

SEMESTER VI

BRAND MANAGEMENT

1. Course Description

Programme: BMS
Course Code: U24/BMS/DSE/603
Course Type: DSE
No. of credits: 5

Max. Hours: 75
Hours per week: 5
Max. Marks: 100

2. Course Objectives

- To identify the various concepts of brand management
- To demonstrate an understanding of the major paradigms of brand building
- To interpret the relevant theories and concepts to various practices of brand building.

3. Course Outcomes

On completion of the course the student will be able to:

CO1: Discuss the various concepts of brand management (UNDERSTANDING)

CO2: Demonstrate an understanding of the major paradigms of brand positioning (APPLY)

CO3: Illustrate the relevant criteria for building brand equity (APPLY)

CO4: Analyse the strategies involved in brand extension (ANALYSE)

CO5: Analyse strategies involved in managing brands overtime (ANALYSE)

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4. Course Content**MODULE I: INTRODUCTION TO BRANDING (15 Hrs)**

Brand: Meaning, Brand Vs Products, Roles played by brands, Challenges and Opportunities.
Customer -Based Brand Equity: Sources of Brand Equity, The four steps of Brand building.

MODULE II: BRAND POSITIONING (15 Hrs)

Points of parity and points of difference -Positioning guidelines: Defining and communicating the competitive frame of reference, Establishing points of parity and points of difference.

Meaning of the concepts: Brand Mantra, Internal Branding and Brand Audit.

MODULE III: BUILDING BRAND EQUITY (15 Hrs)

Criteria for choosing Brand elements to build brand equity-Options and tactics for brand elements: Brand awareness and Brand associations.

MODULE IV: MANAGING BRAND EXTENSIONS (15 Hrs)

New products and Brand extensions: Advantages, Disadvantages, Consumer's evaluation of brand extensions and evaluating brand extension opportunities.

MODULE V: MANAGING BRANDS OVER TIME (15 Hrs)

Reinforcing brands: Maintaining consistency, Protecting sources of brand equity - Revitalising brands: Expanding brand awareness, Improving brand image, Entering new markets -
Adjustments to brand portfolio: Migration strategies, Acquiring new customers and retiring brands.

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5. References

1. Kevin Lane Keller. M.G. Parameswaran & Isaac Jacob. Strategic Brand Management. Pearson
2. Jean Noel Kapferer .Strategic Brand Management. Kogan Page
3. David .A. Aaker. Managing Brand Equity. New York- Free Press.
4. David .A. Aaker .Building Strong Brands. New York- Free Press.
5. Douglas .B.Holt .How Brands Become Icons. The Principles of Cultural Branding. Harvard Business School Press.

6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
Local, Regional and National development needs	The concept of building brand equity can be applied to understanding local brand strategies
Global development needs	Equips skills needed to build brands in an interconnected global marketplace

b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Brand extension strategies	Group work to brainstorm brand extension ideas for existing brands and evaluate its feasibility
EMP	Across all modules	Guest lectures by Industry experts in Branding to help students interact and take forward their interest in marketing career
ENT	Building brand equity	Business plan and pitching competitions

7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Projects	Participative Learning
4	Case Studies	Problem Solving

8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA -50%	End Semester Examination-50%
CO1, CO2	CIA-1-Written test	Written Exam
CO3, CO4	CIA-1 - Written Test	
CO3 CO4 CO5	CIA-2 –Group presentations, projects and case studies	

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b) Model Question Paper - End Semester Exam

BRAND MANAGEMENT

Max. Marks: 60

Time: 2Hrs

SECTION A

I. Answer the following

5 x 10 = 50 M

1. Explain the importance of brands and their roles in the marketplace, highlighting the differences between brands and products.

OR

2. Describe the four steps of Brand building, detailing each step's significance in establishing and enhancing Customer-Based Brand Equity.

3. Develop a plan to establish points of parity and points of difference while strategizing for launch of a new brand of running shoes.

OR

4. Apply the concept of Internal Branding by the company introducing the new brand of running shoes.

5. Identify the considerations that need to be borne in mind while choosing a brand name

OR

6. Organize the brand elements that need to be planned for a new line of running shoes.

7. Analyze the advantages of brand extensions with appropriate examples

OR

8. Under what conditions can brand extensions be considered justified?

9. Propose strategies for revitalizing the declining brand of Blackberry phones.

OR

10. Analyze ways in which brands adjust their brand portfolios.

SECTION B

II. Answer any 5.

5 x 2 = 10 marks

11. Contrast between a brand and product

12. How do desirability criteria matter for a brand's positioning?

13. Explain the transferability criteria while working on brand elements.

14. Distinguish between parent brand and family brand

15. What is brand consistency?

16. Illustrate the use of Brand Mantra.

17. Illustrate the application of Brand Audit.

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SEMESTER VI

CORPORATE ACCOUNTING

1. Course Description

Programme: BMS
Course Code: U24/ BMS/DSC/601
Course Type: DSC
No. of credits: 5

Max. Hours: 75
Hours per week: 5
Max. Marks: 100

2. Course Objectives

- To acquaint the students with the basic concepts of corporate accounting and financing.
- To acquaint them with the basics of financial reporting.

3. Course Outcomes

On completion of the course the student will be able to:

CO1: Describe, explain and interpret the different types of Capital reserves. (UNDERSTAND)

CO 2: Interpret compare and contrast final accounts for joint-stock companies. (ANALYZE)

CO 3: Analyze and interpret different types of mergers. (ANALYZE)

CO 4: Prepare, analyze and interpret final accounts after reconstruction. (ANALYZE)

CO 5: Describe and interpret the various methods of financial reporting. (UNDERSTAND)

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4. Course Content**MODULE I: SHARE CAPITAL- ISSUE AND FORFEITURE (15 Hrs)**

Difference between Reserve Capital and Capital Reserve- Journal Entries for Issue of Shares Calls in Arrears and Calls in Advance. (Problems) Forfeiture of Shares- Journal Entries Surrender of Shares-Lien on Shares- Reissue of forfeited shares (Problems). Rights Issue Valuation of Rights. Valuation of Goodwill- Features- Types- Methods of Valuing

MODULE II: FINAL ACCOUNTS FOR COMPANIES (15 Hrs)

Books to be Maintained- Difference between Provisions and Reserves. Accounting Entries Related to Dividends. Preparation of Income Statement/ Profit and Loss Account- Profit and Loss Appropriation Account- Balance Sheet- Horizontal and Vertical (as per provisions of Companies Act).

