

MBA II Year

Semester-III

Dual Specialization allows a student to opt for two specializations and student will have to select two papers in each discipline specific elective. For Successful completion of III Semester, a student will have to qualify 2 papers in DSE

Course Code	Course Title	Nature	Credits	HPW (Th+Tu)	Max Marks (IE+SEE)
MB301	Global Business Strategy	Core	5	4h + 1Tu	40+60
MB302	Total Quality Management	Core	5	4h + 1Tu	40+60
	<u>Finance</u>				
MB303-F-I	Investment Analysis & Portfolio Management	DSE	4	4h	40+60
MB303-F-II	Financial Markets	DSE	4	4h	40+60
	<u>Marketing</u>				
MB303-M-I	Product and Brand Management	DSE	4	4h	40+60
MB303-M-II	Retail Management	DSE	4	4h	40+60
	<u>HumanResources</u>				
MB303-HR-I	Talent and Knowledge Management	DSE	4	4h	40+60
MB303-HR-II	Organizational Development	DSE	4	4h	40+60
	<u>SystemswithBusinessAnalytics</u>				
MB303-S-I	Database Management Systems	DSE	4	4h	40+60
MB303-S-II	Business Analytics	DSE	4	4h	40+60
MB304	Case study		1	2P	
MB 305	Research Design		2	4P	
TotalCreditsatthe endof IIISemester			29		600

***Research Design should be evaluated for 50 marks each and then converted to Grade.**

Two case studies will be conducted both for core and Elective. Presentations may be conducted in Teams. Evaluation must be done on the basis of participation, conceptual knowledge, team cohesiveness, analytical skills, discussion and presentation skills. **Each case study should be evaluated for 25 Marks. Later marks will be converted to Grade.**

DSE: Discipline Specific Elective, **IE** =Internal Examination, **SEE**=Semester End Examination, **HPW**= Hours Per Week, **Th** = Theory, **Tu** = Tutorial, **P** = Practical

- A student has to study a total of six papers in Semester III
- Max. Total No. of Marks = 600
- Total No. of Credits at the end of the Third Semester = 29

J. A. ...

Satishini ... 12-04-2026

DEPARTMENT OF MANAGEMENT
 BOS IN BUSINESS MANAGEMENT
 HOBBALAUR, DIST. WYALA
 HOBBALAUR-500 087, TEL: 2551
 12/04/2026

SEMESTER IV

Dual Specialization allows a student to opt for two specializations and student will have to select two papers in each discipline specific elective. For Successful completion of IV Semester, a student will have to qualify 2 papers in DSE-II and Project Report – VivaVoce.

Course Code	Course Title	Nature	Credits	HPW	Max Marks (IE+SEE)
MB401	Business Policy and Strategy	Core	5	4h + 1Tu	40+60
MB402	Logistics and Supply Chain Management	Core	5	4h + 1Tu	40+60
	<u>Finance</u>				
MB403-F-III	Financial Services	DSE	4	4h	40+60
MB403-F-IV	Banking & Insurance	DSE	4	4h	40+60
	<u>Marketing</u>				
MB403-M-III	Buyer Behaviour	DSE	4	4h	40+60
MB403-M-IV	Services and Digital Marketing	DSE	4	4h	40+60
	<u>HumanResources</u>				
MB403-HR-III	Leadership and Change Management	DSE	4	4h	40+60
MB403-HR-IV	Performance Management	DSE	4	4h	40+60
	<u>SystemswithBusinessAnalytics</u>				
MB403-S-III	Data Visualizationand Power BI	DSE	4	4h	40+60
MB403-S-IV	Programing in Python	DSE	4	4h	40+60
MB 404	Dissertation		1	2P	
MB 405	<u>Viva-Voce</u>		2	4P	
Total Credits at the end of IV Semester			29		600

DSE=Discipline Specific Elective, **IE**=Internal Examination, **SEE**=Semester End Examination, **HPW**= Hours Per Week, **Th** = Theory, **Tu** = Tutorial

- A student has to study a total of six papers in Semester IV
- Max. Total No. of Marks = 600
- Total No. of Credits at the end of the Second Semester = 29

J. A. ...

12-04-2026

DEPARTMENT OF BUSINESS MANAGEMENT
 HOSENIYA UNIVERSITY
 HYDERABAD-500084
 12/04/2026

EVALUATION SYSTEM AND PROJECT WORK OF M.B.A. PROGRAMME-2025-27

Evaluation System:

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. All the courses will have 60% marks for Semester End Examination and 40% marks for Internal Component.

The Break-up of the Internal Component is as follows:

- a) Two Internal Examinations – 20 marks (Average of both internals)
- b) Two Presentations – 10 marks
- c) Case Study /Assignment / applicative exercise / any other activity -10 marks

The Break-up of the External Component is as follows:

- a) **Section A:** 5 Short answer Questions from all units each carries 2 marks (Total 10 Marks)
- b) **Section B:** Essay Questions with Internal Choice from all 5 Units, each Carries 8 marks (Total 5X 8=40 Marks) (For General Papers)

Note:For Elective Papers

Essay Questions with Internal Choice from all 4 Units, each Carries 10 marks (Total 4X 10=40 Marks)

- c) **Section C:** Case Study (Compulsory Question) -10 marks

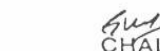

3. Project Work:

- Project Report Work should be carried out in the Final Year of MBA Program i.e., III & IV Semesters.
- The students are required to do **Project work in any area of Management** under the guidance of Internal Faculty Member assigned to the student.
- The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.
- Project work is evaluated for 100 marks and then converted to grade

J. Anurag Reddy

Lakshmi.B
18-04-2026




CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007

18/04/2026

MBA II YEAR SYLLABUS WITH COURSE OUTCOMES

AY (2026-2027)

R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027

Course Code: MB301
Course: GLOBAL BUSINESS STRATEGY

Course outcomes:

CO1: Understand the scope of international business and various theories for formulating effective strategic practices (Understand)

CO2: To analyze national regulations and their impact on national economics. (Analyze)

CO3: To evaluate basic principles of multilateral trade negotiations and regional trade blocks.(Evaluate)

CO4: Examine different global market entry modes for making investment decisions.(Analyze)

CO5: Evaluate the process and formulation of business strategies and aspects of global HRM, labor laws. (Evaluate)

Syllabus

Unit I: Introduction to Global Business

Evolution of International business – Globalization of business – drivers of Globalization - Internationalization process, international business Approaches, International trade Theories – Adam Smith theory, David Ricardo, International Product life cycle theory, Rostov's growth theory- Regional Business and Global Business.

Unit-II: Business and Regulations:

Rationale for Government Interventions – Forms of Trade regulation of National Level- Traffic and Non- Traffic Barriers- Regional Economic Integrations- Levels of Economic Integrations- Benefit and costs of Integrations – Multinational Companies- Entry methods- Cost Benefit Analysis- Impact on National Economics.

Unit-III: Global Business and Multilateral Agreements:

Basic Principles of Multi-Lateral Trade Negotiations- GATT and Its Evolution – Dunkel's Draft-WTO Structure- functions- Success Stories- TRIPS, TRIMS, - Other Regional Trade Blocks- NAFTA, EU, ASEAN, SAFTA and UNCTAD

Unit-IV: Global Business Entry Strategies

Global market Entry Strategies- Exporting, Licensing, Franchising, Contract manufacturing, Turnkey Projects, Joint Ventures, Mergers, Acquisitions- Strategic alliance, Types of Alliances, Corporate Analysis, Intelligent Alliances- Electronic Global business - Electronic global business approaches- E- Business models- Risks and Rewards- Cost Benefit analysis of entry strategies.

