

Vision of our Institution

- To ignite the minds of the students through academic excellence so as to bring about social transformation and prosperity.

Mission of the Institution

- To expand the frontiers of knowledge through Quality Education.
- To provide valued added Research and Development.
- To embody a spirit of excellence in Teaching, Creativity, Scholarship and Outreach.
- To provide a platform for synergy of Academy, Industry and Community.
- To inculcate high standards of Ethical and Professional Behavior.

Vision of MBA Department

The Vision of the department is to become a Centre of Excellence in nurturing young managers to contribute for the betterment of Indian corporate sector.

Mission of MBA Department

- To strive for effective teaching & learning to meet the demands of the corporate.
- To develop entrepreneurial talent among the management graduates
- To expose the students to the various management practices in vogue through institute and industry interface.
- To promote ethical and moral values among the students.

Program Educational Objectives (PEOs)

1. To produce M.B.A. Graduates with sound knowledge in the area of Management.
2. To develop analytical and decision making skills through case studies.
3. To make the students employable in reputed organizations in the area of HRM, Marketing and Finance
4. To promote entrepreneurial qualities among the students.
5. To develop professional and ethical attitude among the students

Program Outcomes (POs) of MBA Department

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop value based leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals,
6. Contributing effectively to a team environment.
7. Ability to adapt the business to the continuously changing environment.
8. Ability to sustain in a globally competitive environment.

ACADEMIC REGULATIONS COURSE

STRUCTURE AND SYLLABUS

MBA TWO YEAR DEGREE COURSE

R19 Regulations

(Applicable for the batches admitted from 2019-2020)



**VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM
(Autonomous)**

Approved by AICTE & Affiliated to JNTU, Kakinada

**Vishnupur, Bhimavaram, West Godavari Dist. – 534 202, Andhra
Pradesh, India.**

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VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM

(Autonomous)

THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION -REGULAR

(With effect from 2019-2020)

S.No	Subject title	T	L	P	C	I	E	T
1	Strategic Management	4	-		3	40	60	100
2	Legal Aspects of Business	4	-		3	40	60	100
3	Business Ethics & Corporate Governance	4	-		3	40	60	100
4	Elective – I	4	-		3	40	60	100
5	Elective – II	4	-		3	40	60	100
6	Elective – III	4	-		3	40	60	100
7	Elective – IV	4	-		3	40	60	100
8	Employability Skills	-	-	4	2	-	-	-
	Total	28	0	4	23	280	420	700

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Legal Aspects of Business

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: To provide basic insight of various aspects of commercial law like Contract Act, Sale of Goods act, Negotiable Instruments act, Indian Partnership Act, Contract of Agency and Companies Act

UNIT	TOPICS
UNIT I	Importance of Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration –Free Consent –Legality of Object –Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.
UNIT II	Sale of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller. Right to Information Act 2005, Consumer Protection Act, 1986 - Information Technology Act 2000.
UNIT III	Contract of Agency: Kinds of Agents –Creation of Agency- Duties and Rights of Principal and Agents- Principal’s Liability for the Acts of the Agent-Liability of Agent –Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.
UNIT IV	Indian Partnership Act, 1932-Recent Amendments: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership. Limited Liability Partnership Act 2008.
UNIT V	Companies Act 2013: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. N.D. Kapoor : “Business Law”, Sultanchand Publications
3. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.
4. P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013

Course Outcomes

1. Provides knowledge on various Laws like Indian Contract Act, Sale of Goods Act, Contract of Agency, Indian Partnership Act, Company Act, Negotiable Instruments Act, Companies Act, Consumer Protection Act, Right to Information Act and Information Technology Act.
2. Provides in depth knowledge in the above areas with case laws.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
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Subject Name: Business Ethics & Corporate Governance

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: This course aims at providing the students understanding of ethical issues related to business and good governance necessary for long term survival of business.

UNIT	TOPICS
UNIT I	Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions.
UNIT II	Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams.
UNIT III	Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product Advertising and Target Marketing. Ethics of sales, product placement and Consumer Autonomy. Ethical issues in HRM - Institutional Culture. Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector.
UNIT IV	Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance - Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives.
UNIT V	Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors– Role of Media – Corporate Governance in Developing and Transiting Economies.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
5. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi, 2013.

Course Outcomes:

1. Students will be able to understand the business ethics.
2. The student will be able to analyze corporate social Responsibility.
3. The student will be able to analyze various ethical codes in corporate governance
4. Student will be able to Analyze the Employees conditions and Business Ethics

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
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Subject Name: Security Analysis & Portfolio Management

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: The primary objective of this course is to familiarize the student with various tools and techniques to facilitate the managers in managing their portfolio.