MODULE III: ACCOUNTING FOR MERGERS AND ACQUISITIONS (15 Hrs)

Mergers- Rationale for Acquisitions- Types of Restructuring- Amalgamation- Reconstruction Purchase Consideration- Methods of Calculation. Amalgamation and External Reconstruction Accounting Entries in the books of the Transferor Company- Accounting in the books of the Transferee Company- Pooling of Interests Method- Purchasing Method. Intrinsic Value of Shares- Simple Problems

MODULE IV: ALTERATION OF SHARE CAPITAL, INTERNAL RECONSTRUCTION AND LIQUIDATION (15 Hrs)

Meaning- Forms of Internal Reconstruction- Steps of Reconstruction- Problems. Liquidation Meaning- Difference between Insolvency and Liquidation- Modes of Winding up- Consequences of Winding up. Statement of Affairs- Form- Procedure. Deficiency Account- Liquidator's Final Statement of Account- Simple Problems

MODULE V: FINANCIAL REPORTING (15 Hrs)

Objectives- Corporate Reporting- Users of Accounting Information. Director's Report- Need Disclosure Requirements (as per Companies Act, 2013). Corporate Social Responsibility Auditor's Report- Types of Audit Report. Recent Trends in Published Accounting. IFRS- Basic features. IAS- Basic features.

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5. References

1. SP Jain and KL Narang. Advanced Accountancy Volume II. Kalyani Publishers.
2. SP Jain and KL Narang, Corporate Accountancy, (latest edition), Kalyani Publishers.
3. JR Monga. Fundamentals of Corporate Accounting. Mayur Paper Backs, New Delhi
4. MC Shukla, TS Grewal and SC Gupta. Advanced Accounts, Vol II S. Chand & Co., New Delhi.

6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
National Development Need	The course trains the students in learning the basic concept of corporate accounting as per the requirements of the Companies Act

b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	All modules	Problem solving together with a case study helps enhance the skill of the students.
ED	Module I, II & V	A case study along with problem solving will help in developing entrepreneurship skills.
EMP	All modules	Problem solving and integrating it with the real world case studies will increase their employability.

7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Workshops /Guest Lectures	Participative Learning
2.	Assignment	Problem Solving

8. Course Assessment Plan**a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

CO	Continuous Internal Assessments CIA - 40%	End Semester Examination-60%
CO1	CIA1-Written Exam	Written Exam
CO2	CIA1-Written Exam	
CO3	IA-Skill test	
CO4	IA-Skill test	
CO5	IA-Assignment	

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b) Model Question Paper - End Semester Exam

CORPORATE ACCOUNTING**MODEL QUESTION PAPER****SECTION - A****I. Answer the following****5 x 10 = 50 M**

1) X Ltd issued for public subscription 20,000 equity shares of 10/- each at a premium of 2/- per share payable as under:

Application – 2/-

Allotment – 5/-

First Call – 2/-

Final Call – 3/-

Applications for 30,000 shares were received. Allotment was made prorata to the applicants for 24,000 shares, the remaining applications being rejected. Money overpaid on application was utilized towards sum due on allotment.

Shri Y to whom 800 shares were allotted failed to pay the allotment money, First and final call money and Shri Z to whom 1000 shares were allotted failed to pay the last two calls. These shares were subsequently forfeited after second call was made.

Give the Necessary Journal entries to record the above transactions.

OR

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2) Following are the liabilities and assets of Mr.Chandy as on 30th September 2014.

Liabilities	Amt	Assets	Amt
Capital	1,64,000	L&B	36,000
General	40,000	Plant	54,000
Reserve	38,040	Investments	30,000
Creditors		Stock	26,850
		Bank	75,990
		Debtors	19,200
	2,42,040		2,42,040

Following were the net profits for the year ended: 2012- 32,280; 2013- 36,870; 2014 - 43,350. The above amounts includes income from Investments, Rs.1,800/- each year.

You are required to value goodwill of the above business at 2 years purchase of the average super profit for 3 years taking into account the fact that the standard rate of return on capital employed in such type of business is 10%. Use weighted average to calculate average profits.

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3. Prepare a balance sheet in vertical form as at 31st March, 2014 from the following information of ABC Ltd as required under Part I of schedule III of the companies act 2013

Particulars	Amt	Particulars	Amt
Capital work in progress	2,00,000	Loss for the year	3,58,000
General Reserve	20,50,000	Sundry debtors	12,25,000
Creditors	11,45,000	Loans from debtors	2,00,000
Term loan	10,00,000	Provision for doubtful	20,200
Advances	3,72,000	debts Stores	4,00,000
Cash and bank balances	2,75,000	Fixed assets(WDV)	51,50,000
Staff advances	55,000	Finished goods	7,50,000
Taxes payable	1,70,000		
Securities premium reserve	4,75,000		
Loose tools	50,000		
Investments	2,25,200		

Additional Information

- 1.Share Capital consists of :
3,000 equity shares of Rs.100 each fully paid up.
10,000 – 10% redeemable preference shares of Rs.100 each fully paid up.
- 2.Term Loans are secured.
- 3.Depreciation on assets -5,00,000.
- 4.Schedules need not be given .However ,groupings should form part of the

answer.

