformation and Challenges-E-business Technology and Environment-E-Business Applications-E- Business Models-Alternative E-business Strategies-Global E- Marketing - Electronic Processing of International Trade Documents - Policy Framework for Global E-business

Unit - V: Managing Global Business:

Strategy and Global Organization -Global Strategic Planning-Going Global and Implementing Strategies-Intercultural Communications-Intercultural Human Resources Management in Global Context.


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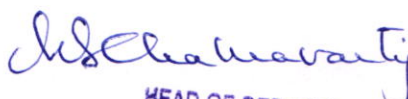

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References

1. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", 2010, 6th Ed. Tata McGraw Hill.
2. S. Tamer Cavusgil, Gary Knight, JohnR. Riesenberger, "International Business - The New Realities" 2016, Pearson Ed.
3. Aswathappa, K, "International Business", 2010, Tata McGraw Hill, New Delhi.

Suggested Readings:

1. Michael R. Czinkota, LLkk. A. Ronkainen and Michael H. Moffett, "International Business", 2009, 7th Ed, Cengage Learning, New Delhi.
2. Alain Verbeke, "International Business Strategies" 1st edition, 2009, Cambridge
3. Rakesh Mohanh Joshi, "International Business", 2009, Oxford University Press.
4. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
5. Jeanett and Hennessey, "Global Marketing Strategies", 2005, Jaico, New Delhi.
6. Subba Rao, 2007, "International Business", 2010, Himalaya Publications, New Delhi.
7. Bholanath Dutta, "International Business Management", 2010, Text & Cases, Excel, New Delhi.
8. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
9. Hodgetts, Luthans and Doh, "International Management Culture, Strategy and Behaviour", 2006, Tata McGraw-Hills, New Delhi.
10. Anan t. K. Sundaram and J. Stewart Black, "The International Business Environment", 2009, Test and Cases, PHI Learning, New Delhi.
11. Pradip Kumar Sinha and Sanchari Sinha, "International, Business Management", 2008, Excel, New Delhi.
12. Mike W. Peng, "International Business", 2008, Cengage Learning, New Delhi.
13. Nag. "International Business Strategy", 2010, Vikas.
14. Mamah Adhilocary, "Global Business Management", 2009, Macmillan.


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Master of Business Administration
Strategic Management
MBA401

Year II

Semester II

PPW: 4

Unit: I:

Strategic Management, Definition, The Managerial Process of Crafting and Executing Strategy: Developing a strategic Vision, Mission Statement, Establishing objectives, Crafting & executing strategy. Concept of strategic Intent, A model of elements of Strategic Management: The Strategic Position-Strategic Choices-Strategy in action

Unit: II:

Strategic Position: Evaluating a Company's external environment-Relevant components of External Environment-Creating the Environmentally aware Organization-The General Environment -Demographic Segment, Socio culture Segment, Political Segment, Technological, Economic Segment & Global Environment-The Competitive Environment-The Macro Environment-Key drivers of change-Porter's Diamond Model-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-Generic Strategies Sustaining Complete advantage-Competitive Strategy in hypercompetitive conditions-Industry Life Cycle Stages: 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, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, Supplementing the Chosen Competitive Strategy-Co-operative strategies, Product & Market Diversification-Merger and Acquisition strategies, Strategic Alliances.



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Unit: V:

Strategic Implementation: Strategic Control and Corporate Governance—Responding Effectively to Environmental Change—Attaining Behavioral Control: Instilling a Corporate Culture that promotes Good Strategy Execution—Leading the Strategy Execution Process. Strategy & Leadership, Social Responsibility & Corporate Governance, Corporate Culture: Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship—Crafting a Social Responsibility Strategy, Corporate governance.

References:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd, United Kingdom, 2nd Ed.
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw Hill Education Private Limited, New Delhi.
3. Michael Hitt, Ireland, Hoskisson, "Strategic Management", 2010, Cengage Learning, New Delhi.