Unit-V: Managing Global Business

Strategy and Global Business- Global Business Planning and Implementing Strategies- Designing Effective International Organizations- Cross Cultural management- culture and international Business- Intercultural Communications- Human Resource management in global Context- Human resource Planning, Training and Development- Managing Expatriates- International Labour Relations.

Suggested Readings:

1. Richard M Hodgets & Fred Luthans 2008, "International Management" T M H, New Delhi.
2. John D Daniel & Lee H. Radebaugh 2008, International Business" Pearson Education.
3. Alan M. Rugman, Richard M. Hodgets, 2008 "International Business" Prentice Hall
4. P. Subbarao, 2016 "International Business" Himalaya Publishing House, Revised Edition 2017.
5. Chary S N, 2008, "Elements of International Business" John Wiley Publications.
6. Larraian Seigal, 1996, "International Business" Times Business random House, New York.
7. Manab Thakur, Gene E. Burton & B N Srivastava, 1997, "International Management" Concepts and Cases, T M H.
8. John B. Cullen 2008, "Multinational Management" A Strategic Approach" Thomson Publication.

J. A. Srinivas Devi

Lakshmi. B
18-04-2026




CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
18/04/2026

R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB302

Course: TOTAL QUALITY MANAGEMENT

Course outcomes:

- CO1:** Explain the fundamental Concepts, Principles and evolution of TQM and quality management systems.(Understand)
- CO2:** Apply core TQM tools and techniques to solve quality related problems.(Apply)
- CO3:** Identify the various qualitative and quantitative techniques of TQM (Remember)
- CO4:** Elucidate the role and importance of six sigma as a quality measurement tool (Understand)
- CO5:** Identify the various means and techniques for establishing quality in manufacturing, services and IT sector. (Remember)

Syllabus

Unit-I: TQM- History and Evolution

Connotations of Quality, Quality Dimensions- Product and Service. The concept of TQM, Evolution of TQM-Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines-ISO, Malcom Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM), Golden Peacock National Quality Award (GPNQA).

Unit - II: Tools of TQM 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, Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Force 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. Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal-the best, Target-the-best, Smaller -the-best, Larger-the-best. Parameter Design, Tolerance design.

Unit-IV: Six Sigma and its Implementation:

The concept of Six Sigma, Objectives of Six Sigma, the framework of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

Unit-V: TQM in Various Sectors

Implementation of TQM in Manufacturing Sector- Automobile and Pharmaceuticals TQM in Service Organization: Framework for improving service quality, Model to Develop to measure service quality programs. TQM in Health-care services, Hotels and financial services- Banks, Investment company and Mutual Funds. Role of TQM in IT Sector.


Suggested Readings:

1. Charantimath, P. M., Total Quality Management, Pearson Education, 2022
2. Evans, J. R., & Lindsay, W. M., Managing for Quality and Performance Excellence, Cengage Learning, 2022
3. Kiran, D. R., Total Quality Management: Key Concepts and Case Studies, Elsevier, 2021
4. Goetsch, D. L., & Davis, S. B., Quality Management for Organizational Excellence, Pearson, 2021
5. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield-Sacre, M., Total Quality Management, Pearson Education, 2020
6. Mitra, A., Fundamentals of Quality Control and Improvement, Wiley, 2020
7. Prof. Smitha Sambrani & Lakshmi Narasimham, Total Quality Management, Tata Publications, First Edition, 2025

J. A. Srinivas Reddy

Lakshmi. B
18-04-2026




CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
18/04/2026

R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB303-F-I
Discipline Specific Elective

Course: Investment Analysis and Portfolio Management.

Course Outcomes:

CO1: Explain the investment decision process, risk-return relationship, and apply tools for measuring risk and return. (Understand)

CO2: Construct and analyze optimal portfolios using modern portfolio theory and capital market models. (Analyze)

CO3: Evaluate bond prices, yields, and risks, and apply duration and convexity in bond portfolio management. (Evaluate)

CO4: Apply various equity valuation techniques and understand the functioning of stock markets and mutual funds. (Apply)

CO5: Assess and compare portfolio performance using Sharpe, Treynor, Jensen's Alpha, and recommend suitable investment strategies. (Evaluate)

Syllabus

Unit – I: Investment Environment and Risk–Return Analysis

Concept of Investment, Real vs Financial Assets, Investment vs Speculation, Investment Decision Process, Sources of Investment Information

Factors Influencing Investment Decisions: Liquidity, Return, Risk, Safety, Maturity, Taxation, Inflation

Return: Meaning and Measurement, realized vs Expected Return, Ex-ante and Ex-post Returns,

Risk: Meaning and Types of Risk, Sources of Risk

Measurement of Risk: Range, Standard Deviation, Coefficient of Variation

Risk-Return Relationship: Risk-Return Trade-off, Risk Premium, Risk Aversion

Investment Analysis Approaches: Fundamental Analysis, Technical analysis: 1) Moving Averages 2) RSI 3) Oscillators (basic numerical), Efficient Market Hypothesis (EMH)

Unit – II: Portfolio Theory and Capital Market Models

Concept of Portfolio, Portfolio Return and Risk, Modern Portfolio Theory: Harry Markowitz Model, Diversification Principles, Efficient Frontier, Construction of Minimum Risk Portfolio, Models: Single Index Model, Capital Market Theory: Risk-Free Asset, Capital Market Line (CML), Separation Theorem, Asset Pricing Models: Capital Asset Pricing Model (CAPM), Security Market Line (SML), Overvalued and Undervalued Securities, Arbitrage Pricing Theory (APT): Law of One Price, Two-Factor Model, Equilibrium Risk-Return

Unit – III: Fixed Income Securities – Analysis and Management

Features and Types of Debt Instruments, Bond Indenture, Factors Affecting Bond Yield, Bond Yield Measures: Current Yield, Holding Period Return, Yield to Maturity (YTM), Annualized YTM (AYTM), Yield to Call (YTC), Bond Valuation: Capitalization of Income Method, Bond Price Theorems, Valuation of: a) Convertible Bonds b) Deep Discount Bonds, Bond Risk Measures: Duration: a) Macaulay Duration b) Modified Duration, Convexity, Term Structure of

Interest Rates:Yield Curve, Risk Structure, Bond Portfolio Management:Bond Immunization, Active vs Passive Strategies

Unit – IV: Equity Analysis, Mutual Funds and Portfolio Evaluation

Common Stocks:Features of Equity Shares, Equity Valuation Models:Balance Sheet Model, Dividend Discount Model (DDM), Earnings, Capitalization Model, Price-Earnings (P/E) Approach, Free Cash Flow Model, Relative Valuation:P/E, P/BV, P/S, Stock Market Indices:Sensex and Nifty, Calculation and Uses, Portfolio Performance Evaluation:Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Fama's Decomposition, Mutual Funds:Concept and Genesis, Features and Types of Schemes, NAV Calculation, Costs and Loads, Returns, Mutual Funds in India:Problems and Prospects, Regulation and Investor Protection.

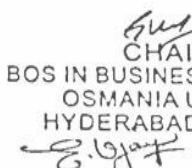
Suggested Readings:

- 1.Alexander, G. J., Sharpe, W. F., & Bailey, J. V. – *Fundamentals of Investments*, Prentice Hall of India.
- 2.Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. – *Investments*, McGraw Hill Education.
- 3.Prasanna Chandra – *Investment Analysis and Portfolio Management*, McGraw Hill Education.
- 4.Charles P. Jones – *Investments: Analysis and Management*, Wiley India.
- 5.Jack Clark Francis & Richard W. Taylor – *Theory and Problems of Investments*, Schaum's Outline Series, McGraw Hill.
- 6.Herbert B. Mayo – *Investments: An Introduction*, Cengage Learning.
- 7.Stephen A. Ross, Randolph Westerfield & Jeffrey Jaffe – *Corporate Finance*, McGraw Hill.
- 8.Graham & Dodd – *Security Analysis*, McGraw Hill.

