

## **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*

<b>RMBA0.0</b>	<b>TITLE AND DURATION OF THE COURSE</b>
	The course shall be called the P.G course in Master of Business Administration abbreviated as MBA.
	The course shall be of Two academic years duration divided into Four semesters, each semester having duration of 16 weeks.
	The calendar of events in respect of the course shall be fixed by the Institute from time to time.
	The examination in all the subjects shall be conducted at the end of each semester.
	A student shall be declared eligible for the award of MBA degree, if he/she pursues the program of study and completes it successfully in two academic years and not more than Four academic years from the year of admission. A Student, who fails to fulfill all the academic requirements for the award of the degree within Four academic years from the year of admission, shall forfeit his/her seat in MBA course.
<b>RMBA1.0</b>	<b>ELIGIBILITY FOR ADMISSION</b> – Admissions are done as per the norms prescribed by Govt.
<b>RMBA1.1</b>	The Government orders issued from time to time in this regard shall prevail
<b>RMBA1.2</b>	The Candidate shall be an person of Indian origin.
<b>RMBA1.3</b>	The Candidate should have passed the qualifying examination - a degree or equivalent on the date of admission.
<b>RMBA1.4</b>	Seats are classified into CATEGORY-A (70% of intake), and CATEGORY – B (30% of intake).
	Category ‘A’ Seats will be filled by the Convener, ICET Admissions. Category ‘B’ Seats will be filled by the College as per the guidelines of Andhra Pradesh State Council of Higher Education.
<b>RMBA2.0</b>	<b>AWARD OF MBA DEGREE</b>
<b>RMBA2.1</b>	A Student shall be declared eligible for the award of the MBA Degree, if he/she completes degree in not less than Two and not more than Four academic years.
<b>RMBA2.2</b>	Each discipline of the MBA Programme is designed to have a total of 96 credits, and the student shall have to complete the courses and earn all credits as per the requirements for award of the degree. The MBA Degree shall be conferred on a candidate who has satisfied the following requirement. A Regular student (two year programme) should register himself/herself for 96 Credits, and has to secure all 96 credits to become eligible for the award of MBA Degree. However, it is mandatory for the students to pass all the laboratory courses.
<b>RMBA3.0</b>	<b>MINIMUM INSTRUCTION DAYS</b>
<b>RMBA3.1</b>	The minimum instruction days for each semester shall be 90 working days.
<b>RMBA3.2</b>	Normally about 30 to 35 contact periods per week.
<b>RMBA4.0</b>	<b>COURSE OF STUDY</b>
	<u>Branch Code- MB</u> <u>Abbreviation -MB: MBA : Master of Business Administration</u>
<b>RMBA5.0</b>	<b>DISTRIBUTION AND WEIGHTAGE OF MARKS</b>
<b>RMBA5.1</b>	The performance of a student in each semester shall be evaluated subject wise with a maximum of 100 marks for theory and 100 for lab marks. The project work shall be evaluated on the basis of Grades.