Suggested Readings:

1. Fred R. David, "Strategic Management - Concepts and Cases", 2010, PHI Learning, New Delhi.
2. Loizos Heracleous, "Strategy and Organisation" 1st edition, 2009, cambridge
3. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010, Himalaya Publishing House, Hyderabad.
4. Anthony Henry, "Understanding Strategic Management", 2008, Oxford University Press, New York.
5. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books, New Delhi.
6. Marios I. Katsioloudes, "Strategic Management - Global Cultural Perspectives, Butterworth-Heinemann - An imprint of Elsevier", 2009, New Delhi.
7. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd, Hyderabad.
8. UPendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.
9. Adrian Haberberg & Alison Rieple, "Strategic Management - Theory and Application", 2008, Oxford University Press.
10. Charles W. L. Hill & Gareth R. Jones, "An Integrated Approach to Strategic Management", 2009, Cengage Learning, New Delhi.
11. Mintzberg H, Bruce Ahlstrand, Joseph Lampel, "Strategy Safari", 2009, Pearson education, U. K.
12. Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.
13. Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, "Strategic Management - test and cases", 2009, Tata McGraw Hill Education Private Limited, New Delhi



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Master of Business Administration
Supply Chain and Logistics Management
MBA402

Year II

Semester II

PPW: 4

Unit - I:

- i. Introduction to Supply Chain Management-Concept, Objectives and functions of SCM, conceptual framework of SCM, supply chain strategy.
- ii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM, The role of Modelling, SCOR Model and optimization in SC,.
- iii. DemandPlanning,
Forecasting,Aggregateplanning,ManagingPredictableVariability,Bull-whip effect.

Unit - II:


- i. Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL.
- ii. Sourcing of material, Global sourcing-issues and Problems. e-Procurement, Group Purchasing, Reverse Auctions, Multi-tier Supplier partnerships.
- iii. Inventory Management in Supply chain-Role and importance of inventory in SC, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

Unit - III:

- i. Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, Fleet Management, multi model transport, Containerisation, Vehicle Scheduling and routing, Milk run and cross docking.
- ii. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. Role, Selection and importance of Handling systems.
- iii. Role of IT in SCM.

Unit - IV:

- i. Strategic Issues in Supply Chains-Strategic Partnerships, Alliances and Collaborative advantage, SC re-engineering-issues, problems and benefits.
- ii. Bench marking -Levels and methods of bench marking, Process of BM.
- iii. Lean Manufacturing, Agile Manufacturing, elements of lean manufacturing.


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Unit - V:

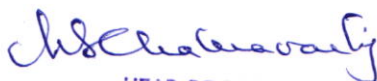
- i. Distribution network in SC, options in distribution network, Channel design, factors influencing design.
- ii. Customer led business, Customer focus in SC, Complaint Handling, Developing customer service strategy,
- iii. Retail SCM- Problems and issues in Transportation, inventory, Packaging and Repackaging, RFID, bar coding, Aggregators in e-business.

References:

1. John L.Gattorna, David W. Walters, "Managing the Supply Chain: A Strategic Perspective", 1996, Palgrave Macmillan Ltd.
2. B.Raja Shekhar, G.V.R.K. Acharyulu, "Logistics and Supply Chain Management", 2008, Excel Books, 1st Edn.
3. Sunil Chopra, Peter Meindl, D.V.kalra, "Supply Chain Management-Strategy, Planning and Operation", 2007, Pearson Education.
4. Altekhar, V. Rahul, "Supply Chain Management", 2005, PHI.
5. Coyle, J.J., Bardi E.J., C.John Langley Jr, "The Management of Business logistics-A Supply Chain Perspective", 2003, Thomson Learning Inc.
6. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1st Ed. Jaico,

Suggested Readings:

1. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1st ed, 2009, Cambridge.
2. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1st Ed.
3. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1st Ed.
4. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.



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Master of Business Administration
Derivatives (F)
MBA 404.1

①

Year II

Semester II

PPW: 4

Unit -I: Introduction to Derivatives:

The concept of derivatives and types of derivatives. The role of derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, Speculators, Hedgers, Arbitrageurs and other participants in derivatives market. Financial and commodity derivatives – Regulatory body of derivative markets in India.

Unit II Forward and Futures Contracts

Forward contracts: definition, features and pay-off of forward contract. Valuation of forward contracts. Forward contracts to manage commodity price risk, interest rate risk and exchange rate risk. Limitations of forward contract.

Futures contract: definition, clearing house, margin requirements, marking to the market. Valuation of futures contract. Difference between forward contracts and futures contracts. Risk management with futures contracts – the hedge ratio and the portfolio approach to risk – minimizing hedge.

Unit III Options Contract

Definition of an option, types of options: call option, put option, American option and European options, in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration, options on stock indices and currencies. The Binomial option pricing model (BOPM): assumptions – single and two period models.

Unit IV Options Strategies

Black Scholes Option Pricing Model (BSOPM) – Option strategies – strips – straps – straddle – strangle – butterfly strategies.