J. A. Srinivas Reddy

Lakshmi B
18-04-2026




CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
18/04/2026

R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB303-F-II
Discipline Specific Elective

Course: FINANCIAL MARKETS

Course Outcomes:

After completion of this course, the student will be able to:

CO1: Explain the structure and functioning of the Indian financial system and its components. (Understand)

CO2: Analyze the role of financial intermediaries and regulatory bodies in financial markets. (Analyze)

CO3: Evaluate capital market instruments and stock market operations. (Evaluate)

CO4: Assess money market instruments and their role in liquidity management. (Evaluate)

CO5: Analyze foreign exchange markets and global financial developments. (Analyze)

Syllabus

Unit I: Overview of Indian Financial System

Concept and Structure of Indian Financial System Major Components of Financial System. Financial Intermediation – Concept, Need, Rationale and Functions Types of Financial Intermediaries in India. Digital Financial Ecosystem in India - Digital payments and types Growth of digital payment systems Role of financial technology platforms in financial inclusion. Artificial Intelligence in Banking and Financial markets -Robo-advisory services in financial markets

Unit II: Capital Markets

Characteristics and components of Capital Market. Methods of Raising Long-term Finance. New Issue Management Process. Pricing of Issues -Book Building Process. Green Shoe Option. Introduction to Stock Markets and their Functions. Online Trading and Market Participants. Role and Functions of SEBI. Algorithmic Trading and AI in Stock Markets. Concept of ESG investing and sustainable finance

Unit III: Money Markets

Concept and Features of Money Market. Types of Money Market Instruments – Treasury Bill Market, Call Money market, Commercial Paper Market, Gilt Edged securities market, CODs and Money market Mutual funds. Performance of Money Markets in India- Central Bank Digital Currency and crypto currency markets in India. Role of RBI as a regulator

Unit IV: Foreign Exchange Markets

Introduction to Foreign Exchange Market. Characteristics and Participants. Foreign Exchange Quotations. Types of Foreign Exchange Markets and Their characteristics – Spot Markets, Forward Markets, Options and Futures Markets. Balance of Payments and its Components. Full convertibility of Rupee. Global Financial Instruments: ADR, GDR, International Bonds. International Stock Markets: New York Stock Exchange, NASDAQ Tokyo Stock Exchange.

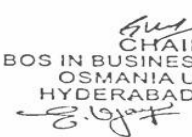
Suggested Readings:

1. **M. Y. Khan** *Indian Financial System*. McGraw Hill Education, New Delhi.
2. **Pathak, Bharati V.** *The Indian Financial System: Markets, Institutions and Services*. Pearson Education.
3. **Machiraju, H. R.** *Indian Financial System*. Vikas Publishing House.
4. **Madura, Jeff.** *Financial Markets and Institutions*. Cengage Learning.
5. **Rose, Peter S. & Hudgins, Sylvia C.** *Bank Management and Financial Services*. McGraw-Hill.

J. A. Srinivas Devi

Lakshmi. B
18-04-2026




CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
18/04/2026

R.B.V.R.R. Women's College
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MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB303-M-I
Discipline Specific Elective

Course: PRODUCT AND BRAND MANAGEMENT

Course Outcomes:

- CO1:** Understand the functions of product management, including product classification, product levels, and product life cycle strategies. (Understand)
- CO2:** Analyze the new product development process and product portfolio analysis models for effective product decision-making. (Analyze)
- CO3:** Examine the concepts of branding and brand equity, including brand identity, brand image, brand personality, and key brand elements. (Analyze)
- CO4:** Analyze strategies for brand building and brand management. (Analyze)

Syllabus

UNIT-I: Introduction

Product Management: concept and scope of product management, Role and responsibilities of a product manager, Product classification: consumer and industrial products, Product levels: core product, actual product, augmented product, Product life cycle (PLC): stages and marketing strategies, Product portfolio analysis and product line decisions.

UNIT-II: New Product Development:

New product development process: idea generation, screening, concept development and testing, marketing strategy development, business analysis, product development, test marketing, commercialization, Factors influencing product success and failure. Product Portfolio analysis: BCG, GE, Ad little. Shell International.

UNIT-III: Brand Management:

Concept and importance of branding, Brand elements: brand name, logo, symbol, slogan, packaging, Brand identity, brand image, and brand personality, Brand equity: concept, dimensions, and measurement.

UNIT-IV: Brand Strategies and Brand Building:

Brand extension and brand portfolio strategies, Co-branding and brand alliances, private labels and store brands, Global branding strategies, Personal Branding, experiential marketing, AI-Agentive and Branding.

Suggested Readings:

- 1 Pessemer Edgar, "Product Management", 1982, John Wiley & Sons.
- 2 Japan K. Panda, Product and Brand Management. 1st Edition Oxford.
- 3 Kirti Datta Brand Management Principles and Practices Oxford Publication
- 4 Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
- 5 UC Mathur, "Product and Brand Management", 2009, Excel Books New Delhi.
- 6 Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
- 7 Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd Edition.

8 UlrichKT, AnithaGoyal, "ProductDesignandDevelopment", 2010,McGraw Hill.

9 Bently,Davis&Ginsbury,"TradeMarketsandBrands",2008,CambridgeUniversityPress

J. Anitha Dev

Lakshmi.B
18-04-2026



Dev
CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
Anitha
18/04/2026

R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB303 -M- II
Discipline Specific Elective

Course: RETAILMANAGEMENT

Course Outcomes:

CO1: Understand the concept, evolution, and importance of retailing in global and Indian markets. (Understand)

CO2: Analyze retail strategies and store planning, including location selection, trade area analysis, store layout, and visual merchandising techniques. (Analyze)

CO3: Understand retail merchandising and supply chain management, including merchandise planning, pricing strategies. (Understand)

CO4: Examine emerging technologies and future trends in retail, such as artificial intelligence, Omni channel retailing. (Analyze)

Syllabus

UNIT-I: Introduction to Retail Management:

Meaning, Evolution of retailing in global and Indian markets, Functions and importance of retailing in the economy, Types of retailers: store-based and non-store retailing, Retail formats: supermarkets, hypermarkets, department stores, specialty stores, convenience stores, Digital transformation in retail, Rise of omnichannel retailing, Role of artificial intelligence in retail.

UNIT-II: Retail Strategy & Store Planning:

Retail strategy development, Retail location strategy, Site selection and trade area analysis, Store design and layout planning, Visual merchandising strategies, Atmospheric and in-store experience design.

UNIT-III: Retail Merchandising:

Merchandise planning and management, Merchandise buying and vendor relations, Pricing strategies in retail, Inventory management techniques, Retail supply chain management, Sustainable sourcing and ethical retail practices.

UNIT-IV: Retail Marketing and Future Trends:

Retail promotion and communication strategies, Customer relationship management (CRM) in retail, Retail branding and private labels, Augmented Reality (AR) and Virtual Reality (VR) in retail shopping, Green retailing and sustainability trends, Future of retail: automation, cashier-less stores, and AI-driven personalization.

