



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>MANAGEMENT AND ORGANIZATION BEHAVIOUR</b>				
<b>Course Code</b>	<b>CMBD01</b>				
<b>Program</b>	MBA				
<b>Semester</b>	I				
<b>Course Type</b>	<b>CORE</b>				
<b>Regulation</b>	MB-23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Dr. K Jagannayaki, Professor				

#### I. COURSE OVERVIEW:

The course focuses on the organization study of management principles and practices with the study of human behaviour within organizations and focus will be upon translation of management and organizational behaviour theory to practices that result in organizational effectiveness, efficiency, and human resource development. This course will provide a good foundation to study how to create effective workgroups to be successful in life.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
UG	-	-	Basic concepts of management

#### III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management and Organization Behavior	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

#### V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations.

##### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or 'choice will be drawn from each module. Each question carries 12 marks.

**The emphasis on the questions is broadly based on the following criteria:**

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

##### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks		10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

##### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

**Assignment:**

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

**Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

**Alternative Assessment Tool (AAT) / Quiz:**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

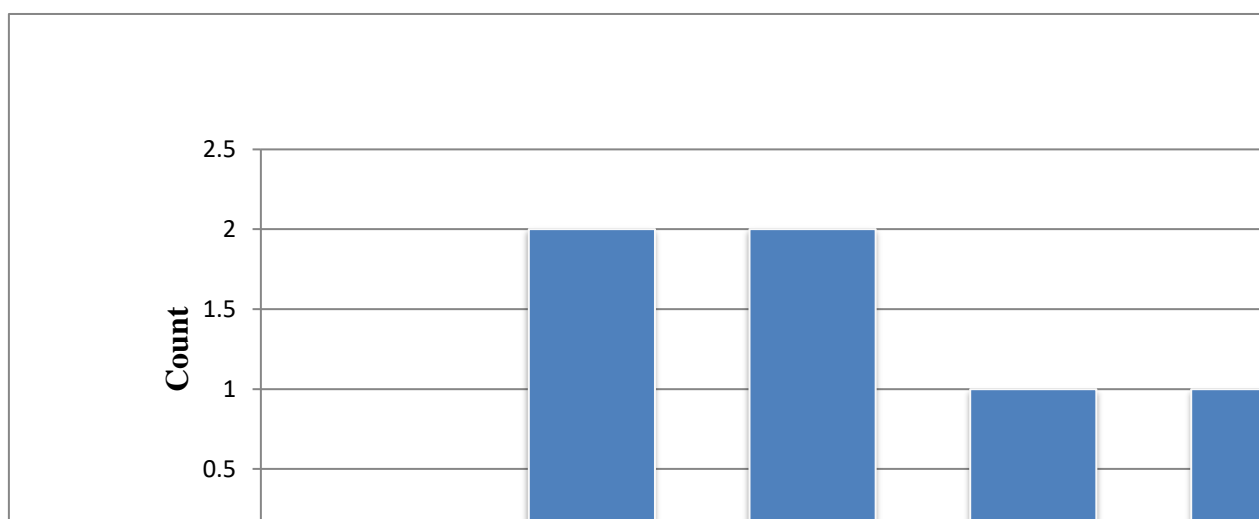
**VI. COURSE OBJECTIVES:**

<b>The students will try to learn:</b>	
I	The critical management theories, principles and philosophies and how to apply them in business landscape.
II	Utilization of human resources for different positions in the organization and also to monitor the resources.
III	The leadership traits and theorist anticipates the consequences of each leadership style.
IV	Individual and group behavior, and understand the implications of organizational behavior on the process of management.
V	Group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

## VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	<b>Demonstrate</b> the basic concepts and levels of management to make better organizational decisions.	Understand
CO 2	<b>Comprehend</b> of plans and the planning process that helps organization to gain competitive advantage.	Understand
CO 3	<b>Use</b> the knowledge of processes used in developing the various organizational designs.	Apply
CO 4	<b>Summarize</b> the authority and power to influence people to get the work done through proper Communication channel.	Analyze
CO 5	<b>Illustrate</b> the behaviour of individuals and groups in organizations that resolve conflicts in organization.	Evaluate
CO 6	<b>Apply</b> various types of motivational theories that help to achieve organizational goals.	Apply

## COURSE KNOWLEDGE COMPETENCY LEVELS



## VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	3	Guest Lectures
PO2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO3	<b>Ethics:</b> Ability to develop value based Leadership ability	3	Seminars
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments
PO6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Case studies

Program Outcomes		Strength	Proficiency Assessed by
PO7	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2.5	Assignments

3 = High; 2 = Medium; 1 = Low

#### IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	√	√	-	-	-	-
CO 2	√	-	-	√	-	-	√	-
CO 3	√	-	-	√	-	-	√	-
CO 4	-	√	√	-	-	-	-	-
CO 5	√	-	-	√	√	-	-	-
CO 6	√	-	√	√	√	-	-	-

#### X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	<b>Recollect (knowledge)</b> the basic concept of management system and to an extent appreciate the importance of Organization.	2
	PO 2	<b>Explain</b> various management theories to <b>foster analytical and critical thinking of management decisions.</b>	2
	PO 3	<b>Discuss</b> the managerial roles and managerial skills <b>develop value based Leadership ability in organizational growth.</b>	2
	PO 4	<b>Conclude</b> the differences between administration and management to <b>understand the managerial roles of an organization.</b>	2
CO 2	PO 1	<b>Identify (knowledge)</b> the skills of managers necessary for effective planning, managing <b>the productive resources in most efficient manner in an organization.</b>	2
	PO 4	<b>Comprehend</b> and implement effective planning process by developing good <b>communicational aspects.</b>	2
	PO 7	<b>Recognizing (knowledge)</b> the contribution of managers which affects organization stability (application) by its functional <b>strategic principles and methodology.</b>	2
CO 3	PO 1	<b>Apply (knowledge), Comprehend</b> and create awareness of business ethics in all aspects.	2
	PO 4	<b>Focus</b> on designing organizational structures with its <b>authority and delegation capabilities.</b>	1

