

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

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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	Title of the Course	T	L	P	C	Internal	External	Total
1	Financial Management	4	-	-	3	40	60	100
2	Human Resource Management	4	-	-	3	40	60	100
3	Marketing Management	4	-	-	3	40	60	100
4	Production & Operations Management	4	-	-	3	40	60	100
5	Research Methodology	4	-	-	3	40	60	100
6	Organizational Behavior	4	-	-	3	40	60	100
7	Mini Project Report	2	-	-	2	50	-	50
	Seminar on Mini Project		-	-	2	50	-	50
8	Employability Skills		0	4	2	-	-	-
	Total	26	0	4	24	340	360	700

VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Financial Management

Regulation : R19

Year/ Sem : I/II

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

Course objectives:

1. To develop the skills in managing the financial resources of an organization efficiently and effectively.
2. To create awareness among the students about tools and techniques in managing the finance department

UNIT	TOPICS
UNIT I	Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager - Risk- Return trade off, time value of money, present value, future value of money and the basic valuation models
UNIT II	Financing Decision: Sources of finance - financial instruments - Concept and financial effects of leverage – Preparation Capital Structure decision - EBIT – EPS analysis, Capital structure theories. Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.
UNIT III	Investment Decision: Investment decision process- Developing Cash Flow Data - Evaluation Techniques-Traditional and DCF methods - NPV vs. IRR - Approaches for reconciliation - Capital budgeting decision under conditions of uncertainty - Measurement of Risk – Probability tree approach – Sensitivity analysis.
UNIT IV	Dividend decision: Meaning and significance-Major forms of dividends-Theories of Dividends-Determinants of Dividend-Dividends policy and Dividend valuation-Bones Shares-Stock Splits-Dividend policies of Indian Corporate.
UNIT V	Working Capital Management: Concepts and characteristics of working capital. Factors determining the working capital - Estimating working capital requirements - Working capital policy. Management of current assets: Cash Management , cash budget, management of receivables, Management of marketable securities, Management of inventory, management of receivables and credit policies
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. P.Vijaya Kumar, P.S. Ravindra, Kiran Kumar, "Financial Management", Himalaya Publishing House PVT Ltd, 2014.
2. Rajiv Srivastava, Anil Misra: "Financial Management", Oxford University Press, New Delhi, 2012.
3. Brigham, E.F: "Financial Management Theory and Practice", Cengage Learning, New Delhi, 2013.
4. Prasanna Chandra: "Financial Management Theory and Practice", Tata McGrawHill 2011.
5. I.M. Pandey: "Financial Management", Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: "Financial Management", Excel Books, New Delhi, 2009.
9. Vyuptakesh Sharan: "Fundamentals Financial Management", Pearson, New Delhi, 2012.
10. Shashi K. Gupta: "Financial Service", Kalyani Publishers, New Delhi, 2012.

Course Outcomes:

1. Students understand the important decisions of financial manager.
2. Learn the tools and techniques for investment decisions.
3. Provides knowledge about how to develop capital structure and implications of dividend policy.
4. Students came to know how to manage current assets and current liabilities for the benefit of organizations.

VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM
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Subject Name: Human Resource Management

Regulation : R19

Year/ Sem : I/II

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

Course objectives: To learn various aspects of managing availability of competent work force to provide competitive advantage to the organization