OR

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4. Prepare the balance sheet as at 31/03/2014 from the particulars furnished by M/s X ltd as per Schedule III of the companies act:

Particulars	Amt	Particulars	Amt
Share Capital	7,50,000	Capital Redemption reserve	20,000
Calls in	5000	Investment in 6% GP	3,00,000
Arrears	2,20,000	Notes (tax free)	
Land	2,00,000	Surplus a/c	65,000
Building	50,000	Cash in hand	25,000
General	1,00,000	Debtors	10,000
reserve	1,50,000	Stock	1,00,000
Loan from		Goodwill	25,000
IDBI			
Sundry			
Creditors			

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5. On 31st march 2014 Thin Ltd was absorbed by Thick Ltd, The later taking over all the assets and liabilities of the former at book values.the consideration for the business was fixed at Rs.4,00,000/- to be discharged by the transferee in the form of its fully paid equity shares of 10/- each to be distributed among the shareholders of the transferor company ,each shareholder getting two shares for every share held in the transferor company .Ledger balances taken from both the companies books as on 31st march ,2014 stood as under:

Cr. Balances	Thick Ltd	Thin Ltd	Dr. Balances	Thick Ltd	Thin Ltd
Share Capital : Authorised	15,00,000		Goodwill	2,00,000	60,000
Issued and Subscribed : Equity shares of 10/- each fully paid	9,00,000	2,00,000	Plant and machinery	4,12,000	100000
General reserve	1,80,000	50,000	Furniture	80,000	30,000
Surplus a/c	20,502	12,900	Stock in trade	2,65,500	60,000
Workers compensation fund	12,000	9000	Sundry debtors	2,21,000	46,000
Sundry creditors	58,567	30,456	Cash in hand	869	356
Staff provident fund	10,200	4000	Cash at bank	14,000	8,300
Provision for taxation	12,300	5000	Prepaid insurance	-	700
			Income tax refund claim	-	6000
	11,93,569	3,11,356			
				11,93,569	3,11,356

Additional information:

Amalgamation expenses amounting to 1000/- were paid by Thick Ltd. (i)Pass the necessary journal entries in the books of Thick Ltd.
(ii)Prepare the realization a/c in the books of Thin Ltd.

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OR

6. Write short notes on (i) Difference between Amalgamation and External

Reconstruction (ii) Types of Restructuring.

7. Following were the assets and liabilities of X Ltd as on 31.3.2010

On 31/03/2014 the company went into voluntary liquidation .The dividend on 14% preference shares was in arrears for one year. creditors include preferential creditors amounting 30,000/- .
The Assets realized the following sums: Land- 80,000 ; buildings- 2,00,000 ; P&M – 5,00,000 ; Patent- 50,000 ; Debtors – 2,00,000.
 The expenses of liquidation amounted to 29,434/- . The liquidator is entitled to a commission of 2% on all assets realized (except cash at bank) and 2% on amounts distributed among unsecured creditors other than preferential creditors. All payments were made on 30th June 2014. Interest on mortgage loan shall be ignored at the time of payment.

Prepare Liquidators final statement of account.

Liabilities	Amt	Assets	Amt
Share Capital 14% ,4000 preference shares of 100/- each fully paid up	4,00,000	Land	80,000
		Building	1,60,000
		P&M	
	4,80,000	Patents	5,40,000
8000 Equity shares of 100/- each ,Rs 60/- per share paid		Investments	40,000
	NIL	Stock at cost	NIL
Reserves and Surplus		Sundry debtors	1,00,000
		Cash at bank	2,30,000
Secured Loans	2,30,000	Surplus/a/c(negative balance)	60,000
1)14% debentures (having floating charge on all assets) Interest accrued on above debentures(also having a floating charge as above)	32,200		2,40,000
	1,50,000		
2)Loan on mortgage of land and building.			
	NIL		
Unsecured Loans			
Current Liabilities and Provisions	1,17,800		
A. Sundry Creditors			
	14,10,000		14,10,000

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OR

8) Narrate the successive steps to be taken for making out a scheme of reconstruction.

9) Describe in brief the Disclosure practices in corporate accounting.

OR

10) Explain in brief the various users of Accounting information.

SECTION – B**II. Answer any FIVE****5 x 2 = 10 M**

11. Features of Goodwill.

12. Difference between Provisions and Reserves.

13. Interim dividend

14. P&L app a/c

15. Intrinsic value of shares

16. Purchase Consideration

17. Alteration of capital

c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Questions)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO - 1	2	10	2	2
2	15	CO - 2	2	10	2	2
3	15	CO - 3	2	10	2	2
4	15	CO - 4	2	10	2	2
5	15	CO - 5	2	10	2	2

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SEMESTER VI

FINANCIAL RISK MANAGEMENT

1. Course Description

Programme: BMS

Course Code: U24/ BMS/DSE/602

Course Type: DSE

No. of credits:5

Max. Hours:75

Hours per week:5

Max. Marks:100

2. Course Objectives

- To develop risk assessment skills in students in the finance domain.
- To familiarize the student with various risk assessment and measurement tools in the global financial eco-system.

3. Course Outcomes

On completion of the course the student will be able to:

CO1: Explain the concept of Risk and its types. (UNDERSTAND)

CO2: Explain and compare and contrast the different methods of measuring risk (ANALYZE)

CO3: Explain the various tools for managing risk. (UNDERSTAND)

CO4: Compare and contrast the various option strategies for managing risk (UNDERSTAND)

CO5: Illustrate the various types of investments in Real Estate and Securitisation (APPLY)

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4. Course Content**MODULE I: INTRODUCTION TO RISK****(15 Hrs)**

Understanding Risk- Nature and Sources of Risk- Need for Risk Management- Benefits of Risk Management- Risk Policy and Risk Management Approaches
Risk Classification- Credit/ Counter Party Risk- Market Risk- Operational Risk

MODULE II: MEASUREMENT OF RISK**(15 Hrs)**

Measuring Risk- Credit Risk, Market Risk, Interest Rate Risk, Operational Risk
Risk Management-Credit Risk, Market Risk, Operational Risk

MODULE III: INTRODUCTION TO DERIVATIVES**(15 Hrs)**

Tools for Risk Management - Derivatives- Characteristics, Types. Financial Derivatives- Differences- Basic mechanism of a Futures Contract- Pricing Futures (concept only)- Risks of Trading in Futures
Conceptual understanding of Currency Forwards and Futures, Forward Rate Agreement- Derivatives Market in India