	<b>PO 7</b>	<b>Recognize</b> the importance of inventory management in implementing <b>strategies of the stores maintenance.</b>	3
<b>CO 4</b>	<b>PO 2</b>	<b>Identify (knowledge)</b> the role of employee- employerrelationship in managing the stable system.	2
	<b>PO 3</b>	<b>Summarize</b> the authority and power to influence people to get the work done through proper Communication channel.	2
<b>CO 5</b>	<b>PO 1</b>	<b>Derive</b> the existence possibility of organization behaviour in <b>meeting the real life solutions of the organization.</b>	2
	<b>PO 4</b>	<b>Apply</b> (knowledge) the managerial principles and characteristics of organization and its importance of <b>managing the organization.</b>	2
	<b>PO 5</b>	<b>Focus</b> on working of organizations in the formal with its <b>Communicational abilities.</b>	2
<b>CO 6</b>	<b>PO 1</b>	<b>Examine</b> the nature of power and politics while implementing the managerial decisions of an organization.	2
	<b>PO 3</b>	<b>Prepare</b> the effective leaders to promote <b>value based leadership styles in the organizations.</b>	2
	<b>PO 4</b>	<b>Extend</b> the knowledge of conflict management with <b>identified models</b> in resolving conflict.	2
	<b>PO 5</b>	<b>Construct</b> the managerial models of employees in <b>communicating with management.</b>	1

#### XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	2	2	2	2	-	-	-	-
<b>CO 2</b>	2	-	-	2	-	-	2	-
<b>CO 3</b>	2	-	-	1	-	-	3	-
<b>CO 4</b>	-	2	2	-	-	-	-	-
<b>CO 5</b>	2	-	-	2	3	-	-	-
<b>CO 6</b>	2	-	2	1	2	-	-	-

#### XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	100.00	66.66	66.66	66.66	-	-	-	-
<b>CO 2</b>	100.00	-	-	66.66	-	-	50.00	-

<b>CO 3</b>	100.00	-	-	33.33	-	-	75.00	-
<b>CO 4</b>	-	66.66	66.66	-	-	-	-	-
<b>CO 5</b>	100.00	-	-	66.66	60.00	-	-	-
<b>CO 6</b>	100.00	-	66.66	33.33	40.00	-	-	-

### XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  –No correlation;

**2** –  $40\% < C < 60\%$  –Moderate.

**1** –  $5 < C \leq 40\%$ – Low/ Slight;

**3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
<b>CO 1</b>	3	3	3	3	-	-	-	-
<b>CO 2</b>	3	-	-	3	-	-	2	-
<b>CO 3</b>	3	-	-	1	-	-	3	-
<b>CO 4</b>	-	3	3	-	-	-	-	-
<b>CO 5</b>	3	-	-	3	3	-	-	-
<b>CO 6</b>	3	-	3	1	2	-	-	-
<b>TOTAL</b>	15	6	9	11	5	-	5	-
<b>AVERAGE</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2.2</b>	<b>2.5</b>	-	<b>2.5</b>	-

### XIV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO3, PO4, PO6, PO7	SEE Exams	PO1, PO2, PO3, PO4, PO6, PO7.	Assignments	PO4, PO6, PO7	Seminars	PO 2, PO 3
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO 1, PO 7						

### XV. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

## XVI. SYLLABUS

<b>MODULE - I</b>	<b>INTRODUCTION TO MANAGEMENT (08)</b>
Management- Definition, Nature, Purpose, Evolution of Management Thought-Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Behavioral Approach, Systems Theory. Managerial Roles, Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.	
<b>MODULE - II</b>	<b>PLANNING AND DECISION MAKING (10)</b>
Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom’s Participative Decision-making Model.	
<b>MODULE - III</b>	<b>ORGANIZING AND CONTROLLING (09)</b>
Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges. Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.	
<b>MODULE - IV</b>	<b>ORGANIZATION BEHAVIOUR (10)</b>
Organization Behavior – Nature, Levels, Challenges. Individuals in Organizations - Personality and Ability. Big Five Model of Personality, Personality Traits, Ability - Cognitive Ability, Physical Ability, Emotional Intelligence, Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.	
<b>MODULE - V</b>	<b>LEADERSHIP AND MOTIVATION (08)</b>
Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics - The use of Power. Organizational Conflict - Sources, Pondy’s Model of Organizational Conflict, Negotiation: Resolving Conflict - Individual level conflict, Group level conflict and promoting Compromise.	
<p><b>Text books</b></p> <ol style="list-style-type: none"> <li>1. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021.</li> <li>2. Harold Koontz, Heinz Wehrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.</li> <li>3. John R Schermerhorn; Paul Davidson; Peter Woods; Aharon Factor, “Management”, Milton, QLD: John Wiley and Sons Australia, Ltd, 7<sup>th</sup> edition, 2020.</li> <li>4. Gerald A Cole and Phil Kelly, “Management Theory and Practice”, Cengage Learning EMEA, 9<sup>th</sup> edition, 2020.</li> <li>5. Chandan J S, “Management Theory and Practice”, Vikas Publishing House Pvt. Ltd, 1<sup>st</sup> edition, 2018.</li> <li>6. Dr C B Guptha, “Management – Theory and Practice”, Sultan Chand &amp; Sons, 16<sup>th</sup> edition, 2017.</li> <li>7. Harold Koontz &amp; Heinz Wehrich_ Essentials of Management _McGraw Hill Publication, 10<sup>th</sup> edition, New Delhi-2015.</li> <li>8. Afsaneh Nahavandi, Robert B.Denhardt, JanetV. Denhardt, Maris P. Aristigueta, _Organizational Behavior _Sage Publications, 10<sup>th</sup> edition, 2015.</li> <li>9. P Subbarao, “Management Theory &amp; Practice: Text &amp; Cases”, Himalaya Publishing House, 1<sup>st</sup> edition, 2014.</li> </ol>	