UNIT	TOPICS
UNIT I	Introduction to HRM: Evolution of HRM-Definition,-Significance- Functions- Principles - Ethical Aspects Of HRM - Role and position of HR department-HR Policy-Aligning HR strategy with organizational strategy-Emerging trends in HRM.
UNIT II	Acquisition: HR Planning-Job Analysis-job Description, job Specification, job Evaluation-job design/Redesign-- Recruitment and Outsourcing-Selection- Tests - Interview Techniques –Induction.
UNIT III	Development: Training-Definition -Need-Objectives-Process-On the Job, off-the Job Methods-Training Evaluation-Management Development-- Succession Planning - HRD concepts- Career Development and Counseling.
UNIT IV	Performance Appraisal: Definition-Need-Traditional and Modern Methods-Latest Trends in Performance Appraisal-Drawbacks in Performance Appraisal Systems-Transfer-Promotion -Employee Retention-Separation.
UNIT V	Compensation and welfare: Compensation- Concepts-Principles-Wage and Salary Administration-Determinants of Payment of wages-Wage Differentials-Incentives-Fringe benefits-Work Life Balance-Employee Welfare-Statutory and Non Statutory Welfare Measures-Work Hazards-Safety at work place-Managing work place stress- HR Audit and Accounting.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Human Resource and Personnel Management” by K Aswathappa, Tata McGraw Hill, New Delhi, 2013.
2. Personnel and Human Resource Management- Text and Cases” by Subba Rao P, Himalaya Publications, Mumbai, 2013.
3. Human Resource Management” by Seema Sanghi, Macmillan Publishers India Ltd.
4. Shashi K.Gupta.Human Resource Management, Kalyani Publishers.
5. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
6. Mathis, Jackson, Tripathy: “Human Resource Management: A South-Asian Perspective”, Cengage Learning, New Delhi, 2013.
7. Madhurima Lall, Sakina Qasim Zasidi: “Human Resource Management”, Excel Books, New Delhi, 2010

Course Outcomes:

1. Provides insight into the importance of Human Resource and their effective management in Organizations.
2. Provides in depth knowledge in various aspects of Acquisition of Human Resources like HRP, Recruitment, Selection and Induction.
3. Appropriate use of job description and job Specification and job Evaluation.
4. Application, design and evaluation of Training Programs.
5. Application of various methods of performance appraisal.
6. Provides knowledge in wage and salary administration.
7. Exposure to Employee welfare and legal framework.

VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Marketing Management

Regulation : R19

Year/ Sem : I/II

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

Course objective: To assist the students while understanding marketing concepts and marketing mix and Indian marketing environment.

UNIT	TOPICS
UNIT I	Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Marketing mix.
UNIT II	Product and Market Segmentation : Product : levels of product, New product development- Product life cycle, Market segmentation: Importance and segmentation process – Segmentation basis-Targeting: Selecting Target markets- Positioning strategies.
UNIT III	Pricing Strategy: Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.
UNIT IV	Marketing Communication: The communication process, Communication mix, Managing advertising sales promotion, Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.
UNIT V	Emerging Marketing Concepts: Marketing Information System (MIS), Marketing Research, Digital Marketing, Global Marketing, Green Marketing, Guerilla Marketing, Viral Marketing.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
2. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.
4. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013.
5. Tapan K Pand :”Marketing management”, Excel Books,New Delhi 2012.
6. R.Srinivasan: Case Studies in Marketing “,PHI Learning,New Delhi,2012.

Course Outcomes:

1. Provides knowledge about the requirements of marketing, Indian marketing environment, Product, market segmentation and targeting positioning strategy.
2. Provides knowledge on pricing strategy, market communication, MIS, Digital Marketing, Global Marketing, Green Marketing, Guerilla Marketing, Viral Marketing.

VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Production and Operations Management

Regulation : R19

Year/ Sem : I/II

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

Course objective: To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.

UNIT	TOPICS
UNIT I	Introduction: Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution – Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.
UNIT II	Production planning and control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts, Capacity Planning-Optimal Production Strategies: Scheduling, Sequencing: Johnson’s rule for job sequencing, Work Design: Method Study and Work Measurement – Work Sampling.
UNIT III	Managing of Work Environment: Automation --Technology Management –Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts for Variables- Average, Range and Control charts for Attributes, MRP.
UNIT IV	Quality Improvement: Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).
UNIT V	Stores Management: Objectives of Stores Management – Requirements for efficient management of Stores – Safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC,EOQ, VED and FNSD ,JIT,VMI analyses- Value Analysis-Importance in cost reduction-Concepts and Procedures.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Panner Selvem: “Production and Operation Management”, Prentice Hall of India, New Delhi, 2012.
2. K. Aswathappa, K. Shridhara: “Production & Operation Management”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “Production and Operation Management”, TMH, New Delhi, 2012
4. Deepak Kumar Bhattacharya: “Production & Operation Management”, University Press, New Delhi, 2012
5. Alan Muhlemann, John Oakland, Jasti Katyayani: “Production and Operation Management”, Pearson, New Delhi, 2013.