MODULE IV: INTRODUCTION TO OPTIONS**(15 Hrs)**

Options- Difference between Futures and Options- Types of Options- Terminology of Options- Profit and Payoff from basic Options Positions- Option Strategies- Special Types of Options- Pricing and Valuation of Options- Factors affecting valuation- Value of an Option- Boundaries of Options Prices-Valuation Models (Binomial Model and Black and Scholes Option Pricing)- Concept only.
Options Trading and the Greeks- Financial Engineering and Exotic Options- Portfolio Insurance and Options Strategies.
Swaps- Characteristics of Swap Market- Types (definitions only)

MODULE V: INVESTMENT IN REAL ESTATE AND SECURITISATION**(15 Hrs)**

Real Assets- Characteristic features of Real Assets- Types of Real Estate Investments- Real Estate as an Investment- REITS- Types of REITS- Valuation of Real Estate- Financing of Real Estate Investments
Securitisation- Parties to Securitisation Transaction- Securitisation of Activities in India- Asset Backed Securities- Mortgage Backed Securities- Collateralised Mortgage Obligation- Collateralised Debt Obligation

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5. References

1. Dun and Bradstreet, Financial Risk Management, Mc Graw Hill
2. R.P. Rustagi, Investment Analysis and Portfolio Management, Sultan Chand & Sons
3. Brealey, Myers, Allen, Mohanty, Principles of Corporate Finance, Tata McGraw Hill

6. Syllabus Focus**a) Relevance to Local , Regional , National and Global Development Needs**

Local /Regional/National /Global Development Needs	Relevance
National Development Need	This course will help enable the relevance of national risk assessment measures and their relevance to the economy.
Global Development Need	An understanding of the basic concepts of risk and its management will enable a better understanding of international finance.

b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	All Modules	Case studies and article reviews of risk assessment tools and techniques.

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7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Workshops /Guest Lectures	Participative Learning
2.	Assignments	Solving Sums
3.	Case Studies	Analysing and Reporting

8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments - CIA (40%)	End Semester Examination (60%)
CO 1	CIA-1	End Semester examination
CO 2	CIA-1	
CO 3,CO 4	CIA-2 Skill Test	
CO 5	CIA-2 Assignment	

b) Model Question Paper - End Semester Exam

FINANCIAL RISK MANAGEMENT

Max. Marks: 60

Time: 2Hrs

SECTION A

I. Answer the following

5 x 10 = 50 M

1. Define Risk. Explain the various Risk Management Approaches.

OR

2. Explain the classification of risk.

3. What are the various ways of measuring risk?

OR

4. Compare and contrast between various types of Risk Management.

5. What is a Derivative? Briefly explain the types of Derivatives.

OR

6. Explain the growth of the derivative market in India.

7. What is an Option? Explain the various Option Strategies.

OR

8. Explain the factors affecting the valuation of Options.

9. What is a Real Asset? Explain the characteristic features of real assets.

OR

10. Briefly explain securitisation in the Indian context.

SECTION B

Answer any 5

5 Q x 2 M = 10 M

11. Counter- Party Risk

12. Operational Risk

13. Futures Contract

14. Swap

15. REIT

16. FRA

17. CDO

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SEMESTER - VI**INTERNATIONAL FINANCIAL MANAGEMENT****1. Course Description**

Programme: BMS
Course Code: U24/ BMS/DSE/602
Course Type: DSE
No. of credits: 5

Max. Hours: 75
Hours per week: 5
Max. Marks: 100

2. Course Objectives

- To equip the students with an understanding of the international financial eco-system.
- To enable the students to understand global implications of the changes in the financial markets.

3. Course Outcomes

On completion of the course the student will be able to:

CO 1: Describe and explain the international financial market and its key players.(UNDERSTAND)

CO 2: Describe and explain the concept of Balance of Payments and the Exchange Rate mechanism. (UNDERSTAND)

CO 3: Compare and contrast various financial instruments in the international market. (ANALYZE)

CO 4: Describe and compare and contrast the various methods of covering risk exposure in international markets. (ANALYZE)

CO 5: Identify and explain various documents relevant to foreign trade and financing. (UNDERSTAND)

4. Course Content

MODULE I: INTRODUCTION TO THE INTERNATIONAL FINANCIAL ENVIRONMENT (15 Hrs)

Introduction, Development in the IMF, The foreign exchange market, International financial markets, Domestic capital markets & their linkages, Role of international financial management.

MODULE II: BALANCE OF PAYMENTS AND EXCHANGE RATE SYSTEM (15 Hrs)

Concept of Balance of payments, structure of BOP, Current Account transactions, Capital transaction, official reserves account. Capital account convertibility – Meaning and Rationale
Exchange Rate Mechanism – Exchange rate quotations, Direct & Indirect, buying and selling rates, forward market quotation, forward premium and Discount, Cross rates, factors influencing exchange rate.

MODULE III: INTERNATIONAL FINANCIAL INSTRUMENTS AND MARKETS (15 Hrs)

International equities & Bonds - ADRs / GDRs/ IDRs, Euro Bonds, Euro note, Euro CPs, Foreign Currency Convertible Bonds.

Foreign exchange Market – Features, participants, Spot market, Forward market. Conceptual understanding of currency futures – features of currency futures contract, hedging in CF Market, Speculation with currency futures. Currency options – broad features, hedging, speculating with currency options

MODULE IV: NATURE AND MEASUREMENT OF FOREIGN EXCHANGE EXPOSURE (15 Hrs)

Concept of exposure, Types of exposure- Relevance of exposure, transaction exposure, Real operating exposure, translation exposure. Risk Management – Protection against Risk through hedging

MODULE V: FINANCING FOREIGN TRADE**(15 Hrs)**

Foreign trade documentation – Letter of credit, Bills of exchange, Draft, Bill of Lading, Modes of payment, and Methods of trade financing – Pre-shipment and Post-shipment credit. Role of EXIM bank.