<b>References</b>
<ol style="list-style-type: none"> <li>1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16<sup>th</sup> edition, 2017.</li> <li>2. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9<sup>th</sup> edition, 2012.</li> <li>3. Dr. Vandana Jain, "Management Theory and Practice", IBH, 7<sup>th</sup> edition, 2012.</li> <li>4. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8<sup>th</sup> edition, 2011.</li> <li>5. Rajeesh Viswanathan, "Principles of Management Concepts and Cases", Himalaya Publishing House (HPH), 10<sup>th</sup> edition, 2010.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://play.google.com/store/books/details/Knowledge_Flow_Principles_of_Management?id=PUTIDAAAQBAJ">https://play.google.com/store/books/details/Knowledge_Flow_Principles_of_Management?id=PUTIDAAAQBAJ</a></li> <li>2. <a href="https://play.google.com/store/books/details/M_GOVINDARAJAN_Principles_of_Management?id=novpISVa5agC">https://play.google.com/store/books/details/M_GOVINDARAJAN_Principles_of_Management?id=novpISVa5agC</a></li> <li>3. <a href="https://play.google.com/store/books/details/J_S_Chandan_Principles_of_Management_WBUT_2nd_Edit?id=ZmZDDAAAQBAJ">https://play.google.com/store/books/details/J_S_Chandan_Principles_of_Management_WBUT_2nd_Edit?id=ZmZDDAAAQBAJ</a></li> <li>4. <a href="https://play.google.com/store/books/details/GUPTA_MEENAKSHI_Principles_of_MANAGEMENT?id=jHmY2oclfucC">https://play.google.com/store/books/details/GUPTA_MEENAKSHI_Principles_of_MANAGEMENT?id=jHmY2oclfucC</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.amazon.in/Management-Theory-Practice-G-Cole/dp/1844800881">https://www.amazon.in/Management-Theory-Practice-G-Cole/dp/1844800881</a></li> <li>2. <a href="https://www.worldcat.org/title/autopoiesis-in-organization-theory-and-practice/oclc/794708761?referer=di&amp;ht=edition">https://www.worldcat.org/title/autopoiesis-in-organization-theory-and-practice/oclc/794708761?referer=di&amp;ht=edition</a></li> <li>3. <a href="https://www.worldcat.org/title/work-postmodernism-and-organization-a-critical-introduction/oclc/1058003392&amp;referer=brief_results">https://www.worldcat.org/title/work-postmodernism-and-organization-a-critical-introduction/oclc/1058003392&amp;referer=brief_results</a></li> <li>4. <a href="https://www.researchgate.net/publication/349006226_MANAGEMENT_THEORY_AND_PRACTICE">https://www.researchgate.net/publication/349006226_MANAGEMENT_THEORY_AND_PRACTICE</a></li> <li>5. <a href="https://www.worldcat.org/title/management-theory-and-practice-text-cases/oclc/896139825?referer=di&amp;ht=edition">https://www.worldcat.org/title/management-theory-and-practice-text-cases/oclc/896139825?referer=di&amp;ht=edition</a>.</li> </ol>

## **XVII. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be covered	Course Outcomes	Reference
<b>OBE DISCUSSION</b>			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
<b>CONTENT DELIVERY (THEORY)</b>			
1	Management-Introduction	CO1	T-1, R-1
2	Management- Definition, Nature, Purpose	CO1	T-1, R-1
3	Evolution of Management Thought- Scientific Management	CO1	T-1, R-1
4	Administrative Theory, Human Relations Approach	CO1	T-1, R-1
5	Hawthorne experiments, Behavioral Approach	CO1	T-1, R-1
6	Systems Theory	CO1	T-1, R-1
7	Managerial Roles	CO1	T-1, R-1
8	Managerial Levels, Managerial Skills	CO1	T-1, R-1
9	Functions of Management	CO1	T-1, R-1
10	Administration vs. Management	CO1	T-1, R-1
11	Contemporary Management Issues and Challenges.	CO1	T-1, R-1

12	Planning and Goal Setting	CO2	T-1, R-1
13	Organizational Planning	CO2	T-1, R-1
14	Vision, Mission and Goals	CO2	T-1, R-1
15	Types of Plans	CO2	T-2, R-2
16	Steps in Planning Process	CO2	T-2, R-2
17	Approaches to Planning	CO2	T-2, R-2
18	Planning in Dynamic Environment	CO2	T-2, R-2
19	Decision-making Process	CO2	T-2, R-2
20	Types of Decisions	CO2	T-2, R-2
21	Decision Making Styles	CO2	T-2, R-2
22	Vroom's Participative Decision-making Model.	CO2	T-2, R-2
23	Organizational Structure-Introduction	CO3	T-2, R-2
24	Principles of Organizing	CO3	T-2, R-2
25	Authority, Power and Influence	CO3	T-2, R-2
26	Designing Organizational Structure	CO3	T-2, R-2
27	Mechanistic and Organic Structures	CO3	T-2, R-2
28	Contemporary Organizational Design and its Challenges	CO3	T-2, R-2
29	Controlling - Introduction	CO4	T-2, R-2
30	The Control Process	CO4	T-2, R-2
31	Controlling for Organizational Performance	CO4	T-1, R-1
32	Types of Control	CO4	T-1, R-1
33	Financial Controls	CO4	T-1, R-1
34	Balanced Scorecard	CO4	T-1, R-1
35	Bench Marking	CO4	T-1, R-1
36	Contemporary issues in Controlling	CO4	T-1, R-1
37	Organization Behavior-Introduction	CO5	T-1, R-1
38	Organization Behavior – Nature	CO5	T-1, R-1
39	Organization Behavior-Levels	CO5	T-1, R-1
40	Organization Behavior- Challenges	CO5	T-1, R-1
41	Individuals in Organizations	CO5	T-1, R-1
42	Personality and Ability	CO5	T-1, R-1
43	Big Five Model of Personality	CO5	T-1, R-1
44	Personality Traits	CO5	T-2, R-1
45	Ability - Cognitive Ability	CO5	T-2, R-1

46	Ability - Physical Ability	CO5	T-2, R-1
47	Emotional Intelligence	CO5	T-2, R-1
48	Group Dynamics and Teams	CO5	T-2, R-1
49	Types of Work Groups	CO5	T-2, R-1
50	Group Development	CO5	T-2, R-1
51	Characteristics of Work Groups	CO5	T-1, R-1
52	Effective Work Groups and Teams	CO5	T-1, R-1
53	Leadership- Introduction	CO6	T-1, R-1
54	Leadership Traits, Leadership Styles	CO6	T-1, R-1
55	Leadership Theories, Power and Politics	CO6	T-1, R-1
56	Approaches to Motivation, Maslow's Needs Hierarchy Theory	CO6	T-1, R-1
57	Two-factor Theory of Motivation	CO6	T-1, R-1
58	McGregor's Theory, ERG theory	CO6	T-1, R-1
59	McClelland's Needs Theory	CO6	T-1, R-1
60	Valance Theory	CO6	T-1, R-1
<b>QUESTION BANK DISCUSSION</b>			
61	Question Bank Discussions Unit 1	CO 1	T-1, R-1
62	Question Bank Discussions Unit 2	CO 2	T-1, R-1
63	Question Bank Discussions Unit 3	CO 3,4	T-1, R-1
64	Question Bank Discussions Unit 4	CO 5	T-1, R-1
65	Question Bank Discussions Unit 5	CO 6	T-1, R-1

**Prepared By:**  
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**HOD, MBA**



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(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>FINANCIAL REPORTING AND ANALYSIS</b>				
<b>Course Code</b>	<b>CMBD02</b>				
<b>Program</b>	MBA				
<b>Semester</b>	FIRST				
<b>Course Type</b>	<b>CORE</b>				
<b>Regulation</b>	MB-23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Dr. T Vara Lakshmi, Professor				

#### I. COURSE OVERVIEW:

Financial statements are very useful to the business concerns to interpret and analyze the financial growth of different companies. The course focuses on the objectives and importance of financial accounting, accounting concepts, accounting conventions, method of recording transactions under double entry system, accounting process like journal, ledger, trial balance and final accounts that enable students to understand earning position and financial position of business concern. This course includes appreciate and use financial statements as means of business communication. This course uses the analytical techniques of inventory valuation, funds flow and cash flow statements.