<b>RMBA5.2</b>	For theory subjects the distribution shall be 40 marks for Internal Evaluation and 60 marks for the End - Examinations.		
<b>RMBA5.3</b>	For theory subjects, during the semester there shall be 2 internal examinations. The weightage of internal marks for 40 consists of Descriptive – 20 and presentation - 20. The descriptive examination is for 120 minutes duration. Each descriptive examination question paper contains four questions and ALL questions need to be answered. The average of the two internal examinations will be taken for internal marks. As the syllabus is framed for five units, the First internal examination is conducted in first two or three Units and balance units will be covered in the second internal examination.		
<b>RMBA5.4</b>	The semester end examination in each subject is conducted for 60 marks. Question paper contains Eight Questions and a student has to answer five out of Eight Questions out of which Case Study is compulsory. Each question carries 12 marks.		
<b>RMBA5.5</b>	For lab examination there shall be continuous evaluation during the semester for 40 internal marks and 60 marks for external examination. Out of the 40 marks for internal 20 marks will be awarded for internal laboratory examination and 20 marks for record. The semester end examination shall be conducted by the faculty concerned and external examiner.		
<b>RMBA5.6</b>	For Mini project, student shall collect information on a topic given by the faculty and submit a Project Report. The Mini Project carries 100 marks- 50 marks for project report and 50 marks for presentation. There shall be no external examination for Mini project.		
<b>RMBA5.6</b> (a)	For Employability Skills, there shall be continuous evaluation of the student by the faculty based on the student's performance. It is mandatory for each student to participate in a minimum of 5 activities per semester. There shall be no external examination for the Employability skills.		
<b>RMBA5.7</b>	Grades will be awarded for main project by the external examiner on completion of viva-voce.		
<b>RMBA5.8</b>	Laboratory marks and internal marks awarded by the College are final. The sample laboratory records shall be preserved in the respective departments and internal test papers shall be preserved in the college exam cell as per the University norms and shall be produced to the Committees of the University as and when required.		
<b>RMBA6.0</b>	<b>PROGRAMME STRUCTURE</b>		
<b>RMBA6.1</b>	Basic Science Core Courses		10%
<b>RMBA6.2</b>	Humanities and Social Science Core Courses		10%
<b>RMBA6.3</b>	Professional Courses and Electives		70%
<b>RMBA6.4</b>	Technical Courses		10%
<b>RMBA7.0</b>	<b>SCHEME OF INSTRUCTION FOR I,II , III AND IV Semesters</b>		
<b>RMBA7.1</b>	The Scheme of Instruction and syllabi of MBA programme approved by Academic Council & the Board of Studies.		
<b>RMBA 8.0</b>	<b>CLASS HOURS AND CREDITS</b>		
	<ul style="list-style-type: none"> <li>• Lectures : 3 credits (4 hours per week)</li> <li>• Laboratory : 3 credits (6 hours per week)</li> <li>• Mini project and viva voce : 4 credits (2 hours per week)</li> <li>• Employability skills : 2 credits (4 hours per week)</li> <li>• Main project and viva-voce : 8 credits.</li> </ul>		
	<b>YEAR</b>	<b>FIRST SEMESTER CREDITS</b>	<b>SECOND SEMESTER CREDITS</b>
	<b>First Year</b>	23	24
	<b>Second Year</b>	23	26
	<b>TOTAL NUMBER OF CREDITS</b>		<b>96</b>

<b>RMBA8.0</b>	<b>THEORY</b> Four lecture hours per week for each course. For certain courses, tutorial periods are prescribed in order to give exercises to the students and to closely monitor their progress.
<b>RMBA8.1</b>	<b>LABORATORY COURSES</b> A minimum number of Computer programmes as prescribed by the department have to be performed by the students and have to maintain a record, which will be evaluated by the faculty concerned and certified by the Head of the Department at the end of the semester.
<b>RMBA9.0</b>	<b>MEDIUM OF INSTRUCTION</b> The medium of instruction and examination is English.
<b>RMBA10.0</b>	<b>ATTENDANCE REQUIREMENTS</b>
<b>RMBA 10.1</b>	Each semester is considered as a unit and the candidate has to put in a minimum attendance of 75% in each subject with a provision of condonation of 10% of the attendance by the Principal on the specific recommendation of the HOD, in special conditions such as medical grounds, participation in University level sports, cultural activities, seminars, workshops, paper presentation etc.
<b>RMBA 10.2</b>	Shortage of Attendance below 65% in aggregate shall not be condoned.
<b>RMBA 10.3</b>	Students, having shortage of attendance, shall have to pay requisite fee towards condonation.
<b>RMBA 10.4</b>	Student whose shortage of attendance is not condoned in any semester is not eligible to appear for his/her semester end examination.
<b>RMBA 10.5</b>	Rules for calculation of attendance for the re-admitted candidates detained for want of internal marks / attendance or break – in study. a) Number of classes conducted will be counted from the day one of the semester concerned, irrespective of the date of payment of tuition fee. b) They should submit a written request to the Principal of the college, along with a proof of payment of fees paid towards tuition & other fee, for re-admission before the commencement of class-work. c) Student should come to know about the date of commencement of class-work of the semester into which he/she wishes to get re-admission. The information regarding date of commencement of class-work for each semester is available in the college notice board.
<b>RMBA 11.0</b>	<b>CONDITIONS FOR PASS AND AWARD OF CREDITS FOR A COURSE</b>
<b>RMBA 11.1</b>	A candidate shall be declared to have passed in individual theory/lab course if he/she secures a minimum of 50% aggregate marks (Internal & external examination marks put together), subject to a minimum of 40% marks in external examination. A candidate shall be declared to have passed in main project if he/she secures Excellent, Good, and Satisfactory. If a student got the <b>Unsatisfactory</b> grade, he/she has to resubmit the project work after three months and appear for the Viva Voce on the date fixed by the department.
<b>RMBA 11.2</b>	A Student, who fails to fulfill all the academic requirements for the award of the degree within Four academic years from the year of the admission, shall forfeit his/her seat in MBA program.
<b>RMBA 11.3</b>	A student has to pass the failed course by appearing the supplementary examination as per the requirement for the award of degree.
<b>RMBA 11.4</b>	On passing a course of the programme, a student shall earn assigned credits in that course.
<b>RMBA 12.0</b>	<b>COURSE CODE AND COURSE NUMBERING SCHEME</b> A list of all the subjects the department has to teach including the subjects of other departments is prepared and codes are allotted as under:

	Each subject code contains 11 characters. The 11 characters for each subject will be filled as per the following guidelines.											
	<p><i>Subject Code Numbering Procedure</i></p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>P</td><td>G</td><td>M</td><td>B</td><td>1</td><td>T</td><td>0</td><td>1</td><td>R</td><td>1</td><td>9</td> </tr> </table> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 20%;">             UG for B.Tech subjects              PG for MBA/M.Tech MCA subjects         </div> <div style="border: 1px solid black; padding: 5px; width: 20%;">             Semester Number              1/ 2/3 / 4         </div> <div style="border: 1px solid black; padding: 5px; width: 20%;"> <b>Regulation</b>              Serial Number of the course taught by the department in that semester         </div> </div> <div style="margin-top: 20px; display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 40%;">             Code of the Department Teaching the Subject              IT – IT              CS – CSE              EC – ECE              EE – EEE              ME – MECH              CE – CIVIL  <b>MB – MBA</b>              BS – Basic Science              MC – MCA         </div> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <b>Type of subject</b>              T – Theory              L – Lab              P - Practical              S –Seminar              J – Project         </div> </div>	P	G	M	B	1	T	0	1	R	1	9
P	G	M	B	1	T	0	1	R	1	9		
<b>RMBA 13.0</b>	<b>TRANSITORY REGULATIONS</b>											
<b>RMBA 13.1</b>	A candidate detained or discontinued in the semester, on readmission, shall be required to pass all the courses in the curriculum prescribed for such batch of students in which he / she joins subsequently. However, exemption will be given to those candidates already passed in such courses, in the earlier semester (s) as approved by the Board of Studies and Academic Council.											
<b>RMBA 13.2</b>	A student shall be eligible for promotion to next Semester of MBA programme, if he/she satisfies the conditions as stipulated in Regulation R10.0.											
<b>RMBA 14.0</b>	<b>CONSOLIDATED GRADE CARD</b>											
	A consolidated grade card containing credits & grades obtained by the candidates will be issued after completion of the two year MBA Programme											
<b>RMBA 15.0</b>	<b>METHOD OF AWARDED LETTER GRADES AND GRADE POINTS FOR A COURSE.</b>											
<b>RMBA 15.1</b>	A letter grade and grade points will be awarded to a student in each course based on his/her performance as per the grading system given below											

	<b>THEORY / LAB / PROJECT</b>	<b>GRADE POINTS</b>	<b>LETTER GRADE</b>
	85-100%	10	O
	75-84%	9	A+
	70-74%	8	A
	65-69%	7	B+
	60-64%	6	B
	55-59%	5	C
	50-54%	4	P
	<50%	0	F (Fail)
<b>RMBA 15.2</b>	<b>Calculation of Semester Grade Points Average (SGPA)* for semester</b>		
	<p>The performance of a student at the end of the each semester is indicated in terms of SGPA calculated as below:</p> $SGPA = \frac{\sum(CR \times GP)}{\sum CR}$ <p>(for all courses passed in semester)</p> <p>Where CR = Credits of a course GP= Grade points awarded for a course</p> <p>* SGPA is calculated for the candidates who passed all the courses in that semester.</p>		
<b>RMBA 15.3</b>	<b>Calculation of Cumulative Grade Points Average (CGPA) and Award of Division for Entire Programme</b>		
	<p>The <u>CGPA</u> is calculated as below:</p> $CGPA = \frac{\sum(CR \times GP)}{\sum CR}$ <p>(for entire programme)</p> <p>Where CR = Credits of a course GP= Grade points awarded for a course</p>		
<b>RMBA 16.0</b>	<b>REVALUATION</b>		
	<p>As per the notification issued by the Chief Controller of Examination, a student can submit the application for revaluation, along with the fee receipt for revaluation of his/her answer script(s) of theory course(s), if he/she is not satisfied with Grade obtained. The controller of Examination shall arrange for revaluation of those answer script(s). A new external examiner, other than the first examiner, shall reevaluate the answer script(s). Better marks of the two will be awarded.</p>		
<b>RMBA 17.0</b>	<b>SUPPLEMENTARY EXAMINATIONS</b>		
	<p>Supplementary examinations will be conducted along with regular semester end examinations in the subsequent year. Semester end supplementary Examinations shall be conducted in subjects of each semester once a year (i.e MBA -Sem I, MBA -Sem II, MBA -Sem III, MBA -Sem IV, Examinations) under the present regulation. Thereafter supplementary examinations will be conducted in the equivalent courses as prescribed by concerned BOS.</p>		
<b>RMBA 18.0</b>	<b>READMISSION CRITERIA</b>		
	A candidate, who is detained in a semester due to lack of attendance, has to obtain written		