4. References

1. Sharan Vyaptakesh- International Finance Management – Anmol Publications
2. Alan Shapiro, Multinational Financial Management – Prentice Hall of India
3. Maurice D. Levi, International Finance – Routledge : Taylor and Francis Group
4. V.K. Bhalla, International Financial Management – Anmol Publications
5. Bharati Pathak, Indian Financial System – Pearson's Education Pvt.Ltd

6. Syllabus Focus**a) Relevance to Local , Regional , National and Global Development Needs**

Local /Regional/National /Global Development Needs	Relevance
National Development Need	This course will enable an understanding of the finer aspects of the Indian financial system and its implications.
Global Development Need	This course provides a deeper understanding of global financial markets, practices and policies.

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b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Module 4 and 5	Assignment on preparation of Foreign trade documents and related protocols.
EMP	Module 3	Assignments and Case Studies on the various risk management tools in international finance.

7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Discussion	Participative Learning
4	Case Studies	Problem Solving

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8. Course Assessment Plan**a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

CO	Continuous Internal Assessments - CIA (40%)	End Semester Examination (60%)
CO 1	CIA-1	End Semester examination
CO 2	CIA-1	
CO 3, CO 4	CIA-2 Presentation	
CO 5	CIA-2 Objective Type Test	

b) Model Question Paper - End Semester Exam**INTERNATIONAL FINANCIAL MANAGEMENT****Max. Marks: 60****Time: 2 Hrs****SECTION - A****I. Answer the following****5 x 10 = 50 M**

- How are the domestic and international financial markets linked?
OR
- What are the developments in the IMF that influenced aspects of International Financial Management?
- Describe the components of a Balance of Payments Account.
OR
- Explain the concept of capital account convertibility. Comment on its rationale.
- Explain about the types of international equities and bonds
OR
- Describe the features of a 'Currency Futures Contract'.
- What are some of the techniques that are used to manage Translation exposure?

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OR

8. In what ways hedging can provide protection against foreign exchange exposure?

9. Explain the role of the EXIM bank in promoting exports.

OR

10. Explain the advantages of a 'Letter of Credit'.

SECTION B**II. Answer any 5****5Q x 2 M = 10 M**

- 11. Gold Standard
- 12. Crawling Peg
- 13. Cross Rate
- 14. Euro Commercial Paper
- 16. Sovereign Wealth Fund
- 17. Transaction Exposure

c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Questions)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO-1	2	10	2	2
2	15	CO-2	2	10	2	2
3	15	CO-3	2	10	2	2
4	15	CO-4	2	10	2	2
5	15	CO-5	2	10	2	2

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SEMESTER VI

INTRODUCTION TO OPERATIONS RESEARCH

1. Course Description

Programme: BMS

Course Code: U24/BMS/SEC/601

Course Type: SEC

No. of credits:2

Max. Hours: 30

Hours per week: 2

Max. Marks: 50

2. Course Objectives

- To acquaint the students with the basic concepts of Operations Research.
- To familiarize students with the techniques of PERT and CPM for managerial decision-making.

3. Course Outcomes

On completion of the course the student will be able to:

CO1: Explain and describe basic methodologies of operations research and examine linear programming. (UNDERSTAND)

CO2: Understand and analyze the concepts of PERT and CPM and their application to scheduling and allocation decisions. (UNDERSTAND)

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4. Course Content

MODULE I:

(15 Hrs)

Nature and Characteristic features of Operations. Methodology of Operations Research- Linear Programming- Formulation and assumptions. (Problems)
Problem Statement- Solution to the Transportation Problem- North West Corner Rule- Least Cost Method. Assignment Problems

MODULE II:

(15 Hrs)

PERT/CPM Network- Rules of Network Construction-Redundancy- Scheduling, Resource Analysis and Allocation (Simple Problems)

5. References

- 1.N. D Vohra .Quantitative Techniques in Management . 2nd edition, Tata McGraw Hill
- 2.Kanti Swarup , Gupta P.K and Manmohan . Operations Research .13th Edition . Sulthan Chand and Sons
- 3.J.K.Sharma .Operations Research: Theory and Applications. Macmillan India Ltd.
- 4.S.D.Sharma. Operations Research :Theory ,Methods and Applications .15th Edition .Reprint.Kedarnath
- 5.R.Paneerselvam .Operations Research .Prentice-Hall of India Pvt.Ltd.

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6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
National Development Need	This course will enable a scientific temperament in the student to make effective business decisions.
Global Development Need	The global application of concepts taught, will enable the student to solve larger problems at a global scale.

b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Module 1 and 2	Problem Solving by introducing case studies.

7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Projects	Participative Learning
2.	Case Studies	Problem Solving

8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA - 40%	End Semester Examination-60%
CO1	CIA 1- Written Test	Written Exam
CO2	CIA 2- Written Test	

b) Model Question Paper - End Semester Exam

INTRODUCTION TO OPERATIONS RESEARCH

Answer any 5.

5 Q x 6 M = 30 M

1. Explain Operations Research Methodology.

2. Solve the following using Graphical Method:

$$\text{Maximize } Z = 40x_1 + 35x_2$$

Subject to:

$$2x_1 + 3x_2 \text{ less than or equal to } 60$$

$$4x_1 + 3x_2 \text{ less than or equal to } 96$$

$$x_1 \text{ and } x_2 \text{ greater than } 0.$$

3. Briefly explain the North West Corner Rule Method

4. Formulate the problem and find out the least cost using the NWCR Method.

Factories	Shop 1	Shop 2	Shop 3	Shop 4	Shop 5	Capacity
1	1	9	13	36	51	50
2	24	12	16	20	1	100
3	14	33	1	23	26	150
Requirement	100	70	50	40	40	300

5. Explain what is a Project Network and enlist the rules of network construction




6. Draw a network for the following activities.

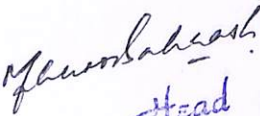
Name	A	B	C	D	E	F	G	H	I	J	K
Activity Node	1-2	1-3	1-4	2-5	3-5	3-6	3-7	4-6	5-7	6-8	7-8
Duration in Days	2	7	8	3	6	10	4	6	2	5	6