#### II. COURSE PRE-REQUISITES:

<b>Level</b>	<b>Course Code</b>	<b>Semester</b>	<b>Prerequisites</b>
UG	-	-	Fundamentals of Financial Accounting

#### III. MARKSDISTRIBUTION:

<b>Subject</b>	<b>SEE Examination</b>	<b>CIA Examination</b>	<b>Total Marks</b>
Financial Reporting and Analysis	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

#### V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations.

##### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or ' choice will be drawn from each module. Each question carries 12 marks.

**The emphasis on the questions is broadly based on the following criteria:**

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

##### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

##### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

**Assignment:**

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

**Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

**Alternative Assessment Tool (AAT) / Quiz:**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

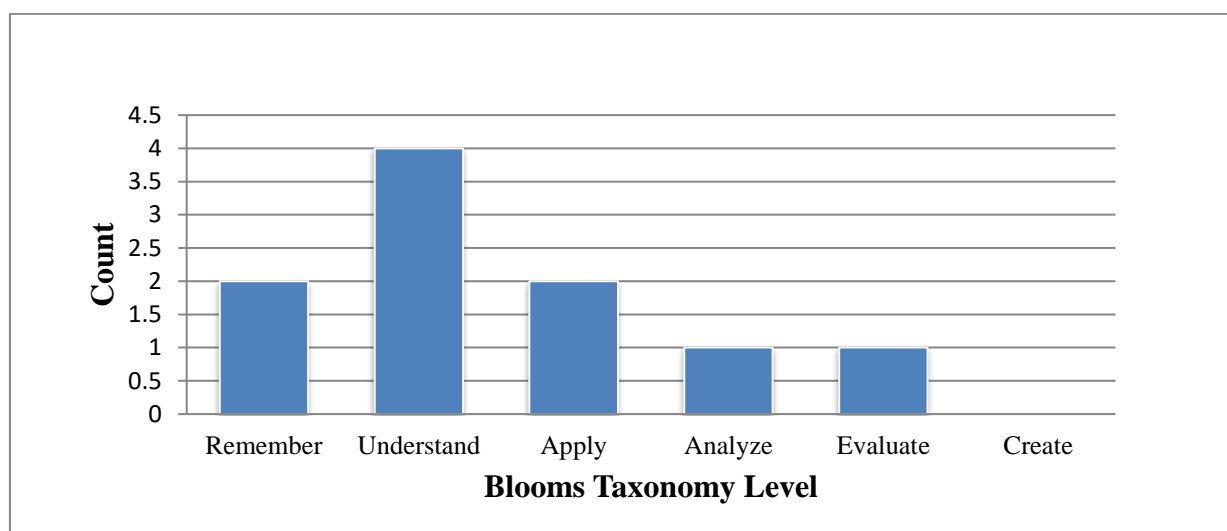
**VI. COURSE OBJECTIVES:**

<b>The students will try to learn:</b>	
I	The principles of accounting and utilization of financial information for decision making and forward planning for future.
II	Financial statements for knowing earning capacity and financial position of the business concern with confidence
III	The inventory valuation of different companies and make analysis of financial accounts.
IV	The significance of financial statements as means of business communication.
V	Analytical techniques and conclusions from financial information for the purpose of decision making.

## VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Discuss about objectives, types, and accounting concepts to prepare proper books of records as per GAAP.	Remember
CO 2	Illustrate the significance of pre and final accounts and causes of depreciation on fixed assets to measure its impact on business accounting.	Understand
CO 3	Summarize the objectives, significance and valuation methods of inventory for allocation of resources.	Apply
CO 4	Describe the features, significance and classification of shares and debentures to maintain records for issue of shares at par and discount.	Analyze
CO 5	Evaluate the cash flow and funds flow statements for excel analysis of funds from operations.	Apply
CO 6	Demonstrate the importance, limitations and types of ratios on financial statements to find the financial soundness of the firm.	Evaluate

## COURSE KNOWLEDGE COMPETENCY LEVELS



## VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2.83	Guest Lectures
PO2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO3	<b>Ethics:</b> Ability to develop value based Leadership ability	3	Seminars
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments
PO7	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2.25	Assignments

**3 = High; 2 = Medium; 1 = Low**

### IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	√	√	-	-	-	-
CO 2	√	-	-	√	-	-	√	-
CO 3	√	-	-	√	-	-	√	-
CO 4	-	√	-	-	-	-	√	-
CO 5	√	√	-	-	-	-	√	-
CO 6	√	√	√	√	-	-	-	-

### X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	<b>Recollect (knowledge)</b> the basic concept of accounting concepts and to an extent appreciate (understand) the importance of <b>accounting system to promote the organized management system to solve the business problems.</b>	2
	PO 2	<b>Explain</b> various types of accounts for <b>foster analytical and critical thinking of transactional decisions.</b>	2
	PO 3	<b>Discuss</b> the accounting principles to <b>develop value based Leadership ability in maintaining the books of records.</b>	2
	PO 4	<b>Conclude</b> the GAAP rules and regulations to <b>understand the economic and legal aspects of business.</b>	2
CO 2	PO 1	<b>Identify (knowledge)</b> the role of depreciation and its methods and techniques in <b>managing the stable accounting system.</b>	1
	PO 4	<b>Comprehend</b> and write effective reports on the various legal aspects of accounting system by developing good <b>communicational aspects</b>	2
	PO 7	<b>Recognizing (knowledge)</b> the contribution of accounts which affects financial stability of organization (application) by its functional <b>strategic principles and methodology</b>	2
CO 3	PO 1	<b>Apply (knowledge)</b> the managerial principles and characteristics of inventory and its importance of <b>managing the stores conditions of the firm.</b>	2
	PO 4	<b>Focus</b> on inventory management techniques in the formal accounting world with its <b>resources allocation abilities.</b>	1
	PO 7	<b>Recognize</b> the importance of inventory management in implementing <b>strategies of the stores maintenance.</b>	3