Unit V Swaps

Interest rate swaps – Mechanics – valuation of interest rate swaps – Currency swaps – valuation of currency swaps

References:

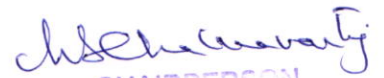
1. S.L.Gupta, "Financial Derivatives", PHI Publications
2. Prafulla Kumar Swain, "Fundamentals of Financial Derivatives", HPH
3. Dun and Bradstreet, "Financial Risk Management", 2007 TMH, Delhi.
4. Bishnupriya Mishra, Sathya Swaroop Debasish, "Financial Derivatives", Excel Books Publications.
5. John C Hull and Sankarshan Basu, "Options, Futures and Other Derivatives", 7th Ed, Pearson Education.
6. Risk Management & Derivatives – Rene M.Stulz, cengage learning , 2003 edition (Indian edition)

Suggested Readings:

1. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
2. Don M Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning.



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Sainikpuri

**Master of Business Administration
Performance and Talent Management (H)**

MBA405.1

Year II

Semester II

PPW: 4

Unit I: Introduction to Performance Management

Performance Management – Concepts, Philosophy, Overview, Objectives and Standards

Performance Management System – Importance Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems

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 and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling

Unit III: Decisions based on Performance

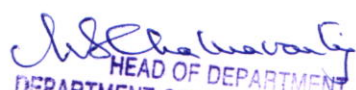
Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill based pay, competency based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning

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.


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References:

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

Suggested Readings:

- 1) Aquinis, "Performance Management" - Pearson
- 2) Kohli, Deb "Performance Management", Oxford
- 3) Armstrong, Michael, "Performance Management", Baron, Jaico
- 4) Performance Management, Chadha, Macmillan
- 5) Performance Management, Cardy - PHI
- 6) Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: Sage


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Master of Business Administration

Consumer Behaviour (M)

MBA406.1

Year II

Semester II

PPW: 4

Unit – I:

Consumer Behavior research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

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:

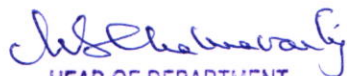
Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

Unit – V:

Models of Consumer Behaviour: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell model. Consumerism.

References

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. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
5. Satish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.




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Suggested Readings:

1. Gary Lilien, "Marketing Models", 2000, PHI.
2. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
3. Deon, "Buyer Behavior", 2005, Oxford University Press.


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Master of Business Administration

Banking & Insurance (F)

MBA404.2

Year II

Semester II

PPW: 4

Objective:

To make the students aware with respect to the conduct of business in banking and insurance sectors.

Unit – I: Introduction to Banking:

Bank, Customer, Bank-customer Relationship, Role of commercial banks in Economic Development. Evolution of Banking in India—origin, nationalization, reforms, regulation and supervision of RBI. Overview of Financial Inclusion in India, 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, Analyzing banks' financial statements: CAMELS, Ratings, Key Performance indicators.

Unit –II: Loans and Advances

Features of Bank Credit, types of lending, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features. 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, Basel Accords I II, and III.

Banking Innovations: Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, cheques, CTS(Cheque truncation system), Plastic Money, Payment Bank,UPI, National Electronic Funds Transfer, ATM, Mobile Phone Banking, Net Banking, Banc-assurance KYC, credit worthiness CIBIL, Payments banks, International banking, Changing role of Banks as Financial Intermediaries.


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OSMANIA UNIVERSITY
HYDERABAD - 500 007. (A.P.)

Unit – IV: Introduction to Insurance:

Insurance – definition - types of insurance, principles-, advantages, types of policies- life and non-life. 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. Overview about IIB (Insurance information bureau of India).


Unit V: Life and Non-Life Insurance:

The concept of Life Insurance, types of Life Insurance contracts, Tax treatment of Life Insurance. 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. Provisions of Life Insurance contracts: Settlement Options, Non-forfeiture Options, Dividend Provisions, Optional Provisions and Universal Life Policy Provisions, Special Life Insurance forms: Characteristics, uses, advantages & disadvantages. Health and General insurance.

References:

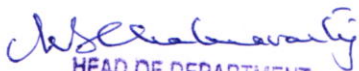
1. Management of Banking and Financial Services- Padmalata Suresh, Justin Paul, Pearson 2nd edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2010 2nd edition.
3. Indian Insurance- a profile, H. Narayanan, Jaico publishing house, 2008.
4. Banking and Insurance by Prof. Nageswar Rao &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


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OSMANIA UNIVERSITY
HYDERABAD - 500 007. (A.P.)

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.