	permission from the Principal for readmission in the same semester after duly fulfilling all the required norms and fee stipulated by the college.										
<b>RMBA 19.0</b>	<b>BREAK IN STUDY</b>										
	The student, who discontinued studies for any reason, can get readmission into appropriate semester of MBA programme after break-in study, only with the prior permission of the Principal of the College provided such candidate shall follow the transitory regulations applicable to such batch in which he/she joins. An administrative fee, tuition and special fee has to be paid by the candidate to condone his/her break in study.										
<b>RMBA 20.0</b>	<b>AWARD OF DIVISION</b>										
	The award of division for MBA programme for the candidates admitted in the year 2019-2020 and onwards is shown in the following table.										
	<table border="1"> <thead> <tr> <th><b>CGPA</b></th> <th><b>DIVISION</b></th> </tr> </thead> <tbody> <tr> <td>≥8</td> <td>First Class with distinction</td> </tr> <tr> <td>≥6.5 - &lt;8</td> <td>First Class</td> </tr> <tr> <td>≥5.5 - &lt;6.5</td> <td>Second Class</td> </tr> <tr> <td>≥4 - &lt;5.5</td> <td>Pass Class</td> </tr> </tbody> </table>	<b>CGPA</b>	<b>DIVISION</b>	≥8	First Class with distinction	≥6.5 - <8	First Class	≥5.5 - <6.5	Second Class	≥4 - <5.5	Pass Class
<b>CGPA</b>	<b>DIVISION</b>										
≥8	First Class with distinction										
≥6.5 - <8	First Class										
≥5.5 - <6.5	Second Class										
≥4 - <5.5	Pass Class										
	For the purpose of awarding First Class with Distinction, the student must get CGPA within 2 years in case of candidates admitted through ICET & Management Quota. Detained and break-in study candidates are not eligible for the award of First Class with Distinction. For the purpose of awarding First, Second and Pass Class, CGPA obtained in the examinations appeared within the maximum period allowed for the completion of course shall be considered.										
<b>RMBA 21.0</b>	<b>MALPRACTICES</b>										
	The Principal shall refer the cases of malpractices in internal examinations and Semester-End Examinations, to a Malpractice Enquiry Committee, constituted by him for the purpose. The Principal will take necessary action, against the erring students based on the recommendations of the committee										
<b>RMBA 22.0</b>	The physically challenged candidates who have availed additional examination time and a scribe during their Degree/ICET examinations will be given similar concessions on production of relevant proof of documents.										
<b>RMBA 23.0</b>	The students suffering from contagious diseases are not allowed to appear either internal or semester end examinations.										
<b>RMBA 24.0</b>	The students who participated in coaching/tournaments held at State/National/International levels through University / Indian Olympic Association during semester end external examination period will be promoted to subsequent semesters till the entire program is completed as per the guidelines of University Grants Commission Letter No.F.1-5/88 (SPE/PES), dated 18-08-1994.										
<b>RMBA 25.0</b>	The Principal shall deal with any academic problem, not covered under these rules and regulations, in consultation with the Heads of the Departments in an appropriate manner, and subsequently such actions shall be placed before the academic council for ratification. Any emergency modification of regulation, approved in the Heads of the Departments meetings, shall be reported to the academic council for ratification.										
<b>RMBA 26.0</b>	The Academic Council may, from time to time, revise, amend or change the regulations, schemes of examination and/or syllabi.										