CO 4	PO 1	<b>Identify (knowledge)</b> the role of depreciation and its methods and techniques in <b>managing the stable accounting system.</b>	2
	PO 7	<b>Memorize</b> the strategies of depreciation valuation methods for <b>better formulation of business environment.</b>	2
CO 5	PO 1	<b>Derive</b> the existence possibility of working capital management in <b>meeting the practical solutions of the organization.</b>	2
	PO 2	<b>Understanding</b> the cash flow statements of the accounts to <b>communicate the changing operational returns.</b>	2
	PO 7	<b>Outline</b> the contribution of funds flow statements to meet the <b>funding activities of the investments.</b>	2
CO 6	PO 1	<b>Examine</b> the financial statements preparation processes while implementing the managerial decisions of financial businesses.	2
	PO 2	<b>Compare</b> various types of financial statements to be suitable for the <b>vision and mission of organizations.</b>	2
	PO 3	<b>Prepare</b> the transparent and effective financial statements to promote <b>value based leadership styles in the organizations.</b>	2
	PO 4	<b>Extend</b> the profitability and capital ratios with <b>identified techniques</b> in the financial statement analysis.	1

#### XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	2	2	2	-	-	-	-
CO 2	1	-	-	2	-	-	2	-
CO 3	2	-	-	1	-	-	3	-
CO 4	2	-	-	-	-	-	2	-
CO 5	2	2	-	-	-	-	2	-
CO 6	2	2	2	1	-	-	-	-

#### XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	66.66	66.66	66.66	-	-	-	-
CO 2	50.00	-	-	66.66	-	-	50.00	-
CO 3	100.00	-	-	33.33	-	-	75.00	-

<b>CO 4</b>	100.00	-	-	-	-	-	50.00	-
<b>CO 5</b>	100.00	66.66	-	-	-	-	50.00	-
<b>CO 6</b>	100.00	66.66	66.66	33.33	-	-	-	-

### XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  –No correlation;

**2** –  $40\% < C < 60\%$  –Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight;

**3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
<b>CO 1</b>	3	3	3	3	-	-	-	-
<b>CO 2</b>	2	-	-	3	-	-	2	-
<b>CO 3</b>	3	-	-	1	-	-	3	-
<b>CO 4</b>	3	-	-	-	-	-	2	-
<b>CO 5</b>	3	3	-	-	-	-	2	-
<b>CO 6</b>	3	3	3	1	-	-	-	-
<b>TOTAL</b>	17	9	6	8			9	-
<b>AVERAGE</b>	<b>2.83</b>	<b>3</b>	<b>3</b>	<b>2</b>			<b>2.25</b>	-

### XIV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO3, PO4, PO7	SEE Exams	PO1, PO2, PO3, PO4, PO7.	Assignments	PO4, PO7	Seminars	PO 2, PO 3
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO 1, PO 7						

### XV. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

## XVI. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO FINANCIAL ACCOUNTING</b>
Importance, objectives and principles, accounting concepts and conventions, and the generally accepted accounting principles (GAAP), their implications on accounting system; double entry system, recording business transactions, classification of accounts, accounting cycle.	
<b>UNIT-II</b>	<b>THE ACCOUNTING PROCESS</b>
Books of original record: journal and subsidiary books, ledger, trial balance, final accounts with adjustments: Methods of depreciation: Meaning, definitions, causes of depreciation, methods of depreciation like fixed installment method, diminishing balance method, annuity method and depreciation fund method (simple problems).	
<b>UNIT-III</b>	<b>INVENTORY VALUATION</b>
Meaning, objectives of inventory valuation, methods, merits and demerits of inventory valuation methods like FIFO method, LIFO method, weighted average method, simple average method (problems). Issue of shares: entries for issue of shares at par, issue of shares at discount and premium, calls in arrears, forfeiture of shares, reissue of forfeiture of shares (problems).	
<b>UNIT-IV</b>	<b>FINANCIAL ANALYSIS</b>
Meaning, definitions, significance, limitations of funds flow and cash flow statements, Statement showing changes in working capital, funds from operations, distinction between funds flow and cash flow statements, funds flow and income statement, funds flow and balance sheet, cash profits and book profits; preparation and analysis of funds flow statement and cash flow statement (problems).	
<b>UNIT-V</b>	<b>FINANCIAL STATEMENTS AND RATIO ANALYSIS</b>
Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements; meaning, definitions, significance and limitations of ratio analysis; types of ratios like liquidity, leverage, solvency and profitability ratios (problems).	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1. Paresh Shah, "Financial Accounting for Management", Oxford University Press, 3rd Edition, 2019.</li> <li>2. Prter &amp; Norton, "Financial Accounting", Cengage publications, 9th Edition, 2017.</li> <li>3. N.Ramachandran, "Financial Accounting and Analysis" Tata McGraw-Hill Publishing Limited, 3rd Edition, 2015.</li> <li>4. S.N.Maheswari, "Financial Accounting", IBH Publications, 7th Edition, 2015.</li> <li>5. Maheshwari S. N., and Maheshwari S. K., "Accounting for Management", Vikas Publishing House, 3rd Edition, 2014.</li> <li>6. S Ramanathan, "Accounting for Management", Oxford University Press, 1st Edition, 2014.</li> <li>7. Narayana Swamy, "Financial Accounting and Analysis" PHI Publications, 2nd Edition, 2012.</li> <li>8. Narayana Swamy R, "Financial Accounting: A Management Perspective", Prentice Hall of India, Delhi, 4th Edition, 2011.</li> <li>9. Jelsy Josheph Kuppapally, "Accounting for Managers", Prentice Hall of India, Delhi, 1st Edition, 2010.</li> <li>10. S.P.Jain and K.L.Narang, "Financial Accounting" Kalyani Publishers, 10th revised Edition, 2010.</li> <li>11. S.P.Jain and K.L.Narang, "Cost &amp; Management Accounting", Kalyani Publishers, 10th revised Edition, 2010.</li> <li>12. Shashi.K.Gupta and R.K.Sharma, "Advanced Management Accounting" Kalayani publishers, 2nd revised Edition, 2003.</li> </ol>	

**Reference Books:**

1. V.Rajasekharam "Financial Accounting and Analysis" Pearson Education, 13th Edition, 2012.
2. Ranjan Kumar Bai: "Financial Accounting and Analysis", S.Chand, 1st revised Edition, 2012.
3. S.N.Maheswari and S.K.Maheswari, "Financial Accounting", Vikas publications, 4th Edition, 2009.
4. Hanif and Mukarjee, "Financial Accounting", Tata McGraw Hill Ltd., 2nd Edition, 2011.
5. Tulsian P.C., "Financial Accounting", Pearson Education, Revised 1st Edition, 2013.