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OSMANIA UNIVERSITY
HYDERABAD - 500 007. (A.P.)

Master of Business Administration
Labour Laws and Employee Relations(H)
MBA405.2

Year II

Semester IV

PPW: 4

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 Commission 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–Salient features of 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.

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.


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HYDERABAD - 500 007. (A.P.)

Unit – V: Industrial Relations and Conflict Resolution.


Industrial Relations–basic concept and philosophy of industrial relations– evolution and growth of industrial relation in India–factors influencing industrial relations in India -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. Venkat Rathnam, "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.



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BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY
HYDERABAD - 500 007. (A.P.)

**Master of Business Administration
Services and Retail Marketing (M)**

MBA406.2

Year II

Semester II

PPW: 4

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 retailing organizations - Types of Retailers, trends in retailing, FDI in Retailing - 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.

References:

1. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
2. Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5th Ed, Pearson Ed.
3. Retail Management – Levy and Weitz, 8/e, TMH, 2012.




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OSMANIA UNIVERSITY
HYDERABAD - 500 007. (A.P.)

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. Vinnie Jauhari, Kirti Dutta, "Services", Oxford University Press, New Delhi.


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BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY
HYDERABAD - 500 007. (A.P.)

Master of Business Administration

Commercial Banking (F)

MBA 404.3

Year II

Semester II

PPW: 4

Unit I

Indian Financial System: an overview – Indian Banking System – Banking Structure in India – Evaluation of the Banking system and future trends.

Unit II

Analysis of the Banking structure and performance management – Interpreting bank balance sheet and income expenditure statements – financial statement analysis and bank performance measurement – CAR – NPA, Liquidity ratios, structural ratios and profitability ratios.

Unit III

Banking Regulations – Control of the Banking Sector by RBI – CRR – SLR – CRAR and Income Recognition Norms – Provision for NPAs

Unit IV

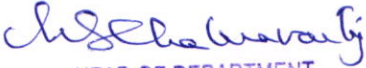
Financial innovations and opportunities for Banks – Financial Inclusion – Factoring – Securitisation – take out finance – Universal banking – Bancassurance.

Unit V

Management of Banking Organizations – Loan Management – Investment Management – Liquidity Management – Profit and Growth Management – Asset Liability Management Using traditional GAP and Modern Techniques.

References:

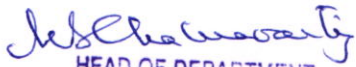
1. Management of Banking and Financial Services- Padmalata Suresh, Justin Paul, Pearson 2nd edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2010 2nd edition.
3. Indian Insurance- a profile, H. Narayanan, Jaico publishing house, 2008.
4. Banking and Insurance by Prof. Nageswar Rao &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


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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.


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OSMANIA UNIVERSITY
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**Master of Business Administration
International Human Resource Management**

MBA 405.3

Year II

Semester II

PPW: 4

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 Inpatriates -- 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.



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References:

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

Suggested Readings:

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


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Master of Business Administration

Retail Management

MBA 406.3

Year II

Semester II

PPW: 4

Course Objective: The course aims to train students in identifying problems in retail management and in coming up with solutions through planning, evaluation and selection of retail sales techniques and channels of retail distribution.

UNIT 1: Retail Management: Introduction

Retail marketing-Introduction, meaning, characteristics, Types of retailers, Retail pricing strategies, problem of Indian retailing, trends in retailing, Retail selling approaches, FDI in retailing

UNIT 2: Retail Consumer Behaviour and Brand Management


Understanding customer needs and motives, customer buying roles; Retail Shopper Behavior: Stages in retail buying decision process for products: information search, alternatives evaluation, brand choice, post purchase dissonance, brand Loyalty; Personal, social and cultural influences on the customer, Positioning of a Brand, Personality of a Brand, Consumer's Concept of 'Self-Image', Brand updating & Brand Extension.

UNIT 3: 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, 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 4: Theories of Retail Development

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.


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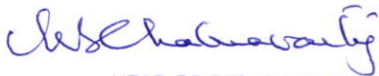

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UNIT 5: Retail SCM & Warehousing:

Retail SCM & Warehousing: Channels and Channel Flows, Growth of Channel relationships and partnerships, Distribution logistics and stock control, Retail Logistics and Cost Structure, Retail warehousing, Computerized replenishment Systems, Internet and direct distribution systems, Aggregators in e-business, international retailing-key success factors.

References:

1. David Gilbert, 'Retail Marketing Management', 2003, Pearson Education, 2nd Edn.
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.
4. Joel Evans, 'Retail Management-A strategic approach', 2009, Pearson Education Inc.