UNIT	TOPICS
UNIT I	Concept of Investment Education: Investment Vs Speculation, Investment alternatives – Investment Process - Sources of Investment Information – Trading System in Stock Exchanges – Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems).
UNIT II	Equity and Bond Valuation Models – Preference Shares and Equity Shares Earning valuation- Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems).
UNIT III	Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.
UNIT IV	Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems).
UNIT V	Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems).
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
 2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009
 3. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.
 4. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi, 2010
 5. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
- Ranganatham : “Investment Analysis and Portfolio Management” Pearson Education

Course Outcomes:

1. Gain the knowledge about capital market and various investment avenues.
2. Know the risk and return associated with different investments.
3. Understand different techniques of evaluating the investments.
4. Familiar the students with the fundamental and technical analysis of the
5. Diverse investment avenues.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Banking & Insurance Management

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: To provide brief insight on functioning of Banks and Insurance companies in India.

UNIT	TOPICS
UNIT I	Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators-Sources of Bank Funds.
UNIT II	Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost -benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.
UNIT III	Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc- assurance. Changing role of Banks as Financial Intermediaries.
UNIT IV	Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.
UNIT V	Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products-Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“Risk Management & Insurance”, Cengage Learning, New Delhi
3. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
4. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
5. Harold. D. Skipper & W. Jean Kwon: “Risk Management & Insurance, Perspectives in a Global Economy”, Blackwell Publishing New Delhi.
6. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi,2013.
7. Neelam C.Gulati: “Banking and Insurance: Principles and Practice”, Excel Books, New Delhi 2011.

Course Outcomes:

1. To understand the basic concepts of banking and approaches to evaluate bank performance.
2. To familiarize the various sources, uses of funds and banking regulations.
3. To understand the concepts and types of insurance and norms specified by IRDA

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
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Subject Name: Advanced Management Accounting

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: The objective of this paper is to make familiarize the student with the Tools and techniques of decision making in management accounting.

UNIT	TOPICS
UNIT I	Introduction: Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO).
UNIT II	Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Deprecation Models.
UNIT III	Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting
UNIT IV	Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations -Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions– Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer.
UNIT V	Standard Costing: Standard Costing and historical costing – Establishment of cost standards –steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “Management Accounting” Pearson Education.
4. V. Krishna Kumar: “Management Accounting” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “Practical Problem in Management Accounting” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “Advanced Cost and Management ccounting” Kalyani Publishers, New Delhi.

Course Outcomes:

1. By the end of the course students come to know the importance of Management Accounting in the corporate world.
2. Students will have knowledge on various depreciation models in accounting.
3. Provides insight into the various budgetary control and standard costing techniques.
4. Provides knowledge on Marginal costing and Profit Planning.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
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Subject Name: Strategic Financial Management

Regulation : R19

Year/ Sem : II/I

Course Objective: To manage the finance function of an organization in accordance with the strategic objectives of the organization.

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

UNIT	TOPICS
UNIT I	Corporate Policy: Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure
UNIT II	Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders’ Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems).
UNIT III	Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems).
UNIT IV	Corporate Financial Engineering: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems).
UNIT V	Corporate Restructuring: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance . (Problems).
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Coper and Weston: “Financial Theory and Corporate Policy”
2. Braley and Myers: “The Principles of Corporate Finance”. Mc.Graw Hill, N.Y.1993.
3. Prasanna Chandra : “Financial Management” Theory and Practice.
4. I.M. Pandey – “Financial Management” Vikas Publishers, New Delhi.

Course Outcomes:

1. To familiarize the concepts of shareholder value creation and various risks faced by companies.
2. To understand the various financial and investment strategies followed by companies.
3. To understand and familiarize the various corporate reengineering and restructuring strategies followed by companies.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Consumer Behavior

Regulation : R19

Year/ Sem : II/I

Course objective: The course deals with the behavioral aspects of marketing management.

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

UNIT	TOPICS
UNIT I	Introduction to Consumer Behavior: Understanding consumers and market segments. Evolution of consumer behavior, Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.
UNIT II	Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Information Processing, Social and Cultural Environment Economic, Demographic Influences, Social Stratification, Reference Groups and Family, Personal influence.
UNIT III	Communication and Consumer Behavior: Components of communications process, Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre -purchase Processes, Post Purchase processes, Brand Loyalty and Repeat Purchase Behavior.
UNIT IV	Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy.
UNIT V	Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L “Consumer Behavior”, 8/e, Pearson Education, New Delhi, 2003.