Course Outcomes:

1. Provides knowledge about history of production and operations management, manufacturing process and product design, ppc, plant location and layout capacity planning.
2. Provides knowledge about work design, managing work environment, inventory control, quality improvement and cost reduction, product development and design, stores management, cost and inventory analysis and value analysis.

VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Research Methodology

Regulation : R19

Year/ Sem : I/II

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

Course objective:

1. To Enhance the knowledge and skills to carry out research for businesses.
2. To bring awareness of business research methods enabling the participant to critically evaluate research, and become more informed consumers of research.

UNIT	TOPICS
UNIT I	Introduction: Nature and importance of research – Role of business research – Aims of social Research – Research Process – Pure, Applied, Qualitative, Quantitative, Exploratory, Descriptive and Exponential Research -Ethical Issues in Business Research
UNIT II	Database and Scaling : Discussion on primary and secondary data – Methods of collecting data – sampling design and sampling procedures – Determination of Sample size , appropriate sampling design – Random and Non Random Techniques, Designing of Questionnaire, Measurement and Scaling – Nominal, Ordinal, Interval, Ratio, Likert, Guttman and Schematic Differential scales.
UNIT III	Survey Research and Data Analysis: Media used to communicate with respondents - Personal interviews –Telephone Interviews – Self Administered Questionnaire – Selection of appropriate survey research design – Nature of field work – Principles of good interviews and field work management – Editing – Coding – Classification of Data – Tables and graphical representation, preparation and presentation of research report.
UNIT IV	Statistical interference: Formulation and Test of hypothesis – Null and Alternative Hypothesis, Parametric and Non Parametric Tests – Procedure for testing hypothesis and significance – large and small samples (Z-test, t-test) – Chi Square Test , F-test , ANOVA – one way and two way classification for complex experimental designs.
UNIT V	Multivariate Analysis: Nature of multivariate analysis, classification of multivariate techniques, analysis of dependence and interdependence- Multiple Regression. Statistical Quality Control: Control lines – LCL and UCL, Control charts for variables- \bar{X} and \bar{R} charts, Control charts for attributes – p, np and c charts, Industrial applications.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Navdeep and Gupta : “Statistical Techniques & Research Methodology”, Kalyani Publishers.
2. Willam G.Zikmund, Adhkari: “Business Research Methods”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “Research Methods for management”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “Introducing Research Methodology”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “Business Research Methods”, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: “Research Methodology” , Everest Publishing House, New Delhi, 2010. 7. Probability and Statistics by TKV IYENGAR – S.Chand Publications

Course Outcomes: By the end of the course the student is able to:

1. Understand the importance and types of research
2. Understand various methods of collecting data and measuring the data using different scales.
3. Students come to know a mechanism of writing a Research Report.
4. Students come to know Testing of data and draw the inferences using various statistical tools.

VISHNU INSTITUTE OF TECHNOLOGY: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Organization Behaviour

Regulation : R19

Year/ Sem : I/II

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

Course objectives: The main objective of Organizational Behavior is to understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals.