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DEPARTMENT OF MANAGEMENT STUDIES
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Master of Business Administration
Total Quality Management
MBA301

Year II

Semester I

PPW: 4

Unit-I: TQM- History and Evolution: 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)

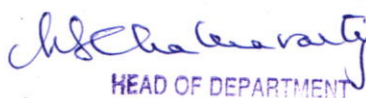
Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, 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 frame-work of Six Sigma programme, Six Sigma Organization: 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.


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Unit -V: TQM in the Service Sectors:

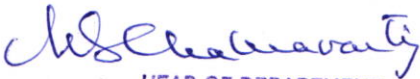
Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services – Banks, Investment Company and Mutual Funds.


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, 3rd Ed. PHI.

Suggested Books:

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


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Bharatiya Vidya
Bhavan

Bhavan's Vivekananda College

of Science, Humanities and Commerce

(Sainikpuri, Secunderbad, Telangana – 500094)

Accredited with 'A' Grade by NAAC

Autonomous College – Affiliated to Osmania University

Department of Management Studies

Program Name: MBA (w.e.f 2019-22)

Course Name : Entrepreneurial Development

PAPER CODE: MBA 303

PPW: 2

YEAR/SEMESTER: II/I

NO. OF CREDITS: 2

Course Objectives:

COB1: To make students understand the concept of entrepreneur and entrepreneurship.

COB2: To make students aware about setting up a new enterprise and its financial institutions.

COB3: To make students aware of the role of small enterprises in economic development

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.

CHAIRPERSON

BOS in Management Studies
Bhavan's Vivekananda College
Sainikpuri

PROFESSOR K.G. CHANDRIKA

Department of Business Management

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Department of Business Management
Osmania University,
HYDERABAD-500 007.

Unit – II: Small Enterprises and EDP

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. Entrepreneurship Development Programmes (EDPs)–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

Unit – III: 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, Crowd funding concept.

Course Outcomes:

CO 1) Explain the concepts and types of Entrepreneurship.

CO2) Explain the role of small businesses in economic development and opportunities for entrepreneurial career

CO3) Examine the institutional support provided by the various financial institutions to the entrepreneurs for starting up a new enterprise

CHAIRPERSON
BOS in Management Studies
Bhavan's Vivekananda College
Sainikpuri


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

Suggested Readings:

1. S.S. Khanka, 2007: "Entrepreneurial development" S.Chand and Co. Ltd.
2. Madhirmalal & Shiker Sahar: 2008, "Entrepreneurship", excel books.
3. Dr. Narayana Reddy, "Entrepreneurship- Text and cases", 2010, Engage Learning, New Delhi.

References :

1. K.Nagarajan: " Project Management", 2004, New Age International (P) Ltd., New Delhi.
2. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
3. Dwijendra Tripathi, Jyoti Jumani – The Concise History of Indian Business, Oxford University Press.


CHAIRPERSON
BOS in Management Studies
Bhavan's Vivekananda College
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PROFESSOR K.G. CHANDRIKA
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PROFESSOR K.G. CHANDRIKA
Department of Business Management
Osmania University,
HYDERABAD-500 007.



BHAVAN'S VIVEKANANDA COLLEGE

OF SCIENCE, HUMANITIES AND COMMERCE

(Accredited with 'A' Grade by NAAC)

Autonomous College – Affiliated to Osmania University

Department of Management Studies

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

COURSE NAME: BUSINESS ANALYTICS

PAPER CODE: MBA302

YEAR/SEMESTER: II/I

PPW: 4

NO. OF CREDITS: 4

Course Objective: The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

Unit Wise Objectives:

- COB1:** To impart knowledge on the overview of business analytics concepts
- COB2:** To create an understanding on descriptive analytics techniques
- COB3:** To help the students implement the techniques of predictive analytics
- COB4:** To make students familiarize the execution prescriptive techniques
- COB5:** To explain an overview of Programming using R

Unit I: Introduction to Business Analytics

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, 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 & Data Dashboards) using MS-Excel.

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

Chandrika

K. G. Chandrika

PROFESSOR K.G. CHANDRIKA

Department of Management Studies

PG

08-08-2020-007

Unit IV: Prescriptive Analytics

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.

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 Golemund, Hands-On Programming with R: Write Your Own Functions and Simulations, O' Reilly Publications, 2014.

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.