7. Explain the applications of Operations Research.

9. CO-PO Mapping

CO	PO	Cognitive Level	Class room sessions(hrs)
1	1,3	Understand	15
2	1.3	Understand	15

Prepared by	Checked & Verified by	Approved by
 Dr. Mahnoor Sahrash Faculty In-Charge	 Dr. Mahnoor Sahrash HoD, BMS	 Dr. Uma Joseph Principal


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SEMESTER VI

LEADERSHIP AND CONFLICT MANAGEMENT

1. Course Description

Programme: BMS

Course Code: U20/BMS/DSE/602

Course Type: DSE

No. of Credits: 5

Max. Hours: 75

Max. Marks: 100

Hours per Week: 5

2. Course Objectives

- To offer an understanding of Leadership Activities in the organizations
- To familiarize the students with the concept of conflicts and negotiation at the workplace

3. Course Outcomes

On completion of the course the student will be able to:

CO 1: Discuss the basic concepts in Leadership (UNDERSTAND)

CO 2: Examine the different theories and styles of leadership (ANALYZE)

CO 3: Assess the various issues in leadership in the current times (EVALUATE)

CO 4: Outline the basic concepts in conflict management (REMEMBER)

CO 5: Analyze the different conflict management strategies and resolution styles (ANALYZE)

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4. Course Content**MODULE I: INTRODUCTION****(15 Hrs)**

Leadership: Concept, Characteristics, importance, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organizational performance.

MODULE II: LEADERSHIP STYLES AND THEORIES**(15 Hrs)**

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Trait and Path – Goal theories of leadership.

MODULE III: CONTEMPORARY ISSUES IN LEADERSHIP**(15 Hrs)**

Role of Leadership, Strategic Leadership and Competitive Advantage, Building Trust and Behaving Ethically: Leadership Essence, How to improve leadership potential and effectiveness, Women as Leaders

MODULE IV: INTRODUCTION TO CONFLICT MANAGEMENT**(15 Hrs)**

Introduction- Meaning, Nature, Competition vs Conflict, Changing Views in Conflicts, Functional vs Dysfunctional Conflict, Types and levels of conflict

MODULE V: CONFLICT AND NEGOTIATION**(15 Hrs)**

Conflict Management Strategies, Resolution Styles, Contingency Approach to Conflict Management, Managerial Implications
Introduction to Negotiation- process, Guidelines for Effective Negotiation

5. References:

1. Robbins, P.Stephen - Organizational Behavior-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi
2. Robbins, Judge and Vohra, Organizational Behaviour, Prentice Hall
3. Luthans Fred - Organizational Behavior - McGraw Hill
4. Rao, VSP, "Organizational Behavior", Excel Books
5. Aswathappa. K. - "Management and Organizational Behavior" – HPH
6. Afsaneh Nahavandi, Organizational Behavior, Sage Publications.
7. Gupta, Organizational Behaviour: Design, Structure and Culture, Wiley.
8. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi
9. Sekaran, Uma - Organizational Behavior-text & cases-Tata McGraw Hill, New Delhi.

6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
Local Development Needs	Helps in understanding leadership theories and practices, leading to improving the effectiveness, efficiency, and innovation of organizations
National Development Needs	Helps in contributing to development of competent leaders who can navigate complex political environments, make informed decisions, and effectively implement policies that address national challenges
Global Development Needs	Helps to effectively foster international collaboration and diplomacy. Effective leadership and conflict management skills will also promote global peace and stability

b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
ED	Module 2, Module 3 & Module 5	Case Study Analysis, Presentations, Article Reviews, Role Play
SD	Module 2, Module 3, Module 4 & Module 5	Case Study Analysis, Presentations, Article Reviews, Role Play
EMP	All Modules	Case Study Analysis, Presentations, Research Paper & Article Reviews, Role Play

7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Discussion	Participative Learning
2.	Case Studies	Problem Solving
3.	Individual and Group Presentations	Participative Learning
4.	Concept specific videos	Participative Learning
5.	Research Paper Reviews	Problem Solving
6.	Role Play	Participative Learning
7.	Quiz	Experiential Learning

8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA - 40%	End Semester Examination-60%
CO 1	CIA-1 - Written Exam	Written Exam
CO 2	CIA-1 - Written Exam	
CO 3	CIA-2 Test	
CO 4	CIA-2 Presentation	
CO 5	CIA-2 Presentation	

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b) Model Question Paper - End Semester Exam

LEADERSHIP AND CONFLICT MANAGEMENT

Max. Marks: 60

Time: 2Hrs

SECTION A

I. Answer the following

5 x 10 = 50 M

1. Explain the characteristics and importance of Leadership in the organization.

OR

2. What is the impact of Leadership on Organizational Performance?

3. Assess the various styles of leadership prevalent in the organization.

OR

4. Compare and contrast between Trait and Path Goal Theories of Leadership.

5. Evaluate the role of strategic leadership in building competitive advantage..

OR

6. What are the ways to improve leadership potential and effectiveness?

7. What are the various types of conflicts that exist at the workplace?

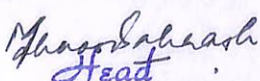

OR

8. What in your opinion are the changing views in Conflicts?

9. How would you evaluate the various styles of resolving conflicts at the workplace?

OR

10. What are the different steps in the negotiation process?


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SECTION B

II. Answer any 5

5Q x 2 M = 10 M

11. What are the skills required to be an effective leader?
12. Analyze the role of transformational leader in organization success.
13. Write a short note on women as leaders.
14. What is the difference between conflict and competition?
15. List down a few guidelines for effective negotiation.
16. Write a short note on ethical leadership.
17. Differentiate between a leader and a manager.