## MALPRACTICES RULES

### Disciplinary Action for / Improper Conduct in Examinations

S.NO	Nature of Malpractices / Improper conduct	Punishment
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
1.(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and held with the Institution.
	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat.

3		<p>The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.</p>
4	<p>Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
5	<p>Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner</p>	<p>Cancellation of the performance in that subject.</p>

	requesting him to award pass marks.	
6	<p>Refuses to obey the orders of the Chief Superintendent/Assistant– Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-incharge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which</p> <p>result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
7	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>

8	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.  Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the Performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared

		including practical examinations and project work of that semester/year examinations.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Institution for further action to award suitable punishment.	

### **Malpractices identified by squad or special invigilators**

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.
  - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year.

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

**Department of Management Studies**

MBA I Semester Proposed Course structure for the Academic Year 2019-2020

S. No	Title of the Course	T	L	P	C	Internal	External	Total
1	Management Theory and Practice	4	-	-	3	40	60	100
2	Managerial Economics	4	-	-	3	40	60	100
3	Accounting for Managers	4	-	-	3	40	60	100
4	Managerial Communication	4	-	-	3	40	60	100
5	Business Environment	4	-	-	3	40	60	100
6	Quantitative Analysis for Business Decisions	4	-	-	3	40	60	100
7	Information Technology-LAB	-	6		3	40	60	100
8	Employability Skills		-	4	2	-	-	-
	<b>Total</b>	<b>24</b>	<b>6</b>	<b>4</b>	<b>23</b>	<b>280</b>	<b>420</b>	<b>700</b>

MBA II Semester Proposed Course structure for the Academic Year 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	-	-	-
	<b>Total</b>	<b>26</b>	<b>0</b>	<b>4</b>	<b>24</b>	<b>340</b>	<b>360</b>	<b>700</b>

MBA III Semester Proposed Course structure for the Academic Year 2020-2021

<b>S.No</b>	<b>Subject title</b>	<b>T</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>I</b>	<b>E</b>	<b>T</b>
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	-	-	-
	<b>Total</b>	<b>28</b>	<b>0</b>	<b>4</b>	<b>23</b>	<b>280</b>	<b>420</b>	<b>700</b>

The students may choose **ONE** Specialization among the following:

<b>Finance</b>	<b>Marketing</b>	<b>HR</b>
Security Analysis & Portfolio Management	Consumer Behaviour	Leadership Management
Banking & Insurance Management	Retail Marketing	Compensation and Reward Management
Advanced Management Accounting	Customer Relationship Management	Performance Management
Strategic Financial Management	Strategic Marketing Management	Strategic Human Resource Management

MBA IV Semester Proposed Course structure for the Academic Year 2020-2021

S. No	Subject title	T	L	P	C	I	E	T
1	Logistics and Supply Chain Management	4	-	-	3	40	60	100
2	Entrepreneurship Development	4	-	-	3	40	60	100
3	Elective – V	4	-	-	3	40	60	100
4	Elective – VI	4	-	-	3	40	60	100
5	Elective – VII	4	-	-	3	40	60	100
6	Elective – VIII	4	-	-	3	40	60	100
7	Internship/Project and Viva Voce	-	-	-	8	-	-	<b>Grade</b>
	<b>Total</b>	<b>24</b>	<b>0</b>		<b>26</b>	<b>240</b>	<b>360</b>	<b>600</b>

The students may choose **ONE** Specialization among the following:

<b>Finance</b>	<b>Marketing</b>	<b>HR</b>
Financial Markets & Services	Services Marketing	Global HRM
Global Financial Management	Promotion & Distribution Management	Organizational Development and Change Management
Financial Risk Management	Global Marketing Management	Labour Welfare Legislation
Tax Management	Product & Brand Management	Management of Industrial Relations

**HOD-MBA**



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

**Subject Name:** Management Theory and Practice

**Regulation : R19**

**Year/ Sem : I/I**

<b>T</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal</b>	<b>External</b>	<b>Total</b>
4	-	-	3	40	60	100

**Course Objective:** To impart detailed knowledge regarding management concepts and functions and roles and contemporary issues in management.