Course Outcomes:

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

BBA302CO1: Describe business analytics concepts and Examine the various types of analytics

BBA302CO2: Implement the techniques of descriptive analytics

BBA302CO3: Demonstrate the various techniques of predictive analytics

BBA302CO4: Execute the techniques of prescriptive techniques

BBA302CO5: Explain the basic concepts of programming in R



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Bhavan's Vivekananda College
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PROFESSOR K.R. CHANDRIKA
Department of Business Analytics
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Master of Business Administration
Security Analysis and Portfolio Management (F)

MBA304.1

Year II

Semester I

PPW: 4

Objective:

To expose students to the fundamental concepts of investment theory and financial markets. To acquaint students with investment strategies followed in the financial markets.

Unit – I: Investments:

Concept; Real vs. Financial assets; Investment decision process; 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 and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

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

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond duration, Macaulay's duration and modified Macaulay's duration. Bond convexity.

Unit – III: Common Stocks - Analysis and Valuation:

Basic Features of Common Stock, 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.

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 market theory: Introduction of risk-free asset, Capital Market Line, 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.



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Unit – V: Portfolio Evaluation:

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. 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

References:

1. Investment Analysis and Portfolio Management: Prasanna Chandra, TMH, third edition.
2. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
3. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas PublishingHouse
4. S. Chand "Investment Management: Security Analysis & Portfolio Management".
5. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed

Suggested Readings:

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.


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**Master of Business Administration
Compensation Management (H)**

MBA305.1

Year II

Semester I

PPW: 4

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:

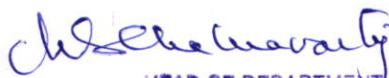
Stake holders of compensation management. Factor influencing effective compensation management-motivational issues. Bases for Traditional Pay System and Modern Pay System–Consumer Price Index (CPI) -Establishing Pay Plans–Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy-Incentive 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.



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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.


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Master of Business Administration
Product and Brand Management (M)
MBA306.1

Year II

Semester I

PPW: 4

Unit - I: Product and Branding Decisions:

Product, Product Policy, objectives of product management, Functions of product managers. Major product decisions- Product design, Product Mix, Product line, Packaging, branding, new product development, 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. Idea generating device, Idea-Screening, Concept generation, selection and Testing. Prototype Product.

Unit - III: Brand Management

Brand, Brand management: Branding, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand. Creation of Brands through goods, services, people Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Steps in Brand Management Process. Brand management practices.

Unit - IV: Brand positioning & Brand Equity,

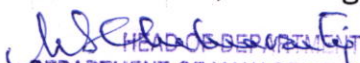
Meaning of Brand positioning, Point of parity & Point of difference, positioning guidelines. Repositioning strategies and Brand Loyalty. Brand equity -Meaning, Sources, Customer Based Brand Equity-Meaning, and Model of CBBE, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery,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

Unit - V: Designing and sustaining branding strategies

Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitation, Kinds of imitation, Factors affecting Brand Imitation. Sources of opportunities for global brand, single name to global brand, Organization for a global brand

References:

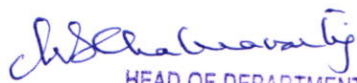
1. Pessier Edgar, "Product Management", 1982, John Wiley & Sons.
2. Wind Yoram, "Product Policy", 1982, Addison and Wesley.
3. Chunnawala, "Compendium of Brand Management", 2008, HPH.
4. Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd Edition.


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Suggested Readings:

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. Richard Elliott, "Strategic Brand management", 2007, Oxford press.
4. Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
5. Helen Edwards, "Creating Passion brands", 2009, Kogan Page Publishers.
6. U C Mathur, "Product and Brand management", 2009, Excel Books New Delhi.
7. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.


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Master of Business Administration
Strategic Management Accounting (F)
MBA304.2

Year II

Semester I

PPW: 4

Objective:

To provide the students with an in-depth knowledge of management accounting in order to apply the concepts of planning, control and decision-making.

Unit – I: Introduction to Management Control:

Strategic Management accounting–Meaning–Scope–Strategic importance–nature and characteristics of Management Control system. Cost behavior and decision making–Fixed and variable costs–CVP analysis–Marginal Costing–Concept of break-even analysis–Uses for decision making–Optimization of product mix–Make or buy–Capacity Utilization–Plant shutdown–Key factor analysis.

Unit – II: Strategic Planning and Control & Accounting for Control:

Strategic Planning, Management Control and Operational Control–Meaning and Concept and purpose. Budget–types of budgets–flexible budget (problems)–budgetary control–meaning & purpose –component of effective budgeting program–performance budgeting –zero based budgeting –concept- importance and relevance.