c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Question)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO-1	2	10	2	2
2	15	CO-2	2	10	2	2
3	15	CO-3	2	10	2	2
4	15	CO-4	2	10	2	2
5	15	CO-5	2	10	2	2

9. CO-PO Mapping

CO	PO	Cognitive Level	Classroom sessions(hrs)
1	1,2	Understand	15
2	1,2	Analyze	15
3	1,2,3	Evaluate	15
4	1,3,4	Remember	15
5	1,2,3,4	Analyze	15

SEMESTER VI**PERFORMANCE AND COMPENSATION MANAGEMENT****1. Course Description**

Programme: BMS
Course Code: U24/ BMS/DSE/601
Course Type: DSE
No.of Credits: 5

Max. Hours: 75
Max. Marks: 100
Hours per Week: 5

2. Course Objective

- To acquaint students with the basic concepts of compensation and performance management
- To familiarize students with international compensation packages

3. Course Outcomes

On completion of the course the student will be able to:

CO 1: Outline the concepts of performance management and reward management (REMEMBER)

CO 2: Explain Performance Planning and its role in establishing pay rates (UNDERSTAND)

CO 3: List and explain the different types of pay rates (REMEMBER & UNDERSTAND)

CO 4: Analyze the various employee benefits and compare it from the executive perquisites (ANALYZE)

CO 5: Assess the role of Government Regulations on the compensation system in India and discuss the global compensation packages (EVALUATE & UNDERSTAND)

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4. Course Content

MODULE I: INTRODUCTION TO PERFORMANCE MANAGEMENT (15 Hrs)

Introduction to Performance Management- Concept and Perspectives of Performance Management- Performance Management vs Performance Appraisal, Performance Management Model. Personality and Job Performance- Five Factor Model, Elements of Effective Performance Management. Performance Management System Introduction- Conceptual Model.

Introduction to Reward Management- Definition- Objectives- Components- Linkage of Performance Management to Reward and Compensation Systems. Implications of Performance Management on Organizational Reward System

MODULE II: PERFORMANCE PLANNING AND STRATEGIC PAY PLANS (15 Hrs)

Definition- Theories of Goal Setting- Setting Performance Criteria- Process- Methodologies. Process of Performance Planning- Barriers to Performance Planning. Competency Mapping definition- linkage to performance planning. Basic factors in determining pay rates- the process of establishing pay rates

MODULE III: TYPES OF COMPENSATION (15 Hrs)

Traditional Bases for Pay-Seniority and Longevity Pay- Merit Pay. Person Focused Pay- Competency Based Pay, Pay for Knowledge and Skill Based Pay Concepts. Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives, Group Incentives, Company-wide Incentives- Types, advantages and disadvantages.

MODULE IV: EMPLOYEE BENEFITS (15 Hrs)

Types- insurance benefits- retirement benefits- flexible benefits programs. Executive compensation- Compensating Executives-Defining Executive Status- Executive Compensation Packages- Principles and Processes for Setting Executive Compensation- Key Players in Setting Executive Compensation. Incentives for Managers and Executives - Designing Effective Incentive Programs.

MODULE V: COMPENSATION IN INDIA & INTERNATIONAL**(15 Hrs)**

Government Regulation of Compensation in India- Wage Components in India- Significant Compensation Issues- Compensation Trends in India

International Compensation- Key components of an international compensation program
Approaches to International Compensation

5. Reference Books

1. Gary Dessler. Human Resource Management. Prentice Hall
2. Kohli & Deb. Performance Management. Oxford Higher Education
3. Joseph Martocchio. Strategic Compensation. Pearson Education
4. TN Chabra and Savitha Rastog Compensation Management. Sun India Publications
5. Richard Henderson. Compensation Management in a Knowledge Based World, Prentice Hall
6. Bagchi, SN. Performance Management - Key Strategies and Practical Guidelines. Cengage

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6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
National Development Needs	Helps in contributing to building the human capital necessary for national development. Skilled professionals in this field are essential for driving organizational success and economic growth across various sectors
Global Development Needs	Helps in equipping students with knowledge in effective performance and compensation management practices for building a globally competitive workforce and navigating the complexities of managing diverse workforces and complying with international labor standards

b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
ED	Module 3, Module 4 & Module 5	Case Study Analysis, Hands-on preparation of Pay packages, Presentations
SD	Module 2, Module 3 & Module 4	Case Study Analysis, Presentations, Hands-on preparation of Pay packages for employees and executives
EMP	All Modules	Case Study Analysis, Presentations, Research Paper and Article Reviews, Activity on compensation packages

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7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Discussion	Participative Learning
2.	Case Studies	Problem Solving
3.	Individual and Group Presentations	Participative Learning
4.	Concept specific videos	Participative Learning
5.	Research Paper Reviews	Problem Solving
6.	Role Play	Participative Learning
7.	Quiz	Experiential Learning

8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments - CIA (40%)	End Semester Examination (60%)
CO 1	CIA-1	End Semester examination
CO 2	CIA-1	
CO 3, CO 4	CIA-2 Written Test	
CO 5	CIA-2 Presentation	

b) Question Paper Pattern

PERFORMANCE AND COMPENSATION MANAGEMENT

MODEL QUESTION PAPER

Max. Marks: 60

Time: 2Hrs

SECTION A

I. Answer the following

5 x 10 = 50 M

1. What is Performance? What are the dimensions of Performance Management?

OR

2. How is performance management linked to the compensation system? What are its implications?

3. How would you summarize the inhibiting and facilitating factors of performance planning?

OR

4. Describe the process of establishing pay rates.

5. What is a pay-for-knowledge programme? What are its advantages and disadvantages?

OR

6. Explain in detail individual and group incentive plans.

7. Examine the principles and processes for setting an executive compensation plan.

OR

8. Justify if an incentive programme can prove to be counter-productive.

9. What are the key components of an international compensation program?

OR

10. Assess the regulatory issues that employers have to be careful while working out a compensation plan in their organization.