Suggested Readings:

- 1 Swpana Pradhan, Retail Management,
- 2 Bajaj Tuli Srinivatsava, Retail Management, 3rd Edition, Oxford Publication
- 3 Bary Berman & Evans, Retail Management - A Strategic Approach, Pearson Education
- 4 Akileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill
- 5 Nicholas Alexander, International Retailing, Blackwell Basin Publishers Ltd
- 6 Dr. Harjith Singh, "Retail Management: A Global Perspective, Texts and Cases" S. Chand

J. A. Srinivas Devi

Lakshmi. B
18-04-2026



S. Jyoti
CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY
HYDERABAD-500 007
S. Jyoti
18/04/2026

R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB303-HR-I
Discipline Specific Elective

Course: TALENT AND KNOWLEDGE MANAGEMENT

Course Outcomes:

CO1: Understand Talent Management System and the Strategies for Talent Management (Understand)

CO2: Examine Competency Models and their importance in Talent Mgt (Analyze)

CO3: Describe Knowledge Management and Examine Knowledge Mgt Solutions (Evaluate)

CO4: Examine the impact of Knowledge Management and evaluate the methods of Knowledge Management Assessment (Evaluate)

Syllabus

Unit I: Introduction to Talent Management:

Meaning and Importance of Talent Management, Designing and Building a Talent Reservoir, Segmenting the Talent Reservoir, Talent Management Grid; Creating a Talent Management System; Institutional Strategies for Dealing with Talent Management.

Unit-II: Talent Management System:

Competency Meaning, Characteristics, Types Steps in Developing a Valid Competency Model, Talent Management Information Systems, Developing a Talent Management Information Strategy, Role of Leaders in Talent Management.

Unit-III: Introduction to Knowledge Management:

The Nature of Knowledge Management, Alternative Views of Knowledge, Types of Knowledge, Location of Knowledge, Knowledge Management Solutions, Mechanisms and Systems, Knowledge Management Infrastructure, Rise of the Knowledge Worker, Features of Knowledge Intensive Firms

Unit-IV: Impact and Assessment of Knowledge Management:

Organizational Impacts of Knowledge Management-on People, Processes, Products and Organizational Performance, Factors Influencing Knowledge Management, Knowledge Management Assessment of an Organization- Importance, Types and Timing, Knowledge Discovery Systems.

Suggested Readings:

1. Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", 2004, Tata McGraw Hill.
2. Ed by Larry Israelite, "Talent Management", ASTD Press.
3. Sajjad M Jasmuddin, "Knowledge Management", 1st Ed, 2009, Cambridge.
4. Awad, Elias M. Awad, Knowledge Management, Pearson Education India.
5. Carl, F. Rappadio, Knowledge Management, John Wiley & Sons

J. A. Jasmuddin Dev

Lalitha. B
18-04-2026



Dev
CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
S. J. Jasmuddin
18/04/2026

R.B.V.R.R. Women's College
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MBA II Year III Semester (Batch 2025-27)
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Course Code: MB303-HR-II
Discipline Specific Elective

Course: ORGANIZATIONAL DEVELOPMENT

Course Outcomes:

CO1: Understand the fundamental concepts of Organizational Development (OD), including its definitions, history, evolution, key characteristics, values, and the Action Research approach. (Understand)

CO2: Analyze models and theories of planned change and evaluate the OD process, including diagnosis, interventions, and consultant–client relationships. (Analyze)

CO3: Apply human process and organizational process interventions, including team-building techniques and inter-group development methods, to improve organizational effectiveness. (Apply)

CO4: Evaluate techno-structural and strategic interventions, including organizational restructuring, employee involvement, work design, and transformation change processes. (Evaluate)

Syllabus

Unit-I: General Introduction to 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-Action Research as a process and as an approach.

Unit-II: Foundations of OD and Managing the OD Process:

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-System theory-Participation and Empowerment-Teams and Teamwork-Parallel learning structures-An normative-reductive strategy of changing-Applied behavioral Science-Diagnosis-The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions- Conditions for optimal success of OD-Issues in Consultant-Client Relationship.

Unit-III: 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-IV: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring Organization-Downsizing- Re-engineering (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 organization – Organizational learning.

Suggested Readings

1. Thomas G. Cummings, ChristopherG Worley, "OrganizationDevelopment andChange",2007, Thomson,8¹¹¹Ed.
- 2.WendellFrench, Cicil, H. Bell, Jr, VeenaVohra,"OrganizationDevelopment",2006, PearsonEducation.
- 3.WendellFrench, Cicil, H.Bell,Jr.(6e)"OrganizationDevelopment",PrenticeHallofIndia.
- 4.ReiderDale,"Organization&Development-Strategies, StructuresandProcess",2006, SagePublications,NewDelhi.
- 5.KavithaSingh,"OrganizationChange&Development",2005,ExcelBooks.
- 6.R. Sullivan,Gary Mclean,Jossey Bass. Brown, "Practicing OrganizationDevelopment",2006,PearsonEducation.
- 7.S.Ramanarayan,T.V.Rao,KuldeepSingh,"OrganizationDevelopment- InterventionandStrategies",2006,ResponseBooks

J. A. Srinivasan Dev

Lakshmi. B
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R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB303-S-I
Discipline Specific Elective

Course: DATABASE MANAGEMENT SYSTEMS

Course Outcomes:

CO1: Understand DBMS concepts, database architecture, data models, ER modeling, and integrity constraints used in database design. (Understand)

CO2: Apply relational database concepts and SQL commands to create, manipulate, and query databases using relational algebra and calculus. (Apply)

CO3: Design efficient relational databases using normalization techniques and understanding storage structures, indexing, and hashing methods. (Create)

CO4: Explain transaction management, concurrency control, recovery mechanisms, and security techniques in database systems. (Understand)

Syllabus

Unit-I: Database System Architecture

Introduction to Database Systems-File System vs Database System, Characteristics of Database Approach, Applications, Advantages and limitations of DBMS; Database System Architecture- Three-Schema Architecture, Database users and administrators, DBMS components and functions. Data Abstraction and Data Independence; Data Models- Hierarchical Data Model, Network Data Model, Relational Data Model, Object-Oriented Data Model. Entity Relationship (ER) Model- Entities, Attributes and Relationships, Keys and constraints, ER diagrams and design issues; Integrity Constraints-Domain constraints, Key constraints, Referential integrity, General constraints.

Unit-II: Relational Database Query Languages and Structured Query Language

Relational Database Concepts-Relational model concepts, Relation, Tuple, Attribute, Domains and schemas, Relational Algebra, Relational Calculus - Tuple Relational Calculus (TRC), Domain Relational Calculus (DRC).

Structured Query Language (SQL)-SQL Data Definition commands (DDL), SQL Data Manipulation commands (DML), Data Control Language (DCL), Transaction Control Language (TCL), SQL query processing, Nested queries and joins; Aggregate Functions, Built-in SQL Functions, Set Operations, Views.

Database Management Systems- Open-Source DBMS: MySQL, Commercial DBMS: Oracle, IBM DB2;

Unit – III: Relational Database Design and Storage Strategies

Relational Database Design- Database design process, Functional dependencies, Normalization concepts, Anomalies in database design, First Normal Form (1NF), Second Normal Form (2NF), Third Normal Form (3NF), Boyce-Codd Normal Form (BCNF)

Storage and File Organization-Database file organization techniques, Heap file organization, Sequential file organization, Indexed file organization; Indexing Techniques- Primary and

secondary indexes, Dense and sparse indexes, Multi-level indexes; B-Tree and B+ Tree Index Structures-Properties of B-trees, B+ tree structure, Search, insert, delete operations; Hashing Techniques- Static hashing, Dynamic hashing, Extendible hashing, Linear hashing

Unit – IV: Transaction Processing and Database Security

Transaction Management- Definition of transactions, Transaction states, Transaction properties - ACID Properties; Concurrency Control- Need for concurrency control, Problems of concurrent execution, Lost update problem, Dirty read problem; Serializability of Schedules- Conflict serializability, View serializability, Testing serializability; Concurrency Control Techniques- Lock-based protocols, Two-Phase Locking (2PL), Deadlocks and deadlock handling; Timestamp-Based Protocols-Timestamp ordering protocol, Strict timestamp ordering;

Database Recovery- Failure classification, Log-based recovery; Database Security-Authentication mechanisms, Authorization techniques, Access control models, Role-based access control

Suggested Readings:

1. **Abraham Silberschatz, Henry F. Korth, S. Sudarshan** *Database System Concepts* 7th Edition, McGraw-Hill Education, 2020.
2. **C.J. Date** – *An Introduction to Database Systems*, 8th Edition, Pearson.
3. **Peter Rob & Carlos Coronel** – *Database Systems: Design, Implementation and Management*, Cengage Learning.
4. **Thomas Connolly & Carolyn Begg** – *Database Systems: A Practical Approach to Design, Implementation and Management*, Pearson.