Unit III: variance analysis

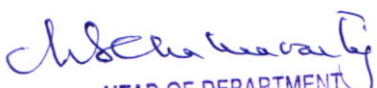
Standard costing –concept and purpose of standards – types of standards –standard setting – material variances –labor variances–overhead variances –sales variances – variance analysis – interpretation.

Unit – IV: Responsibility Accounting:

Responsibility Centers–Need for divisionalization–types of responsibility centers–Performance reports–responsibility accounting–Behavioral aspects–Segmented Performance evaluation– Transfer Pricing.

Unit – V: Activity based Costing and Customer account profitability analysis:

Activity based costing systems–Meaning–tracing costs from activities to products and services– Activity based Management–Activity Cost drivers–Activity based Costing Vs traditional costing. Customer account profitability analysis–Meaning and need for CAP analysis–Managing Customer Profitability, managing relationships – customer costs in service companies.


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References:

1. Khan M.Y. and Jain. P.K., "Management Accounting – Text, Problems and cases", 2007, 4th edition, Tata McGraw Hill, New Delhi.
2. M.A. Sahaf, "Management Accounting – Principles and Practice", 2009, Vikas, New Delhi.
3. Paresh Shah, "Management Accounting", 2010, Oxford University Press, Publications
4. M. C. Shukla, T.S. Grewal and M.P. Gupta, "Cost Accounting – Test and Problems", 2010, S. Chand.
5. Sudhindra Bhat, "Management Accounting", 2009, Excel Books, New Delhi.

Suggested Readings:

1. Hansen & Mowen, "Management Accounting", 2009, 7th ed. Cengage Learning, New Delhi.
2. Bamber, Braun & Harrison, "Managerial Accounting", 2009, Pearson Ed, New Delhi.
3. Ronald W. Hilton, G. Ramesh & M. Jayadev, "Managerial Accounting", 2008, Tata McGraw-Hill.
4. Ward. K, "Strategic Management Accounting", 2010, Butterworth Heinemann, New Delhi.
5. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, "Cost Management-A strategic Emphasis", 2006, Tata McGraw Hill.



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Master of Business Administration
Organizational Change and Development (H)
MBA305.2

Year II

Semester I

PPW: 4

Unit - I: Organizational Change: Concept, Importance and imperative of change, forces of change, Change Agent, Types of change, planned and unplanned Change, Resistance to Change: Sources of resistance to change: Why People resist change in the workplace, overcoming resistance to change, minimizing resistance to change.

Unit - II: Introduction & Foundations of OD:

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution-Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systemstheory-Participation and Empowerment-Teams and Team Work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit III: Managing the OD Process:

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management Component-Conditions for optimal success of OD-Issues in Consultant-Client Relationship.

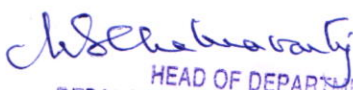
Unit-IV: Human Process Interventions:

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team Interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions. Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

Unit-V: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring Organization-Downsizing - Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering Approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change - Self - designing Organizations-Organizational Learning.


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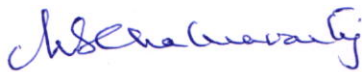

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References:

1. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
3. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.

Suggested Readings:

1. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
2. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development", 2006, Pearson Education.
3. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development- Intervention and Strategies", 2006, Response Books.



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Master of Business Administration
Promotion and Distribution Management (M)
MBA306.2

Year II

Semester I

PPW: 4

Unit-I: Marketing Communication:

The nature of marketing communication. 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 the promotion programme.

Unit - II: Developing Integrated Marketing Communication:

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.

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. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement.

Support media - Elements of Support media and their role.


Direct marketing, publicity and public relations.

Unit - V: Distribution Management:

Role and functions of channels of distribution. Distribution Systems. Channel design, and selection of channels, Motivation and control of channel members. Distribution of Services.

References:

1. Shimp "Advertising and Promotion", 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani "Advertising and Promotion", 2010, Tata McGraw Hills, 7th Ed.
3. Shah & D'souza "Advertising & Promotion", 2010, Tata McGraw Hills.
4. Iane, King & Russel "Advertising Procedure" 6/c Pearson Publishers.
5. S.A. Chunyawalla, K.C.Sethia "Advertising", 2010, HPH.