<b>UNIT</b>	<b>TOPICS</b>
<b>UNIT I</b>	<b>Introduction of management:</b> Management: Definition – Importance – Managerial Roles – Functions of management - Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – System theory –Contingency theory.
<b>UNIT II</b>	<b>Planning and organizing:</b> Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority
<b>UNIT III</b>	<b>Directing:</b> Leadership behavior and styles – Leadership in cross cultural environment. Decision making: Meaning of decision – types of decisions – process of decision making – challenges and problems in decision making – models of decision making - Business ethics and decision making.
<b>UNIT IV</b>	<b>Co-coordinating and Controlling:</b> Definition of Co-ordination – Significance and principles of Coordination–Nature and importance of controlling – Controlling process – Requirements of effective control –Establishing controlling system – Controlling techniques
<b>UNIT V</b>	<b>Contemporary issues in management:</b> MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and– JIT – TQM – Six Sigma – CMM levels
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### **References Books:**

1. Kumar, Rao, Chhalill: Introduction to Management Science. Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, **Principles of Management**, Pearson, 2012.
3. Harold Koontz, Heinz Weihrich, A.R.Aryasri, **Principles of Management**, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, **Principles of Management**, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, **Principles of Management**-text and cases, Pearson, 2012.
8. L.M. Prasad, **Principles and Practice of Management** – Sultan Chand & Sons

### **Course Outcomes:**

1. Nature of planning, organizing and span of control, authority Vs responsibility, delegation, centralization Vs decentralization.
2. Provides detailed knowledge of management and contemporary issues in management.

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

**Subject Name:** Managerial Economics

**Regulation** : R19

**Year/ Sem** : I/I

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

Course Objectives: To understand various concepts like Demand, supply and production analysis, cost theories, pricing practices in various market structures

UNIT	TOPICS
<b>UNIT I</b>	<b>Introduction to Managerial Economics:</b> Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perspective, Discounting Principle , Risk & uncertainty.
<b>UNIT II</b>	<b>Demand Analysis:</b> Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply.
<b>UNIT III</b>	<b>Supply and Production Analysis:</b> Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns, Economies and Diseconomies of scale.
<b>UNIT IV</b>	<b>Cost theory and estimation:</b> Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost Curve.
<b>UNIT V</b>	<b>Market Structure and Pricing practices:</b> Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Managerial Theories of a firm – Marris & Williams Models.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### **References Books:**

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi.
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: „’**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: „’**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nad ar E, Vijayan S: „’**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

### **Course Outcomes:**

1. Provides insight about importance of economics and principles of economics.
2. Provides in depth knowledge in various aspects of Demand and supply.
3. Exposure on various production functions and economies of scale.
4. Provides knowledge on cost concepts and their usage in business.
5. Exposure to different types of market structures and pricing practices.

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

**Subject Name:** Accounting for Managers

**Regulation** : R19

**Year/ Sem** : I/I

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

**Course Objective:**

1. To understand method of preparing the final accounts for an organization.
2. To develop the knowledge in assessing the financial performance of organizations

UNIT	TOPICS
<b>UNIT I</b>	<b>Accounting process:</b> Definition of accounting - Accounting Concepts and conventions – Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger -Preparation of Trial balance
<b>UNIT II</b>	<b>Final Accounts:</b> Preparation and Presentation of income statement - Balance Sheet with Adjustments - Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements
<b>UNIT III</b>	<b>Financial Analysis:</b> The scope and purpose of financial analysis - financial statement analysis – Common size statement analysis- comparative Statement analysis- Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Preparation and analysis of cash flow statement.
<b>UNIT IV</b>	<b>Cost accounting concepts:</b> Methods of Costing, Techniques of Costing - Role of Cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet- Standard costing-Variance Analysis.
<b>UNIT V</b>	<b>Cost behavior and Decision making:</b> Cost & classification of costs-methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis- Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions – Capacity utilization - Plant shutdown or continue decision, Add or Drop Decisions, CVP under conditions of uncertainty – sensitivity analysis.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### References Books:

1. I.M.Pandey “Management Accounting” Vikas publication House,New Delhi.
2. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013.
3. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**” McGraw Hill – 2013.
4. Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta:”**Financial Accounting for Management**”, Pearson Education, 2012.

### Course Outcomes:

1. To familiarize the students with financial statements and principles financial accounting.
2. Provides hands on experience in valuation especially using financial analysis.
3. Acquaintance with cost and management accounting mechanics, process and system.

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

**Subject Name:** Managerial Communication

**Regulation** : R19

**Year/ Sem** : I/I

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

**Course objectives:** To equip the students with competencies to manage themselves in organizations with a scientific outlook towards communication and to develop inter personal and intra personal and presentation skills of the student.