**XVII. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be Covered	COs	Reference
1	Meaning, definitions, functions, importance and limitations of financial accounting.	CO1	T1: 1.1- 1.6.
2	Objectives, significance of financial accounting and different stages in the accounting cycle.	CO1	T1:1.3 - 1.4.
3	Limitations of financial accounting and different meanings of the single entry and double entry systems.	CO1	T1:1.16 -1.19.
4	Business entity concept, dual aspect concept, realization concept, going concern concept, money measurement concept, cost concept, accounting period concept, accrual concept, matching concept, objective evidence concept with suitable examples.	CO1	T1:2.28 -2.36.
5	Different types of convention of full disclosure, convention of materiality, convention of conservatism and convention of consistency with suitable examples.	CO1	T1:2.38 -2.40.
6	Definition, meaning, merits, demerits of double entry system and differences between double entry system and single entry systems.	CO1	T1:1.18 -1.21. T4:2.67-2.84
7	Classification of accounts and principles of personal and impersonal accounts with suitable examples.	CO1	T1:1.17 -1.19. T4: 2.62-2.64
8	Definitions, meaning, definition, advantages and disadvantages of journal. Write different types of subsidiary journals.	CO1	T1:3.43 -3.61. T4: 2.84-2.87.
9	Definitions, meaning, advantages of ledger and uses of purchases, sales, purchase returns and sales returns journals. Journal entries, ledger accounts and subsidiary books.	CO1	T1:5.100-140.
10	Definitions, meaning, advantages of ledger and uses of purchases, sales, purchase returns and sales returns journals. Journal entries, ledger accounts and subsidiary books.	CO1	T1:5.100-140.
11	Definitions, meaning, objectives, limitations, methods of preparing trial balance and significance of trial balance. Show trial balance.	CO1	T1: 3.71-3.77. T4: 2.87-2.91
12	Definitions of depreciation, the causes of deprecation and factors influencing on depreciation.	CO2	T1:11.345-47. T4:8.293-295.
13	Accounting procedure of charging depreciation under fixed installment method, diminishing balance method, annuity method, sinking fund method.	CO2	T1:11.347-64. T4:8.293-295
14	Differences between fixed installment method and diminishing balance method.	CO2	T1:11.353-54.
15	Meaning of capital and revenue expenditure and differences between capital and revenue expenses.	CO2	T1:7.177-180.
16	Impact, objectives of deprecation and need for providing depreciation.	CO3	T1:11.346-47.
17	Discuss the meaning, merits and demerits of fixed installment method, diminishing balance method, annuity method and sinking fund method. Problems on methods of depreciation.	CO3	T1:11.347-64. T4:8.293-295.
18	Meaning and advantages of trading account. Valuation of fixed assets. Problems on trading account.	CO3	T1: 7.181-187

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
19	Definitions of profit and loss account and the significance of profit and loss account. Problems on profit and loss account.	CO4	T1:7.188-196
20	Definition, meaning and the significance of Balance sheet. Problems on final accounts with adjustments.	CO4	T1:7.197-238.
21	Meaning, advantages and disadvantages of first in first out method. Problems on stores ledger under FIFO method.	CO4	T2: 1.74-1.75.
22	Meaning, advantages and disadvantages of last in first out method. Problems on stores ledger under LIFO method.	CO5	T2: 1.76-1.77.
23	Meaning, advantages and disadvantages of simple average method. Prepare stores ledger under simple average method.	CO5	T2: 1.77-1.79.
24	Meaning, advantages and disadvantages of weighted average method. Prepare stores ledger under weighted average method.	CO5	T2:1.80-1.84.
25	Definitions and different methods of inventory valuation. Problems on stores ledger under different methods.	CO5	T2: 1.85-101.
26	Objectives of inventory valuation. Problems on stores ledger under different methods.	CO5	T2: 1.85-101. T4:7.251-263.
27	Meaning of goodwill and different methods of valuation of goodwill. Problems on different methods of valuation of goodwill.	CO5	T1: 8.1-8.13.
28	Meaning and different types of preference shares and issue of shares. Entries on issue of shares at par, discount, premium forfeiture of shares and reissue of forfeiture of shares.	CO5	T1: 8.15-8.26.
29	Meaning, different types and issue of debentures and redemption of debentures Problems on issue of shares.	CO5	T1: 1.295-317
30	Definitions, meaning, significance and limitations of funds flow statement. Problems on funds flow and cash flow statements.	CO5	T3: 5.9-5.78.
31	Definitions, meaning, significance and limitations of cash flow statement. Problems on funds flow and cash flow statements.	CO5	T3:6.2-6.17.
32-33	Factors which are influenced on working capital requirement.	CO5	T3:4.7-4.10.
34	Differences between cash flow and funds flow statements. Problems on funds flow and cash flow statements.	CO5	T3:6.8-6.9
35	Differences between funds flow and Balance sheet. Problems on funds flow and cash flow statements.	CO5	T3: 5.9-5.78. T4:12.586-291
36	Differences between funds flow and income statement. Problems on funds flow and cash flow statements.	CO5	T3: 5.9-5.78. T4:12.586-591
37	Meaning, different types and importance of working capital. Problems on funds flow and cash flow statements.	CO5	T3: 5.9-5.78. T4:12.586-608
38	Definitions, meaning and significance of Financial statement analysis. Problems on different types of financial statements.	CO6	T2:1. 285-303. T4:11.524-527
39	Definitions and limitations of financial statements and types of financial statements.	CO6	T2:1.285-303. T4:11.524-525
40	Definitions, meaning, significance and limitations of ratio analysis	CO6	T2:1.311-313.
41	Meaning, uses and different types of liquidity ratios. Problems on different types of liquidity Ratios.	CO6	T2:1.313-342.
42	Meaning, uses and different types of activity ratios.	CO6	T2:1.313-342.
43	Determination of different types of activity ratios.	CO6	T2:1.313-342.
44	Meaning, uses and different types of capital structure ratios.	CO6	T2:1.313-342. T4:11.523-558
45	Determination of different types of capital structure Ratios.	CO6	T2:1.313-342.
46-47	Meaning, uses and different types of Profitability ratios.	CO6	T2:1.313-342.
48	Determination of different types of Profitability ratios.	CO6	T1: 1.1- 1.6.

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
49	Determination of liquidity Ratios and profitability ratios.	CO6	T1:1.3 - 1.4.
50	Determination of activity ratios and capital structure ratios.	CO6	T1:1.16 - 1.19.

**Prepared by:**

Dr. Vara Lakshmi Thavva, Associate Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	BUSINESS ECONOMICS				
<b>Course Code</b>	CMBD03				
<b>Program</b>	MBA				
<b>Semester</b>	I				
<b>Course Type</b>	CORE				
<b>Regulation</b>	MB-23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Dr. P. Lavanya, Associate Professor				

#### I. COURSE OVERVIEW:

This course helps to understand the economic goals of firm and optimal decision making. Managerial economics considers macroeconomic factors such as population growth and economic growth in market. It includes production management, Demand and supply, cost of production, market structure pricing, pricing strategies and output decision. It deals with tools of math's and statistics in order to analyze and make optimal decision making.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
UG	-	-	Fundamentals of Economics

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Business Economics	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

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Total	--	--	100 Marks	

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### Management Talk:

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.