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Suggested Readings:

1. SHH Kazmi & Satish Batra "Advertising & Sales Promotion", 2009, Excel Publishers.
2. Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2nd Ed.
3. Krishna K. Havaldar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.
4. Roddy Mullion "Sales Promotion", 2010, Kogan Parge Publishers.
5. Panda & Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.
6. Ogvin, Allen & Semenik "Advertising Management", 2010, Cengage Learning.
7. Tony Carter "Sales Force Management", 2008, Jaico Publishers.
8. Rositer & Percy, "Ad-Management & Integrated Marketing Communication", 2006, Tata McGraw Hills.

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Master of Business Administration
Personal Finance (F)
MBA304.3

Year II

Semester I

PPW: 4

Objective:

It is designed to introduce the student to the concepts, tools, and applications of personal finance and investments to set goals and develop a financial plan.

Unit 1: Basics of personal financial management:

Introduction to personal finance planning, objectives of PFP, steps in formulating PFP, PFP strategies, PFP process, preparation of personal budget, personal financial statements, case studies on personal financial planning of individuals.

Unit 2: personal savings & investment:

Investment criteria – liquidity, safety and profitability. Savings instruments of post office and banks, Chit funds, investment in shares, debentures, corporate and government bonds, mutual funds. Investment in physical assets – real estate, gold and silver. Risk and return associated with these investments.

Unit 3: computation of return and risk of personal investment:

Present value and future value of a single amount and an annuity, Computation of interest, dividend and capital gains on personal investments, Impact of leverage on return.

Unit 4: Retirement Savings Plans:


Pension plans –Defined contribution plan and Defined benefit plan, provident fund, gratuity, life insurance plans, general insurance plans, reverse mortgage plans.

Unit 5: Tax planning

Personal tax planning, tax computation, products meant for tax exemptions, filing of income tax returns.

References:

1. Personal finance by jack R.kapoor, les R. Dlabay and Robert j. Hughes, Tat McGraw – Hill publishing company Ltd. New Delhi
2. Gitman et al., personal financial planning, 11th edition, south western college publication 2007
3. keown, Arthur j., personal finance, pearson education


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Master of Business Administration
Organizational Psychology (H)
MBA305.3

Year II

Semester I

PPW: 4

Unit I: Introduction to Organizational Psychology

Organizational Psychology - Historical evolution of Organizational Psychology - Feldman'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/counseling, 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

Reference Book

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

Suggested Reading:

1. McKenna, Eugene F. (2000). *Business Psychology and Organisational 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
3. Narayan Rao, Counselling & Guidance 2E, Tata MacGrawHill



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Master of Business Administration
Advertising and Sales Promotion (M)
MBA306.3

Year II

Semester I

PPW: 4

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

Sales Promotion: Meaning, purpose, Major decisions in Sales Promotion, Consumer and Trade Promotion tools, Coordinating Sales Promotion and Advertising.

Unit V: Digital and Social Media Marketing

Digital media basics, Digital Consumer, Digital Marketing: Advantages and Disadvantages, Challenges of Digital Marketing. E-mail and Mobile marketing, Video-based Marketing, Pod Casts, SEO, SEM, Google analytics, banner/Display advertising, understanding social media marketing and platforms, PR and Digital Reputation management.

References:

1. Philip Kotler: 'Marketing Management-The Millennium Edition', 2001, Prentice Hall of India Pvt. Ltd., 10th Edition.
2. S.A.Chunawalla: Advertising, Sales & Promotion Management, Himalaya, 2012
3. Batra, Myers and Aaker: 'Advertising Management', 2003, Prentice Hall of India Pvt. Ltd., 5th edition.

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4. John R. Rossiter and Larry Percy: 'Advertising and Promotion Management', McGraw-Hill, 1987.
5. George E. Belch, Michael A. Belch, Keyoor Purani: 'Advertising and Promotion- An Integrated Marketing Communications Perspective', Tata McGraw-Hill Education Pvt. Ltd, 7th Edition, 2010.

Suggested Readings:

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



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**Master of Business Administration
Services and Retail Marketing
MBA406.2**

Year II

Semester II

PPW: 5

(Total: 60 periods per semester)

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

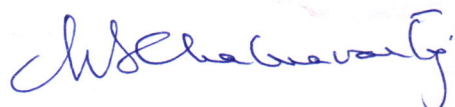
Retail marketing-Introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers, role of retailing, trends in retailing FDI in Retail - Problems of Indian Retailing - Current Scenario. Factors influencing retail pricing, Retail pricing strategies.

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.
5. Vinnie Jauhari, Kirti Dutta, "Services", Oxford University Press, New Delhi.



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