UNIT	TOPICS
<b>UNIT I</b>	<b>Role of Communication in Business:</b> Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication – Silence Non-verbal communication skills – Cross Cultural Communication – problems and challenges. – Case study.
<b>UNIT II</b>	<b>Managing Organization Communication:</b> Formal and Informal Communication -Intrapersonal Communication – Models for Inter Personal Communication - Managing Motivation to Influence Interpersonal Communication – Communication Styles – Gateways to Effective Interpersonal Communication - Case study.
<b>UNIT III</b>	<b>Business Writing Skills:</b> Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in business Communication - Case study.
<b>UNIT IV</b>	<b>Report Writing:</b> Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report - Case study.
<b>UNIT V</b>	<b>Presentation skills:</b> Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview Techniques –Preparing of resumes and resume formats - Communication etiquettes - Case study.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**References Books:**

1. Communication Skills, Leena Sen, Prentice Hall of India Pvt. Lte.,New Delhi.
2. Developing Communication Skills, Krishna Mohan, Meera Banerji, Macmillan India Ltd.
3. Technical Report Writing Today 8th Edition, Daniel G Riordan, Steven E.Pauley, Biztantra, New Delhi.
4. Basic Business Communication, 10th Edition, Lesiker and Flatley, Tata McGraw-hill.
5. Business Communication, RK Madhukar, Vikas Publishing House Pvt. Ltd.
6. Meenakshi Rama: “Business Communication”, Oxford University Press, New Delhi.

**Course Outcomes:** Students will be able to

1. Apply the knowledge of overcoming the Barriers of communication.
2. Asses the role played by non-verbal communication and different personality traits.
3. Apply the types of communication which are effective in organizations.
4. Examine the deliverability take part in interviews, presentations, discussions, etc



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

**Subject Name:** Business Environment

**Regulation** : R19

**Year/ Sem** : I/I

<b>T</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal</b>	<b>External</b>	<b>Total</b>
4	-	-	3	40	60	100

**Course objectives:** Student should be able to outline how an entity operates in a business environment.

<b>UNIT</b>	<b>TOPICS</b>
<b>UNIT I</b>	<b>Business Environment:</b> Importance at national and international level – problems and challenges– factors both internal and external influencing business environment– new Industrial policy 1991- NITI Ayog.
<b>UNIT II</b>	<b>Structure of Indian economy:</b> Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Sickness in Indian industry, competition Act 2002.
<b>UNIT III</b>	<b>Fiscal Policy:</b> Nature and significance – public revenues – expenditure- debt -Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.
<b>UNIT IV</b>	<b>India's Trade Policy:</b> Nature – Magnitude and direction of Indian international trade – problems –bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms-WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – dumping and antidumping measures.
<b>UNIT V</b>	<b>Legal Frame:</b> special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and Prevention of Air and Water pollution) and the Essential Commodities Act 1955.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

## **References Books:**

1. Aswathappa K: "Essentials of business environment" Himalaya Publishing House, New Delhi, 2011.
2. Francis Cherunilam "Business Environment: Text & Cases" HPH, 2012.
3. Shaikh Saleem: "Business Environment", Pearsons, New Delhi.
4. Veena Keshav Pailwar: "Economic Environment of Business", PHI Learning, New Delhi, 2012.
5. Vivek Mittal: "Business Environment Text and Cases", Excel Books New Delhi, 2011.
6. Sundaram and Black: "International Business Environment Text and Cases", PHI Private Limited, New Delhi.
7. Avid W Conklin: "Cases in Environment of Business", Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: "International Business Environment", Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: "WTO-Text and Cases", Excel Publication, New Delhi.

## **Course outcomes**

1. To understand the overall business environment and evaluate its various components in business decision making.
2. To improve the students ability in recognizing and managing legal risks in business decision making.
3. Expose the students to the career fields in the area of business.

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

**Subject Name:** Quantitative Analysis for Business Decisions

**Regulation** : R19

**Year/ Sem** : I/I

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

**Course Objective:** To provide basic tools of Quantitative Analysis in solving management problems using mathematical approach for Decision Making.