Course Outcomes:

Upon successful completion students will have the knowledge and skill to

1. Identify the major influences in consumer behavior.
2. Distinguish between different consumer behavior influences and their relationships
3. Establish the relevance of consumer behavior theories and concepts to make marketing decisions.
4. Implement appropriate combinations of theories and concepts

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Retail Marketing

Regulation : R19

Year/ Sem : II/I

Course objective: The objective of this course is to understand the decisions of retailers make to satisfy customer needs in a rapidly changing and competitive environment.

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

UNIT	TOPICS
UNIT I	Basic concept of retailing: Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.
UNIT II	Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.
UNIT III	Retail location – Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.
UNIT IV	Store layout and design: Store operations and inventory management- Merchandise planning and control - Buying merchandise – Developing Assortment plan.
UNIT V	Retail Pricing Strategy:, Category Management, Customer services – Retail branding - International retailing – Promotional strategies – advertising, sales promotion, Store atmosphere.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Sheikh and Kaneez Fatima, "Retail Management", Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba: "The Art of Retailing", Tata McGraw Hill Education Pvt. Ltd. New Delhi. 2011
3. Sivakumar, A, "Retail Marketing", Excel Books, New Delhi, 2007
4. Swapna Pradhan, "Retail management", Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, "Retail Management-A Strategic Approach", Pearson Education, New Delhi, 2011.
6. Chetan Bajaj Rajnish Tuli, Nidhi Varma Srivastava: "Retail Management", Oxford University Press, New Delhi, 2012.

Course Outcomes:

- 1: Understand the concepts of effective retailing.
- 2: Know the recent trends in retailing in India
- 3: Possess the knowledge of various retail formats.
- 4: Able to understand the retail customer.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Customer Relationship Management

Regulation : R19

Year/ Sem : II/I

UNIT	TOPICS
UNIT I	Introduction: Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.
UNIT II	CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy- Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.
UNIT III	CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.
UNIT IV	Analytical CRM: Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results.
UNIT V	Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM result – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course objective: Students understand components of successful customer care and learn how to build relationship to win in the Business.

Reference Books:

1. Ed Peelen: “Customer Relationship Management” Pearson, Education
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management”
Cengage learning
3. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.

Course Outcomes:

1. Creates insight and new learning in the area of customer relationship management.
2. Equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
3. Learn the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
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Subject Name: Strategic Marketing Management

Regulation : R19

Year/ Sem : II/I

Course objective: The course examines the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs.

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

UNIT	TOPICS
UNIT I	Introduction : Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis - marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organizational structure and corporate responsibility and ethics - dynamic strategy.
UNIT II	Strategic Marketing Strategy: Models - Organization, Industry and market environment situation analysis; Porter’s Five Forces model - Structure, Conduct and Performance - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics-Direct response marketing strategies - Defensive strategies - Customer retention strategies-Personalized marketing; Payne and Ballantyne’s Six markets model.
UNIT III	Strategic Marketing Techniques : Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.
UNIT IV	Strategic marketing environment : Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalization; importance of customer service; commoditization; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.
UNIT V	New Product Developments: Ability to customize - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders - Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Devid A Aaker and Damien Mc Loughlor: “Strategic Marketing Management”-Global Perspective” Wiley Publications.
2. Jean –Jacques Lambin : “Strategic Marketing Management”, McGraw –Hill,
3. Nag A: “Strategic Marketing”. MacMillons
4. Srinivas R, Lohith C.P.: “Strategic Marketing and Innovation” for Indian MSMEs”, Springer Publication.
5. Graeme Drummond, John Ensor, Ruth Ashfor: “Strategic Marketing Planning and Control”, Elsevier Publication.
6. Kotler P and Keller K L: “A Framework for Marketing Management”, Pearson Education, 2008

Course Outcomes:

1. Analyze marketing opportunities and threats
2. Understand strategic concepts and theories and their application in marketing environments.
3. Identify and resolve well-defined problems reaching substantiated conclusions employing methods of analysis specific to marketing.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
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Subject Name: Leadership Management

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: Students learn about theories of leadership and develop leadership quality.