J. A. Srinivasan Dev

Lakshmi. B
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MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB303-S-II
Discipline Specific Elective

Course: BUSINESS ANALYTICS

Course Outcomes:

CO1: Understand the concepts of Business Analytics. (Understand)

CO2: Analyze different methods of descriptive analytics and different visualization tools & techniques (Analyze)

CO3: Evaluate the different data mining techniques and understand the role of a predictive and prescriptive modelling. (Evaluate)

CO4: Apply the knowledge of R to analyze the data (Apply)

Syllabus

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- Business decision modeling.

Unit – II: Descriptive Analytics

Overview of Description Statistics (Central Tendency, Variability), Data Visualization -Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using. Advanced MS-Excel or SPSS.

Unit – III: Predictive & Prescriptive Analytics

Trend Lines, Regression Analysis – Linear & Multiple, Predictive Modelling, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data Mining and Business Intelligence, Data Mining for business Classification, Association, Cause Effect Modelling.
Overview of Linear Optimization, Non-Linear Programming and Integer Optimization, Decision Analysis – Risk and Uncertainty methods

Unit – IV: Programming Using R

R Environment, R packages, Reading and Writing data in R, R Data Types & Data Structures- Vectors, List, Array, Matrices and Data Frames, R functions, Control Statements, Managing and Manipulating data in R.

Suggested Readings:

1. Subhabrata Das, Soudeep Deb, Business Analytics, University Press, 2025.
2. Alla, P. Introduction to Data Science Using R. BS Publications, 2022.
3. Camm, J., Cochran, J., Fry, M., Ohlmann, J., Anderson, D., Sweeney, D. & Williams, T. Essentials of Business Analytics. Cengage Learning, 2nd Edition, 2021.
4. Jank, W. Business Analytics for Managers. Springer, 2021.
5. Albright, S. C. & Winston, W. Business Analytics: Data Analysis and Decision Making. Cengage Learning, 6th Edition, 2020
6. Raj, S. Business Analytics. Cengage Learning, 2020.

J. Subhabrata Das

Satish Kumar B
18-04-2026




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MBA II YEAR SYLLABUS WITH COURSE OUTCOMES

(2025-2027)

MBA II Year IV Semester

**R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB401**

COURSE: BUSINESS POLICY AND STRATEGY

Course Outcomes:

CO1: Explain the need for establishing vision and vision for the organization and the process of strategic management in businesses (Explain)

CO2: Analyse the impact of internal and external environment on the formulation of strategies (Analyze)

CO3: Analyse how different types of strategies are formulated in the various competitive scenario (Analyze)

CO4: Identify how firms adopt specific strategic alternatives to gain competitive advantage (Remember)

CO5: Analyse the impact of corporate culture, governance, organization structure in effective implementation of strategies (Analyze)

Syllabus

Unit-1: Introduction to Strategic Management

Business – Definition, objectives and types. Strategy and levels of strategy, Concepts in Strategic Management, Strategic Management as a process – Establishing corporate direction - Strategic Vision, Mission, Objectives, strategic choice and strategic action. Strategic Intent

Unit-2: Environmental Appraisal

Environmental Scanning: introduction-components of external environment – Demographic, Socio Cultural, Technological and Economic environment. Industry Analysis: SWOT, BCG matrix, Porter's 5 forces model and porter's diamond model.

Internal Environment: Resources, Core competencies and capability building strategies

Unit -3: Strategy formulation

Business Level Strategies: Generic strategies: Low cost, Differentiation and Focus strategies. Growth, Defensive strategies. Generic strategies. Industry life cycle Analysis. Strategies in Emerging industries, maturing industries and fragmented industries, volatile and hypercompetitive industry.

Unit-4: Alternative Strategies

Corporate level strategies: Expansion, Diversification, Integration strategies: Horizontal, Vertical and Backward integration strategies. Strategic Alliances: features and benefits. Outsourcing strategies and drivers of outsourcing. Matching structure and strategy with 7s framework.

Unit 5: Strategy implementation and control

Meaning of strategic Control. Types of control. Strategic control process. Strategic leadership for implementation of strategy. Designing Organisational structure and culture for strategy implementation. SMART approach. ESG strategy corporate governance and social responsibility of business.

Suggested Readings:

1. Exploring Corporate Strategy, Gerry Johnson, Kevan Scholes, Richard Whittington, 2009, Pearson Ed Ltd, United Kingdom, 2nd Ed.
2. Crafting and Executing Strategy Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, McGraw Hill Education Private Limited, New Delhi.
3. Strategic Management Michael Hitt, Ireland, Hoskission, 2010, Cengage Learning, NewDelhi.
4. Strategic Management – Concepts and Cases, Fred R. David, 2010, PHI Learning, New Delhi.
5. Business Policy and Strategic Management (Text and Cases), Subba Rao, P 2010,

J. A. Srinivasan Dev

S. Lakshmi. B
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Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB402

COURSE: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Outcomes:

CO1: Demonstrate a holistic understanding of logistics and supply chain management and the role of Logistics management in SCM (Apply)

CO2: Assess the basic drivers that lead to the performance of LSM in effective manner. (Evaluate)

CO3: Evaluate the role of Information Technology and recent trends in making supply chains more efficient. (Evaluate)

CO4: Tabulate the advantages and disadvantages of various modes of transportation. (Remember)

CO5: Design warehouse operations for a supply chain. (Create)

Syllabus

Unit-I: Logistics Management-Introduction

Introduction to logistics, meaning of logistics management, objectives, Evolution of logistics management, concept, functions of logistics management, Role of logistics in supply chain management, difference between logistics and supply chain management, 3PL,4PL

Unit-II: Importance of Logistics Management

Inbound and outbound logistics, Integrated logistics management, Reverse logistics, Logistics planning and strategy, Role and importance of transportation in logistics, Transportation formats, Factors influencing their choice.

Unit III: Supply Chain Management

Concept, Objectives and Functions of SCM, Evolution of supply chain with respect to its origin, Conceptual framework, Supply chain strategy and structure, Steps in supply chain management, Drivers enhancing effectiveness of supply chains, Value chain, Value delivery systems

Unit-IV: Managing Supply Chains

Bull-Whip Effect, Measures of supply chain performance, Warehousing-Types of warehousing, Warehousing operations, Warehouse Management Systems, Role of Distribution Centers, Supplier integration- Forward integration, Backward integration, Diversification, Global supply chains

Unit-V: Recent trends in SCM

Role of IT in SCM, Lean Supply Chains, Digital supply Chains, Green Supply Chains, Circular Supply Chains, Agile Supply Chains, FMS, RFID, Bar coding, Trends in supply chain management

Suggested Readings:

1. Harrison, A., van Hoek, R. & Skipworth, H. Logistics Management and Strategy: Competing through the Supply Chain. Pearson Education, 6th Edition, 2022.
2. Chopra, S. & Meindl, P. Supply Chain Management: Strategy, Planning, and Operation. Pearson Education, 8th Edition, 2021.
3. Shah, J. Supply Chain Management. Pearson Education, Reprint 2021.