UNIT	TOPICS
<b>UNIT I</b>	<b>Statistical Measures:</b> Measures of Central Tendency, Measures of Dispersion. <b>Correlation and Regression:</b> Karl Pearson correlation coefficient, Spearman's Rank Correlation Coefficient and Regression Lines.
<b>UNIT II</b>	<b>Probability:</b> Basic Concepts of Probability – Problems on addition and Multiplication Theorems of Probability. <b>Decision Analysis:</b> Introduction - steps involved in decision theory - different environments in which decisions are made - criteria for decision making - decision making under certainty - conditions of risk - utility as a decision criteria - decision trees - graphic display of decision making process - decision making with an active opponent.
<b>UNIT III</b>	<b>Linear Programming:</b> Mathematical model of LPP- solution by graphical method - interpretation and significance of elements of simplex table – justification - Simplex method – Artificial variable technique - Big M method - two Phase method.
<b>UNIT IV</b>	<b>Transportation Problems:</b> Definition, Meaning and application of Transportation Problem, Initial Basic Feasible Solution by North West Corner Rule Method, Least Cost Method and Vogel's Approximation Method – Solution by MODI Method. <b>Assignment Problem:</b> Mathematical model of Assignment Problem – solution by HAM , Travelling Salesmen problem.
<b>UNIT V</b>	<b>Game Theory:</b> Introduction - Two person zero sum games - Pure strategies – solution of games with saddle point - Rules of dominance- Mixed strategies – solution of games without saddle point. <b>PERT and CPM:</b> Drawing Networks – calculation of EST and LFT- identifying critical path – Floats - Probability of completing the project within given time – Project crashing – optimum duration and cost.
	Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

## Reference Books:

1. N.D.Vohra: “Quantitative Techniques in Management”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan Gupta .
3. Anand Sharma: “Quantitative Techniques for Business decision Making”, Himalaya Publishers, New Delhi,2012;
4. D P Apte: “Operation Research and Quantitative Techniques”, Excel Publication, New Delhi,2013.
5. Hamdy, A.Taha: “Operations Research: An Introduction”, Prentice-Hall of India, New Delhi 2003.
6. Anderson: “Quantitative Methods for Business”, Cengage Learning, New Delhi 2013.
7. Sancheti, Dc & VK Kapoor, “Business Mathematics”, S Chand and Sons, New Delhi.
8. Probability and Statistics by TKV IYENGAR – S.Chand Publications.

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

1. Understand the basic concepts of statistical measurements, correlation and Regression.
2. Understand the probability Concept and decision making under various scenarios.
3. Modeling on LPP and obtaining optimum solutions of fit.
4. Make optimum allocation of right job to right person and make an optimum transportation schedule.
5. Solving a game using optimum strategies and scheduling a plan for completion of project.

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

**Subject Name:** Information Technology-LAB

**Regulation** : R19

**Year/ Sem** : I/I

T	L	P	C	Internal	External	Total
-	6	-	3	40	60	100

**Course objective: To learn application of Information Technology in the area of Management .**

UNIT	TOPICS
<b>UNIT I</b>	<b>Introduction of various software's used for business:</b> Significance in the current business environments - Introduction of software MS Office, SQL.
<b>UNIT II</b>	<b>Financial modeling:</b> Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations.
<b>UNIT III</b>	<b>Statistics for Management</b> - correlation and regression analysis data presentation techniques. Spreadsheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)
<b>UNIT IV</b>	<b>Data Collection and analyzing techniques:</b> Chats, Flow diagrams TQM methodologies.
<b>UNIT V</b>	<b>Media For Social Connectivity:</b> 1. Using Google+ & Google Docs. 2 Creating Blogs and other academics & Business websites. Networking Surveys, Discussion & Business Information.
	Preparation and presentations of Mini projects assigned for course work of First Semester

**References Books:**

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

**Course Outcomes:**

1. To understand the basics of business Environment.
2. Students will have to clear idea about the Microsoft office.
3. To create awareness about the foundation of Microsoft access.
4. Students understand the basic idea of database management systems.

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

**Subject Name:** Employability Skills

**Regulation** : R19

**Year/ Sem** : I/I

<b>T</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal</b>	<b>External</b>	<b>Total</b>
-	-	4	2	-	-	---

**Course objective: To develop and harness the employability skills.**

<b>UNIT</b>	<b>TOPICS</b>
<b>UNIT I</b>	<b>Business News Update</b>
<b>UNIT II</b>	<b>Business Quiz</b>
<b>UNIT III</b>	<b>Group Discussion</b>
<b>UNIT IV</b>	<b>Just A Minute (JAM)</b>
<b>UNIT V</b>	<b>Role Play</b>
<b>UNIT VI</b>	<b>Topic Presentation</b>
<b>UNIT VII</b>	<b>Face off</b>

**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