### Alternative Assessment Tool (AAT) / Quiz:

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

### Definitions and Terminology / Quiz:

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each. However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes. First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

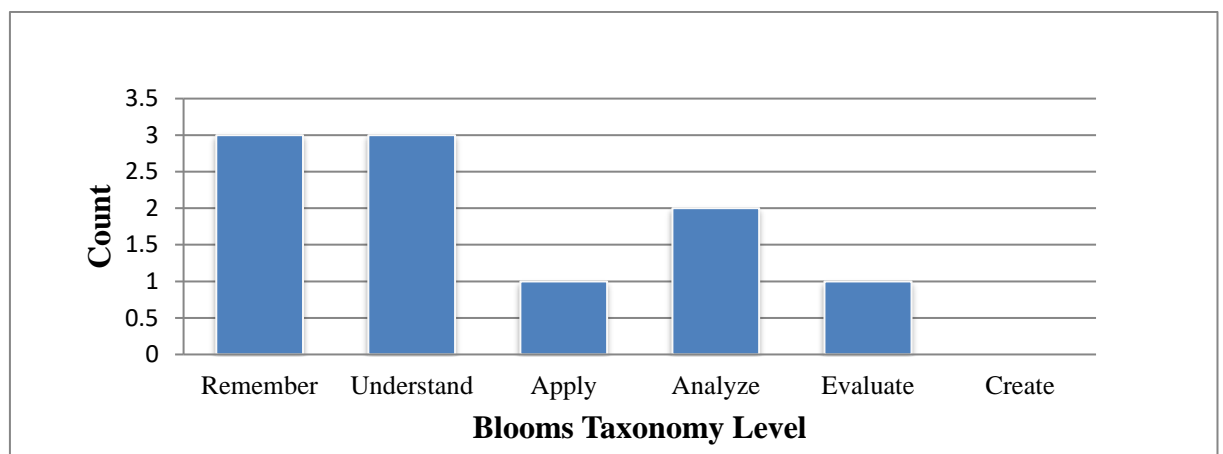
### VI. COURSE OBJECTIVES:

The students will try to learn:	
I	The application of economic theory and methodology as alternative in managerial decisions in an organization.
II	Quantitative techniques to business decisions using economic concepts such as supply and demand, price elasticity and marginal analysis.
III	Production that helps organization to do business efficiently.
IV	The price to charge that maximizes profits under a variety of circumstances, including perfect and imperfect competition and when the firm can identify groups of consumers.
V	Competition strategies, including costing, pricing, product differentiation, and market. Environment according to the natures of products and the structures of the markets.

### VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
	Course Outcomes	Knowledge Level (Bloom's Taxonomy)
CO 1	<b>Demonstrate</b> the nature and scope of managerial economics in the modern business to foster the goals of the organization.	Remember
CO 2	<b>Identify</b> the fundamentals of managerial economics such as demand, production, price and supply which helps in doing business effectively. <b>Examine</b> about the marketing research approaches to demand estimation in demand forecasting	Understand
CO 3	<b>Evaluate</b> benefit/cost, life cycle and break-even analyses on one or more economic alternatives.	Apply
CO 4	<b>Discuss</b> various forms of production functions to know its affects in the cost of production.	Analyse
CO 5	<b>Examine</b> the cost concepts and determinants of cost function and compare the differences between short-run and long-run cost function.	Evaluate
CO 6	<b>Summarize</b> the industry structure at firm level to develop pricing strategies with profit maximization.	Create

## COURSE KNOWLEDGE COMPETENCY LEVELS



### VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Seminars
<b>PO2</b>	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	2	Assignments
<b>PO3</b>	<b>Ethics:</b> Ability to develop Value based Leadership ability.	1	Guest lectures
<b>PO4</b>	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Seminars
<b>PO5</b>	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Assignments

3 = High; 2 = Medium; 1 = Low

### IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
<b>CO 1</b>	√	√	-	√	-	-	-	-
<b>CO 2</b>	-	√	-	-	-	-	-	-
<b>CO 3</b>	-	√	-	-	-	-	-	-
<b>CO 4</b>	-	-	√	-	-	-	-	-
<b>CO 5</b>	-	-	√	√	-	-	-	-
<b>CO 6</b>	-	-	-	√	√	-	-	-

## X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	collect the basic economic principles and methodologies to key management decisions within the organization.	2
	PO 2	Explain the nature of managerial economics that helps organizations to take managerial decisions.	2
	PO 4	Understand the scope of managerial economics that helps to understand global aspects of business.	2
CO 2	PO 2	Understand the fundamentals of managerial economics such as demand, production, price and supply which helps in decision making.	2
CO 3	PO 2	Comprehend and write cost, life cycle and break-even analysis which helps in decision making.	2
CO 4	PO 3	Discuss various forms of production function like Iso - quant and Iso - cost and finding out optimal combinations of inputs including the Cobb-Douglas function.	1
CO 5	PO 3	Understand concepts of market structures like Monopoly, Oligopoly, Monopolistic competition's that increase efficiency in the organization.	1
	PO 4	Examine the cost function and differences between short-run and long-run cost function. Helps to analyze economic aspects of business.	2
CO 6	PO 4	Identify (Knowledge) the cost-efficient method of producing components which are better sourced from other companies.	2
	PO 5	Summarize the industry structure at firm level to develop production which leads in the achievement of organizational goals.	2

## XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	1	2	3	4	5	6	7	8
CO 1	2	3	3	3	5	3	4	2
CO 2	2	2	-	2	-	-	-	-
CO 3	-	2	-	-	-	-	-	-
CO 4	-	2	-	-	-	-	-	-
CO 5	-	-	1	-	-	-	-	-
CO 6	-	-	1	2	-	-	-	-

## XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00%	66.66%	-	66.66%	-	-	-	-
CO 2	-	66.66%	-	-	-	-	-	-
CO 3	-	66.66%	-	-	-	-	-	-
CO 4	-		33.33%	-	-	-	-	-
CO 5	-	-	33.33%	66.66%	-	-	-	-
CO 6	-	-	-	66.66%	40.00%	-	-	-

## XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  –No correlation;

**2** –  $40\% < C < 60\%$  –Moderate.

**1** –  $5 < C \leq 40\%$ – Low/ Slight;

**3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	2	2	-	2	-	-	-	-
CO 2	-	2			-	-	-	-
CO 3	-	2	-		-	-	-	-
CO 4	-	-	1	-	-	-	-	-
CO 5	-	-	1	2	-	-	-	-
CO 6	-	-	-	2	2	-	-	-
<b>TOTAL</b>		6	2	6	2	-	-	-
<b>AVERAGE</b>	2	2	0.66		0.4			