4. Shridhara Bhat, K. Logistics and Supply Chain Management. Himalaya Publishing House, Reprint 2021.
5. Stadler, H., Kilger, C. & Meyr, H. Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case Studies. Springer, 6th Edition, 2021.
6. Kachru, U. Exploring the Supply Chain: Theory and Practice. Excel Books, Reprint 2020.
7. Christopher, M. Logistics and Supply Chain Management. Pearson Education, 6th

J. A. Srinivas Reddy

Lakshmi. B
18-04-2026



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MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB403-F-III

COURSE: FINANCIAL SERVICES

Course Outcomes:

After completion of this course, the student will be able to:

CO1: Understand the concept, scope, and evolution of financial services, including traditional and modern approaches, and analyze the growth of the financial services sector in India.

CO2: Explain the concept of leasing, its types, process, advantages, limitations, and evaluate leasing decisions from both lessee and lessor perspectives.

CO3: Analyze the concepts of factoring and bill discounting, including their mechanisms, types, regulatory framework (RBI guidelines), and their role in the Indian financial system.

CO4: Evaluate the startup financing ecosystem, including various funding sources such as bootstrapping, angel investment, venture capital, and understand startup valuation and exit strategies.

CO5: Understand the role and functions of merchant banking and credit rating agencies, including regulatory guidelines and their importance in financial markets in India.

Syllabus

UNIT –I Overview of Financial Services

Introduction to Financial Services, traditional and Modern approaches to financial services – Causes– constituents - growth of Financial Services in India. Concept and Meaning of Merchant Bank- Origin, Functions of Merchant Banker, Role of Merchant Banker in New Issue Management, SEBI guidelines for Merchant Bankers. Credit Rating – Functions- origin – credit rating in India, Rating Process and Symbols. Credit Rating agencies- CRISIL, CARE

UNIT –II Leasing

Lease Financing - Definition, Characteristics, types of lease, Financial lease vs. operating lease financial lease- participants - leasing process - services of the lessor - advantages of leasing – Financial evaluation of leasing from the lessee's and lessor's perspective. limitation of lease financing – the Indian leasing scenario.

UNIT-III Factoring and Bill Discounting

Meaning and Concept of Factoring, Types and Functions of a factor, Methodology of factoring, Factoring services in India, RBI regulations 2022, TReDS Bill Discounting- Concept and characteristics of Bills, Types of Bills, Bill market Schemes in India.

UNIT-IV Startup Financing Ecosystem

Introduction to Startup financing and types – Bootstrapping, Angel investing, crowd funding, Startup valuation methods Role of venture capital in startup growth. Venture capital- meaning- features- scope of venture capital- importance- origin- Venture capital guidelines- stages of venture capital financing- The Indian Scenario -Methods of evaluating venture financing. Exit strategies of VCI's.

Suggested Readings

M. Y. Khan & P. K. Jain *Financial Services*. McGraw Hill Education (formerly Tata McGraw Hill)

1. **E. Gordon & K. Natarajan** *Financial Markets and Services*, Himalaya Publishing House

2. **Bharti V. Pathak** *The Indian Financial System*, Pearson Education

3. **Anthony Saunders & Marcia Millon Cornett**, *Financial Markets and Institutions*, McGrawHill Education


4. **Frederic S. Mishkin**, *The Economics of Money, Banking, and Financial Markets*, Pearson Education

5. **Peter S. Rose & Sylvia C. Hudgins**, *Bank Management and Financial Services* McGrawhill Education

J. A. Srinivas Dev

S. Lakshmi. B
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S. Lakshmi
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Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB403-F-IV
Discipline Specific Elective

Course Title: Banking and Insurance

Course Outcomes

- CO1:** Describe banking systems, services, and financial intermediation. (Understand)
- CO2:** Analyze credit management, loan appraisal, and NPAs in banking. (Analyze)
- CO3:** Evaluate banking regulations, Basel norms, and technological innovations. (Evaluate)
- CO4:** Explain principles, legal aspects, and functioning of insurance. (Understand)
- CO5:** Analyze insurance products, underwriting, and claims settlement processes. (Analyze)

Syllabus

Unit I: Introduction to Banking System

Structure of Indian Banking System: Scheduled & Commercial Banks, Foreign Banks, Commercial Banks vs Payment Banks, Types of Banking: Retail, Wholesale, Universal Banking, Evolution of Banking in India & Nationalization, Role of RBI and Functions of Banks, Banker–Customer Relationship, Types of Accounts & Banking Services, Financial Intermediation & Economic Development, Risks in Banking and Financial Statement Analysis.

Unit II: Banking Operations and Credit Management

Features of Bank Credit, Types of Loans and Advances, Credit Appraisal and Creditworthiness Assessment, Loan Pricing: Fixed & Floating Interest Rates, Cost-Benefit Loan Pricing, Customer Profitability Analysis, Non-Performing Assets (NPAs): i) Concepts (Gross & Net NPAs) ii) Causes, Implications & Recovery, Priority Sector Lending

Unit III: Regulation and Innovations in Banking

Regulation of Bank Capital and Need for Regulation, Concepts of Economic Capital & Regulatory Capital, Basel Norms: Basel I, II, III, Banking Innovations: a) Core Banking Solutions (CBS) b) Retail Banking Products & Strategies c) Plastic Money (Debit/Credit Cards) d) NEFT, RTGS, IMPS e) ATM, Mobile Banking, Digital Wallets, f) Net Banking, g) Bank assurance, Payment & Settlement Systems: Clearing, Gateways

Unit IV: Insurance – Concepts, Products & Operations

Definition, Nature, and Importance of Insurance, History and Development of Insurance, Risk Management & Principles of Insurance, Legal Aspects of Insurance Contracts, Types of Insurers & Role of IRDAI, Reinsurance and Functions of Insurers

Insurance Products: a) Life Insurance: Traditional & Market-linked Products, Pension Plans & Group Insurance, Insurance for Underprivileged Sections, Tax Benefits, b) General Insurance: Health & Accident, Motor, Fire, Marine, Crop & Credit Insurance

Insurance Operations: Underwriting Process, Claims Settlement Procedures, Distribution Channels & Marketing Intermediaries, Emerging Trends in Insurance

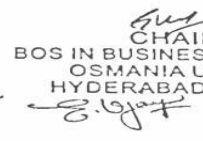
Suggested Readings

1. Agarwal, O.P. – *Banking and Insurance*, Himalaya Publishing House
2. Rose, Peter S. & Hudgins, Sylvia – *Bank Management & Financial Services*, McGraw Hill
3. IIBF – *Bank Financial Management*, Macmillan
4. Padmalatha Suresh & Justin Paul – *Management of Banking & Financial Services*, Pearson
5. Vaughan, Emmett J. & Vaughan, Therese – *Fundamentals of Risk & Insurance*, Wiley

J. A. Srinivas Devi

Lakshmi. B
18-04-2026




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Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB403-M-III
Discipline Specific Elective

Course: Buyer Behavior

Course Outcomes:

CO1: Understand the Dimensions of Buyer Behaviour. (Understand)

CO2: Analyze the components of Buyer Behaviour. (Analyze)

CO3: Examine the factors influencing the Buyer behavior (Analyze)

CO4: Understand the Decision-making process and Examine the Various Models of Buyer behaviour. (Understand)

Syllabus

Unit-I: Understanding Buyer Behaviour

Introduction to buyer behaviour, Contemporary dimensions of buyer behaviour, Buyer behaviour research process, Concepts and theories of motivation marketing implications, Motivation and buyer behavior, motives and motivation theories, personality and its role in buyer behavior.