Reference Books:

UNIT	TOPICS
UNIT I	Organizational Leadership: Definition, Components and evaluation of leadership, Situational Leadership Behavior: Meaning, Emerging Leadership Behavior, Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organizations, Leadership for Organizational Building.
UNIT II	Leadership Motivation, Culture: Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation -ERG – McClelland- Emerging Challenges in Motivating Employees. Organizational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organizational Culture, Changing organizational Cultural.
UNIT III	Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership –significance of goals for leaders - Leaders vision in organization building– Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.
UNIT IV	Strategic Leadership: Leader Self management, significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticize – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification –Leadership and Integrity: Developing character and values.
UNIT V	Leadership in the cross cultural context: Leadership across Globe, Characteristics - Significance – Functions – challenges of leadership in varying culture and values – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft “Leadership” Cengage Learning 2005.
3. Uday Kumar Haldar “Leadership and Team Building” Oxford Higher Education ,2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy “Leadership” Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. John ADAIR, Inspiring Leadership, 2008, Viva Books.

Course Outcomes:

1. Students will develop critical thinking skills
2. Students will learn to explore and actualize their personal values
3. Students will come to realize that serving as a leader is more than holding a position.
4. Students will become comfortable taking risks

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Compensation and Reward Management

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: To gain knowledge about

components of compensation and managing compensation in an organization.

UNIT	TOPICS
UNIT I	Compensation: concept and definition – objectives, types and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations- Compensation as a Retention strategy- aligning compensation strategy with business strategy .Concept of reward -Reward management process. Managing Compensation: Designing a compensation system – internal and external equity- influence of pay on employee attitude and behavior.
UNIT II	Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs- job evaluation methods. Management compensation –Types of compensation system, compensation surveys-Incentive payments and its objectives.
UNIT III	Wage and Salary administration: Nature and Purpose, Principles and Components of wages-Theory of wages- Wage surveys- Wage differentials in India. Executive compensation plans-Legal framework for wage and salary administration.
UNIT IV	Control systems for labour costs: Introduction-Direct and Indirect labor, Role of various departments-The personnel department- Industrial engineering department-Types of workers-Payroll department - Process and steps for preparation of payroll.
UNIT V	Pay Structure and Tax Planning: Introduction- Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
3. Dewakar Goel:“Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.
- 5 Mousumi S Bhattacharya Nilanjan Sengupta , “Compensation Management” – Excel Books, New Delhi – 2009
- 6 Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009

Course Outcomes:

1. Recognize how pay decisions help the organization achieve a competitive advantage.
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
3. Able to Design rational and contemporary compensation systems in modern organizations.
4. Students learn about a variety of reward systems used to determine individual pay levels.
5. Able to Implement and administer a compensation system according to the firm's policies.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Performance Management

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course objective: To develop the capacity of individuals to meet the organization expectation

UNIT	TOPICS
UNIT I	Introduction: Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing Importance –Linkage of PM to other HR processes-Performance Audit.
UNIT II	Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning- Barriers to performance planning-Competency Mapping-steps-Methods.
UNIT III	Management System: objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges-Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.
UNIT IV	Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills
UNIT V	Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Prem Chadha: "Performance Management", Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, "Performance Management": The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, "Appraising and Developing Managerial Performance", Excel Books, 2003.
4. David Wade and Ronad Recardo, "Corporate Performance Management", Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: "Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2009
6. A.M. Sarma "Performance Management Systems" Himalaya Publishing House, New Delhi, 2010.

Course Outcomes:

1. Provides knowledge in performance planning, performance monitoring and counseling
2. Acquires various performance management skills
3. Understand the performance management systems.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Strategic Human Resource Management

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
4	-	-	3	40	60	100

Course Objective: To align Human Resource Management with strategic objectives of the organisation

UNIT	TOPICS
UNIT I	Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework - Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.
UNIT II	Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning-Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.
UNIT III	Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.
UNIT IV	Strategic Human Resource Development: Concept of Strategic Planning for HRD-Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.
UNIT V	Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009
4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014
5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty “Human Resource Strategy” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008.

Course Outcomes:

1. Know how to integrate hrm with various strategies of the firm
2. Understand the strategic human resource development.

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Subject Name : Employability Skills

Regulation : R19

Year/ Sem : II/I

T	L	P	C	Internal	External	Total
-	-	4	2	-	-	-

Course objective: To develop and harness the employability skills.

UNIT	TOPICS
UNIT I	Business News Update
UNIT II	Business Quiz
UNIT III	Group Discussion
UNIT IV	Topic presentation
UNIT V	Face off
UNIT VI	Business plan
UNIT VII	Interview Skills

Resources:

1. News Papers
2. Business News Papers
3. Journals & Magazines
4. www.google.com

Course Outcomes:

1. Awareness about latest Business developments.
2. Become communicative and Assertive.

3. Ability to go along with teams.
4. Can qualify in competitive examinations.
5. Competent enough to face Interviews. s