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SECTION – B**II. Answer any 5****5 x 2 = 10 M**

11. What is the Five factor Model in Performance Management?
12. How would you compare between Longevity Pay and Merit Pay?
13. What is the main idea behind the Piece-Work Pay System?
14. Analyze the Executive Perquisites in compensation.
15. Write a short note on International Compensation
16. What are the Issues in Compensation?
17. Explain the barriers in performance planning.

c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Question)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO-1	2	10	2	2
2	15	CO-2	2	10	2	2
3	15	CO-3	2	10	2	2
4	15	CO-4	2	10	2	2
5	15	CO-5	2	10	2	2

9. CO-PO Mapping

CO	PO	Cognitive Level	Classroom sessions(hrs)
1	1,	Remember	15
2	1,2	Understand	15
3	1,2,3	Remember & Understand	15
4	1,2,3	Analyze	15
5	1,2,3	Evaluate & Understand	15

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SEMESTER - VI**SERVICES MARKETING****1. Course Description**

Programme: BMS
Course Code: U24/BMS/DSE/603
Course Type: DSE
No. of credits: 5

Max. Hours: 75
Hours per week: 5
Max. Marks: 100

2. Course Objectives

- To understand the unique characteristics of services
- To develop strategic marketing skills for services

3. Course Outcomes

On completion of the course the student will be able to:

CO1: Demonstrate an understanding of the unique characteristics of services compared to tangible products (UNDERSTAND)

CO2: Will comprehend the process of designing the service product and strategies for branding (UNDERSTAND)

CO3: Gain an understanding of pricing strategies for services and comprehend the components of the marketing communications mix (UNDERSTAND)

CO4: Analyze and apply the dimensions of service environments including the role of human resource management in creating effective service environments. (APPLY)

CO5: Apply strategies for managing customer relationships and building loyalty (APPLY)

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4. Course Content**MODULE I: INTRODUCTION****(15 Hrs)**

Defining services, Marketing challenges, Marketing mix, Three stage model of service consumption –Pre-purchase, Service encounter and Post encounter

MODULE II: SERVICE PRODUCT, BRANDING AND DISTRIBUTION**(15 Hrs)**

Designing a service concept, The flow of service, Branding service products .Distribution – Options for service delivery, Place and time decisions, Role of Intermediaries

MODULE III: PRICE AND PROMOTION OF SERVICES**(15 Hrs)**

Pricing strategy - Objectives for establishing prices, Ethical concerns in service pricing. Communicating services – Setting objectives, Marketing communications mix

MODULE IV: PEOPLE AND SERVICE ENVIRONMENT**(15 Hrs)**

Purpose of service environments, Dimensions of service environment – Importance of human resource management in service organisations, Internal marketing

MODULE V: MANAGING RELATIONSHIPS AND SERVICE QUALITY**(15 Hrs)**

Customer loyalty and profitability, Customer-firm relationship, Building loyalty, Customer relationship management

Service quality – Measuring and improving service quality , Introduction to SERVQUAL , GAPS Model

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5. References

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee .Services Marketing, Prentice Hall
2. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D .Gremler, Ajay Pandit. Services Marketing. Tata McGraw Hill.
3. K.Rama Mohana Rao, Services Marketing. Pearson Education.
4. K. Douglas Hoffman, J. E. Services Management. Pearson Education.
5. Steve Baron, K. H. Services Marketing. New Delhi: Pearson Education.

6. Syllabus Focus

a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
Local and Regional development needs	Knowledge of service marketing strategies can empower local businesses to improve their service offerings, expand their customer base and contribute to the growth of the local economy
National development needs	Encourages innovation in service design and delivery

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b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Module 2	Group projects where students design a service concept, create a marketing plan, and present it to the class.
ENT	Across all modules	Analyse case studies of successful service startups
ENT	Across all modules	Assign research projects where students analyze trends in the service industry, market demands, and competitive landscape.

7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Projects	Participative Learning
4	Case Studies	Problem Solving

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8. Course Assessment Plan

a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA -60%	End Semester Examination-40%
CO1, CO2	CIA-1-Written test	Written Exam
CO3, CO4	CIA-1 - Written Test	
CO3 CO4 CO5	CIA-2 –Group presentations, projects and case studies	

b) Model Question Paper - End Semester Exam

SERVICES MARKETING

Max. Marks: 60

Time: 2Hrs

SECTION A

I. Answer the following

5 x 10 = 50 M

1. What are the main challenges that differentiate the marketing of services from tangible products, and how do these challenges impact marketing strategies?
OR
2. Explain the three-stage model of service consumption. How does this model help in understanding consumer behavior in the services industry?
3. Describe the concept of the "Flower of Service." How does this model help in designing service offerings and understanding customer needs?
OR
4. Discuss the importance of branding in the service sector and provide examples
5. What are the main objectives that businesses consider when establishing prices for services? How do these objectives differ from those of tangible products?

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OR

6. Discuss the ethical concerns that may arise in pricing strategies for services.

7. Imagine you are the manager of a service business. Develop a plan to improve the service environment to enhance customer satisfaction.

OR

8. You have been hired as a consultant for a service organization experiencing low employee morale. Propose an internal marketing campaign strategy that aims to boost employee engagement and satisfaction

9. Design a customer loyalty program for a service-based business of your choice.

OR

10. Develop a customer relationship management (CRM) strategy that focuses on personalized interactions and customer feedback integration for a business of your choice.

SECTION B

Answer any 5

5 Q x 2 M = 10 M

11. Give a main difference between marketing tangible products and marketing services
12. Define the "Flower of Service" model
13. Why is it important for services to carefully consider the communication of their pricing strategies?
14. Suggest two specific changes a service business could make to its physical environment to enhance customer satisfaction.
15. Recommend a way a service organization could personalize its interactions with customers to build stronger relationships
16. Describe one method a service business could use to train its staff to provide exceptional customer service
17. Propose a simple loyalty program idea for a local cafe that encourages repeat business.

c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Questions)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO1	2	10	1	2
2	15	CO2	2	10	1	2
3	15	CO3	2	10	1	2
4	15	CO4	2	10	1	2
5	15	CO5	2	10	1	2

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