Unit-II: Components of Buyer Behaviour

Perception and Learning Theory: Introduction, meaning, nature, Importance and limitation of perception, Theories of buyer behavior, its role in Learning principles and their marketing implications. Concepts of conditioning, important aspects of information processing theory, encoding and information retention, Retrieval of information.

Unit-III: Role of Culture and Groups

Impact of culture on buyer behaviour, Social and cultural settings, Meaning of culture, Characteristics of culture, Functions of culture, Types of culture, Sub-culture and cross-cultural marketing practices, Reference groups and family life cycle, Advantages and disadvantage of reference groups, Types of reference groups. Role of family life cycle in buyer behavior.

Unit-IV: Buyer Decision Process and models of Buyer Behaviour

Consumer decision making process: Information search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision, post-purchase behaviour, Models of buyer behaviour: Modeling behavior, Traditional models, Contemporary models, Generic models of buyer behavior, Howard Sheth model, Engel Blackwell model and Rao-Lilien model.

Suggested Readings:

1. Schiffman and Kanuk, "Consumer Behavior", 2004, Pearson Education/PHI.
2. Blackwell, R. Miniard P. W. and Engel, "Consumer Behavior", 2005, Thomson Learning.
3. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
4. Dinesh Kumar Consumer Behavior, 2014, Oxford University Press.

5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian Perspective", 2010, HPH.
7. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Satish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

J. A. *[Signature]*

Lalitha B
18-04-2026

[Signature]

[Signature]
CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
[Signature]
18/04/2026

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Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB403-M-IV
Discipline Specific Elective

Course: SERVICES AND DIGITAL MARKETING

Course Outcomes:

CO1: Understand the concept of services and analyze the growth and importance of the services sector (Understand)

CO2: Examine customer expectations and perceptions and understanding factors influencing customer satisfaction and service encounters. (Analyze)

CO3: Analyse the services marketing mix (7Ps) including product, pricing, promotion, distribution, people, process, and physical evidence to design and manage effective service delivery systems and service recovery strategies. (Analyze)

CO4: Analyze the role of digital marketing and social media marketing. (Analyze)

Syllabus

Unit-I: Introduction to Services

Concepts, contribution and reasons for the growth of services sector, difference in goods and services in marketing, characteristics of services, Classification of services, Services marketing triangle, Internal marketing of services, External versus internal orientation of service strategy. Market segmentation, targeting and positioning in services.

Unit-II: Understanding Customer Expectation through Market Research and Consumer Behavior in Services

Conducting marketing research to understand customer expectations, Search experience and Credence property, consumer expectation of services, two levels of expectations, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services- factors that influence customer perception of services, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Unit-III: Marketing Mix in Services Marketing

Traditional mix: The Seven Ps, Product decision, Pricing strategies and tactics, Promotion of service and placing of distribution methods for services. Extended marketing mix, the service delivery process, designing of the service, blue printing, Managing service role in service encounters, service failure, Service recovery, importance of service employee, Quality-productivity trade off. Physical evidence in services, Types and role of service space.

Unit IV: Digital Marketing & Social Media Marketing.

Digital marketing, Importance of digital marketing, Difference between traditional marketing and digital marketing, Trends and scenario of the industry. Search Engine Optimization (SEO), History & growth of SEO, Campaign creation, Google Adwords, Ad creation, social media marketing & social media, Blogging, Social networking, Video creation & Sharing, Use of different social media platforms, Content creation, Web analytics.

Suggested Readings:

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit, "Services Marketing -

- Integrating Customer Focus Across the Firm”, Tata McGraw Hill Publishing Co.
2. Vasanti Venugopal and Raghunath “Services Marketing”, Himalaya Publishing House.
 3. Douglas Hoffman, John E. G. Bateson, “Services Marketing: Concepts, Strategies and Cases “, Cengage Publications- 5th Edition
 4. Sucharitha Debnath, Dr. Indrajit Sinha “Services Marketing, Nitya Publication.
 5. Wirtz Jochen, Lovelock Christopher” Services Marketing: People Technology, Strategy Pearson, 8th edition.
 6. Ian Dodson, “The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns” Wiley, 1st edition, 2016

J. A. Srinivasan Dev

Lakshmi. B
18-04-2026




CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
18/04/2026

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Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB403-HR-III
Discipline Specific Elective

Course: LEADERSHIP AND CHANGE MANAGEMENT

Course outcomes:

CO-1: Demonstrate conceptual knowledge of leadership and change management (Apply)

CO-2: Apply the knowledge of leadership and change management principles to organizational contexts (Apply)

CO-3: Understand the role of power and conflicts in times of change, management of resistance to change in the process of implementing organizational change. (Understand)

CO-4: Evaluate the role of leader in the ever-changing business scenario and gain knowledge of various models of change. (Evaluate)

Syllabus

Unit-I: Introduction to Leadership and Development Programs:

Traits, Styles, Skills, Behaviors, Vision, Inspiration and Momentum of Leadership, Interactional Framework for Analyzing Leadership, Leadership Perspectives on Cultural Values, Social Responsibility and Organizational Performance, Characteristics, Types and Evaluation of Leadership Development Efforts, Causal and Normative Models, Leader-Member Exchange Theory, Perspectives on Change - Contingency, Resource Dependence, Population Ecology, and Institutional.

Unit-II: Strategic Change Process: Hopson's Change Curve, Virginia Satir Change Model, Noer's Redundancy Intervention Model, Change Path Diagnostics, Reactive and Proactive Change Path, Diagnostic Models for Organizational Change, Methods for Dealing with Resistance to Change - Enablers and Barriers to Change, Model of Cognitive, Effective, and Behavioral Responses to Change-Five Stages of Planned Change.

Unit-III: Initiating Change: Weinberg's Change Process, Triggers, Drivers and Tracers of Change- Leavitt Model-Change Mapping, Change Spectrum, Gestalt Change Cycle- Tropics Test, Behavioral, Cognitive, Psycho-Dynamic and Humanistic Approaches to Change- Beckhard's Change Formula-Buchanon and Mc Calman's Model of Perpetual Transition Management-Types of Individual, Group and Organizational Change. Organizational Change Matrix.

Unit-IV: Methods and Models for Change Management:

Warfield 6-3-5 Method, Rosemary Stewart's Model, Tony Buzan's Mind Maps, Edward De Bono's Six Thinking Hats, Johari Window, Nadler and Tushman's Congruence Model, Scenario Analysis, Power Interest Matrix, Kotter's 8-step Change Model, Pendlebury, Nadler, Kanter and Taffinder's Planned Change Models, Dunphy's Contingency Model of Change.

Suggested Readings:

1. Peter G. Northouse, "Leadership", 2010, Sage.

2. Gary Yukl, "Leadership in Organizations", 2006, Pearson.
3. J. DuBrin, "Leadership", 2005, Wiley.
4. Mark Hughes, "Change management in organizations", 2008, Jaico.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.

J. A. Agarwal Sec

Lalitha. B
18-04-2026



Agarwal
CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
HYDERABAD-500 007
Agarwal
18/04/2026

R.B.V.R.R. Women's College
Department of Business Management
MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code: MB403-HR-IV
Discipline Specific Elective

Course: PERFORMANCE MANAGEMENT

Course Outcomes:

CO1: Explain Concepts of Performance Management, KPA's and Approaches to measuring Performance (Understand)

CO2: Describe Modern Appraisal Methods, Rating less Appraisals and Attribution Theory (Understand)

CO3: Discuss Corporate Performance and Bench Marking (Understand)

CO4: Examine Various Performance Metrics and Competency Mapping (Analyze)

Syllabus

UNIT-I: INTRODUCTION

Definition, concerns and scope of PM. Performance appraisals, Determinants of job Performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs - Performance targets, Trait, Behavior and results approaches to measuring Performance. The Impact of Human Resource Management practices on Performance.