UNIT	TOPICS
UNIT I	Organization Behaviour : Introduction Nature, scope & Importance – linkages with other social sciences - Individual Roles and Organizational Goals – Organizational Theories: Classical, Neoclassical, Contemporary Organization its features and limitations - Approach to Organizational behaviour - Models of organizational behaviour - Perspectives of Human Behaviour.
UNIT II	Perceptual Management: Nature - Process – selection, organization and interpretation – Influencing factors- Motivation - Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories – Leadership behaviour and styles- Leadership Skills. Attitudes and Values: formation - types – changes and behavior modification techniques.
UNIT III	Personality Development: Personality Development Nature - Stages, Factors, Determinants of Personality, Theories of personality - Johari Window - Transactional Analysis, Exchange Theory-Learning Processes - theories, Creativity and Creative Thinking. Leadership – nature – skills. Decision Making Process: Behavioural Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.
UNIT IV	Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.
UNIT V	Organizations: Organizations Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles Underlying the Design of Organizations, Organizational Culture, Power and Authority. Organizational Development: Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: "Organizational Behavior", Tata McGraw Hill Education, New Delhi, 2008.
2. K.Aswathappa: "Organizational Behavior-Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008,
3. Jerald Greenberg and Robert A Baron: "Behavior in Organizations", PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: "Understanding Organizational Behavior", Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: "Culture and Organizational Behavior", Sage Publication India Private Limited, New Delhi, 2008.
6. Sharma VS, Veluri: "Organizational Behavior", JAICO Publishing House, New Delhi, 2009.
7. Slocum, n Helireigel: "Fundamentals of Organizational Behavior", Cengage Learning India, New Delhi, 2009.
8. Jennifer M.George and Gareth R. Jones: "Understanding and Managing Organizational Behavior", Pearson Education, New Delhi, 2009.

Course Outcomes: Students will be able to

1. Develop the various number of established theorists, theories and studies relating to organizational behavior.
2. Evaluate the key assumptions on which behavior in organizations is currently managed and assess the effect of these ideas on employee attitudes and actions.
3. Apply problem solving and critical thinking abilities to analyze the kinds of choices available for developing alternative organizational behavior approaches in the workplace.

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

Subject Name : Employability Skills

Regulation : R19

Year/ Sem : I/II

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.

VISHNU INSTITUTE OF TECHNOLOGY:: BHIMAVARAM
(AUTONOMOUS)

Subject Name: Strategic Management

Regulation : R19

Year/ Sem : II/I

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

Course objective: To know the significance of Human Resource in view of the synergetic value it has and fame.

UNIT	TOPICS
.UNIT I	Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Drafting a strategy - Industry and Competitive Analysis.
UNIT II	Environmental Scanning: Methods of Environmental scanning. SWOT Analysis – Strategies and competitive advantages. Strategic Analysis and Choice: Tools and techniques– Porter’s Five Force Model, BCG Matrix, GE Model.
UNIT III	Strategy Formulation and Implementation: Porter’s Value Chain Analysis, Competitive Advantage of a Firm, - exit and entry barriers - Formulation of strategy at corporate, business and functional levels, Strategy and structure, Strategy and Leadership, 7’s framework strategies, Strategies for competing in Globalizing markets – Resource Allocation
UNIT IV	Diversification Strategies: Different methods Turnaround strategy, Strategies for mergers, acquisitions, takeovers and joint ventures. Tailoring strategy to fit specific industry, Types of restructuring and diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies.
UNIT V	Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Vijaya Kumar P., Hitt A: Strategic Management, Cengage learning, New Delhi, 2010
2. John A Pearce II, Amita Mital: "Strategic Management", TMH, New Delhi, 2012.
3. R. Srinivasan: "Strategic Management", PHI Learning, New Delhi, 2009.
4. U.C. mathur: " Strategic Management", McMillan Publishers, New Delhi, 2009
5. Amita Mital: " Cases in Strategic Management", Tata McGraw Hill, New Delhi, 2008.

Course Outcomes:

- 1: Students will be able to understand the basic concepts and principles of strategic management analyze the internal and external environment of business.
- 2: Students can develop and prepare organizational strategies that will be effective for the current business environment
- 3: Devise strategic approaches to managing a business successfully in a global context