UNIT-II: PERFORMANCE APPRAISAL

Assessment center-psychometric tests. Role play-self appraisal, 360-degree appraisals- Rating-less appraisals for the future of PMS, Critical incidents worksheet, Combining behavior and outcomes, Attribution Theory-Causal matrix, Diagnosis and performance improvement, Performance review, Performance analysis.

UNIT-III: PERFORMANCE BENCH MARKING:

Human information processing and performance loop, performance shaping factors- Yerkes-Dodson's Law, Corporate performance management, EFQM excellence model, Diagnostic and process bench marking, PM Audit, PM pathway analysis. The impact of Performance management on line managers and employees

UNIT-IV: PERFORMANCE METRICS AND MODELS:

Performance Measures Pyramid-Steps for Designing Metrics, Wang Lab, Smart Pyramid, Conceptual, DHL, RCN Models of Performance Management

Competency Mapping and Compensation Plans:

Competency Mapping, Competency Assessment, Balanced Score Card Framework; Compensation Management-Aligning Compensation with HR Strategy and Business Strategy.

Suggested Readings:

1. Aguinis, H. Performance Management. Pearson Education, 4th Edition, 2022.
2. Armstrong, M. Armstrong's Handbook of Performance Management. Kogan Page, 7th Edition, 2021.
3. Rao, T. V. Performance Management and Appraisal Systems. Sage Publications, Reprint 2020.
4. Sarma, A. M. Performance Management Systems. Himalaya Publishing House, Revised Edition, 2021.
5. Singh, B. D. Performance Management Systems. Excel Books, Reprint 2020.
6. Kohli, A. S., & Deb, T. Performance Management. Oxford University Press, Reprint 2020.
7. Bagchi, S. N. Performance Management. Cengage Learning, Reprint 2021

J. A. Srinivasan Dev

Satish Kumar B
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MBA II Year III Semester (Batch 2025-27)
Academic Year – 2026-2027
Course Code:MB403-S-III
Discipline Specific Elective

Course: Data Visualization and Power BI

Course Outcomes:

- CO1:** Understand the concepts of Visualisation and its role in Business Analytics. (Understand)
CO2: Analyse different visualisation tools and examine the importance of dashboards. (Analyze)
CO3: Apply the different visualisation techniques using MS Power BI (Apply)
CO4: Apply the different queries and present dashboards using Power BI (Apply)

Syllabus

Unit - I: Introduction to Data and Information Visualization

Definition and why we visualize data, how we visualize data, A brief history of Data Visualization, Types of data - categorical, ordinal and quantitative data. Visual analytics concepts.

Unit - II: Data Visualization Tools and Dashboards

Data Visualization tools, Multidimensional Data Visualization tools, Column and Bar graphs, Charts, Line graphs, Scatter plots, Pie graph, Hierarchical and Landscape Data Visualization tools, Maps, Tree graph.

Definition- Performance of dashboard, Types of dashboards- Operational, Tactical and Strategic. Dashboard design, Business activity monitoring through Dashboards, Common pitfalls of dashboard design. Organizing data for dashboards

Unit - III: Introduction to Power BI

Power BI, Concepts-Parts of Power BI Desktop, Major Building Blocks of Power BI, Data Sets, Shared data sets, Reports, Dashboards - Types of Visualizations, Area charts, Bar and Column charts, Donut charts, Gauge charts, KPI's, Line charts, Maps, Matrix, Q&A Visual, Tree maps, Waterfall charts.

Unit - IV: Microsoft Power BI and Other features

Getting Data Source-Excel as a source, SQL as source, Web as a source, Creating and interacting with Dashboards, Sharing dashboards -Power Query editor for querying data and Report server for reports.

Suggested Readings:

1. McDaniel, R. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master. O'Reilly Media, 2nd Edition, 2022.
2. Kusleika, D. Data Visualization with Excel Dashboards and Reports. Wiley, 2021.
3. Krieger, E. Analyzing Data with Power BI and Power Pivot for Excel. Pearson, 2nd Edition, 2021.
4. Wexler, S., Shaffer, J. & Cotgreave, A. The Big Book of Dashboards: Visualizing Your Data

Using Real-World Business Scenarios. Wiley, Updated Edition, 2021.

5. Evergreen, S. D. H. Effective Data Visualization: The Right Chart for the Right Data. SAGE Publications, 2nd Edition (Reprint), 2020.

J. A. *[Signature]*

Lakshmi. B
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[Signature]
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[Signature]
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Course Code:MB403-S-IV
Discipline Specific Elective

Course: PROGRAMMING IN PYTHON

Course Outcomes:

CO1: Understand and apply algorithmic thinking using flowcharts, pseudocode and programming logic. (Understand)

CO2: Interpret and implement Python syntax, data types, expressions and program structure.(Understand)

CO3: Develop Python programs using control flow statements, functions and string processing.(Create)

CO4: Apply Python data structures and applications to store, manipulate and handle data exceptions effectively.(Apply)

Syllabus

UNIT I: ALGORITHMIC PROBLEM SOLVING

Introduction to algorithms and computational thinking; Building blocks of algorithms-statements, state, control flow, functions; Algorithm representation methods (notation)-pseudo code, flow chart, programming language; Problem-solving strategies for algorithm development including iteration and recursion techniques.

Illustrative programs: find minimum in a list, insert a card in a list of sorted cards, guess an integer number in a range, Towers of Hanoi.

UNIT II: DATA, EXPRESSIONS, STATEMENTS

Introduction to Python interpreter and interactive mode; Basic data types in python – int, float, Boolean, string, and list; Programming Concepts-variables and identifiers, expressions, statements, tuple assignment, precedence of operators, comments; modules and functions- function definition and use, flow of execution, parameters and arguments; Illustrative programs: exchange the values of two variables, circulate the values of n variables, distance between two points.

UNIT III: CONTROL FLOW, FUNCTIONS

Conditionals: Boolean values and operators, conditional (if), alternative (if-else), chained conditional (if-elif-else); Iteration: state, while, for, break, continue, pass; Fruitful functions: return values, parameters, local and global scope, function composition, recursion; Strings: string slices, immutability, string functions and methods, string module; Lists as arrays. Illustrative programs: square root, gcd, exponentiation, sum an array of numbers, linear search, binary search.

UNIT IV: LISTS, TUPLES, DICTIONARIES, FILES, MODULES AND PACKAGES

Lists: list operations and indexing, list slices, list methods, list loop, mutability, aliasing, cloning lists, list parameters; Tuples: tuple assignment, tuple as return value; Dictionaries: operations and methods; advanced list processing - list comprehension; Illustrative programs: selection sort, insertion sort, merge sort, histogram. Files and Exception: text files, reading and writing files, format operator; command line arguments, errors and exceptions, handling exceptions, modules – math, datetime and random. Packages – numpy, pandas; Illustrative programs: word count, copy file.

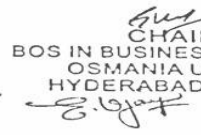
Suggested Readings:

1. **Charles Dierbach**, Introduction to Computer Science Using Python: A Computational Problem-Solving Focus, Wiley India Edition, 2013.
2. **John V. Guttag**, Introduction to Computation and Programming Using Python, Revised and Expanded Edition, MIT Press.
3. **Reema Thareja**, Python Programming, 2nd Edition, Pearson Education.
4. **M. Leelavathi, V. Kavitha and A. Syed Musthafa**, A Textbook on Python Programming, Notion Press.
5. **Allen B. Downey**, Think Python: How to Think Like a Computer Scientist, O'Reilly Media.
6. **Mark Lutz**, Learning Python, O'Reilly Media.

J. A. Leelavathi Devi

Lalitha. B
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