## XIV.ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO3, PO4, PO7	SEE Exams	PO1, PO2, PO3, PO4, PO7.	Assignments	PO4, PO7	Seminars	PO 2, PO 3
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO 1, PO 7						

## XV. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

## XVI. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO BUSINESS ECONOMICS</b>
Definition, Nature and Scope, Relationship with other disciplines – business decision making process The role of managerial economist- Basic economic principles – the concept of opportunity cost Marginalize, Equi-marginalist, incremental concept, Time perspective, discounting principle, risk and uncertainty	
<b>UNIT-II</b>	<b>THEORY OF DEMAND AND SUPPLY</b>
Demand Analysis - demand function, law of demand, determinants of demand, types of demand Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply	
<b>UNIT-III</b>	<b>PRODUCTION AND COST ANALYSIS</b>
Production function, Production function with one, two variables, Cobb-Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Is costs, Returns to Scale, Economies of scale Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Break Even Analysis	
<b>UNIT-IV</b>	<b>MARKET STRUCTURES- PRICING AND OUTPUT DECISIONS</b>
Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.	
<b>UNIT-V</b>	<b>PRICING STRATEGIES</b>
Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of multiple products, Transfer pricing Pricing over Product Life Cycle. Theory of Firm - Managerial Theories and Behavioral Theories of firm. International Price Discrimination: Dumping, Effects of Dumping	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1. TR Jain and Khanna OP, “Managerial Economics”, VK Global Publications Pvt Ltd, 1<sup>st</sup>Edition, 2020.</li> <li>2. G Keat, Young K Y, Erfile E, Benarjee S, “Managerial Economics”, Pearson Education, 6<sup>th</sup>Edition, 2017.</li> <li>3. H L Ahuja, “Managerial Economics – Analysis of managerial Decision making”, S. Chandpublications, New Delhi, 2<sup>nd</sup>Edition, 2017.</li> <li>4. P L Mehta – “Managerial Economics-Analysis, problems and Cases”, Sultan Chand &amp; Sons, NewDelhi, 2<sup>nd</sup>Edition, 2016.</li> <li>5. Dwivedi D N, “Managerial Economics”, Vikas Publishing House Pvt Ltd, 8<sup>th</sup>Edition, 2015.</li> <li>6. R.L. Varshney&amp; K.L. Maheshwari, “Managerial Economics”, Sultan Chand &amp; Sons, New Delhi, 3<sup>rd</sup>Edition, 2014.</li> <li>7. P.L Mehta, "Managerial Economics", Sultan Chand and Sons, 2<sup>nd</sup>Edition, 2014.</li> <li>8. Dr. D.M. Mithani, “Managerial Economics”, Himalaya Publishing House, 1<sup>st</sup>Edition, 2010.</li> </ol>	

**Reference Books:**

1. D M Mithani “Managerial Economics: Theory and Applications”, Himalaya Publication house, Hyderabad, 2<sup>nd</sup> Edition, 2016.
2. G S Guptha, “Managerial Economics”, Tata McGraw Hill Publications, New Delhi, 2<sup>nd</sup> Edition, 2017

**XI. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

Lecture no	Topics to be covered	Course outcomes	Reference
<b>OBE DISCUSSIONS</b>			
	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
<b>COURSE PLAN</b>			
1	Acquire knowledge of basic terms related to managerial economics	CO1	T1- 1.3-1.8
2	Definition and nature of managerial economics	CO1	T1- 1.3-1.8
3	Understand managerial economics relationship with other areas	CO1	T1-2.6-2.10
4	Mmanagerial economics relationship with mathematics and statistics	CO1	T1-2.6-2.10
5	Explain the importance of managerial economist	CO1	T1-3.1-3.18
6	Explain the advantages of managerial economist	CO1	T1-3.1-3.18
7	Understand the basic economic principles	CO1	T1-4.5-4.15
8	Eeconomic principles with equi - marginal ism	CO1	T1-4.5-4.15
9	Eeconomic principles with risk and uncertainty	CO1	T1-4.5-4.15
10	Definition of demanded and price of product	CO2	T1- 5.2-3.2
11	Understand the relationship between quantity demanded and price of product	CO2	T1- 5.2-3.2
12	Type and methods demanded and price of product	CO2	T1- 5.2-3.2
13	Explain various approaches to demand estimation	CO2	T1- 5.3 4-4.9
14	Explain various type of income to demand estimation	CO2	T1- 5.3 4-4.9
15	Explain various approaches to demand determination	CO2	T1- 5.3 4-4.9
16	Identify the methods to estimate demand in an organization	CO2	T1- 5.51-6.8
17	Price elasticity of demand in an organization	CO2	T1- 5.51-6.8
18	Mmethods to estimate elasticity of demand	CO2	T1- 5.51-6.8
19	Approaches elasticity of demand	CO2	T1-7.117.13

<b>Lecture no</b>	<b>Topics to be covered</b>	<b>Course outcomes</b>	<b>Reference</b>
20	Understand relationship between price and quantity supply	CO2	T1-7.117.13
21	Supply determinations, functions	CO2	T1-7.117.13
22	Elasticity of supply, types	CO2	T1-7.117.13
23	Understand the change in output with change in inputs	CO3	T1-7.14-7.21
24	Production functions.	CO3	T1-7.14-7.21
25	Determinate and types of production functions	CO3	T1-7.14-7.21
26	One variable function	CO3	T1-7.14-7.21
27	Two variable Production function	CO3	T1-7.14-7.21
28	Marginal rate of technical substitution	CO3	T1-7.14-7.21
29	Analysis of law	CO3	T1-7.14-7.21
30	Understand the measurement of demand in numerical	CO3	T1- 8.4-8.16
31	Cost and output determination	CO3	T1- 8.4-8.16
32	Understand the measurement of Iso - quant function	CO3	T1- 8.4-8.16
33	Understand the measurement of ISO cost function	CO3	T1- 8.4-8.16
34	Law of returns to scale	CO3	T1- 8.4-8.16
35	Analyze the benefits obtained by expanding production	CO3	T1-8.19-8.25
36	Analyze the internal and external economies of scale	CO3	T1-8.19-8.25
37	Innovations and global competition	CO3	T1-8.19-8.25
38	Understand the concepts of cost and types	CO4	T1-9.3-9.13
39	Managerial use of concepts of cost and the factors affecting cost	CO4	T1-9.3-9.13
40	Determination of cost function	CO4	T1-9.3-9.13
41	Analyze the relationship between output and cost	CO4	T19.11-0.25
42	Analyze the relationship between output and cost in short-run	CO4	T19.11-0.25
43	Analyze the relationship between output and cost long run	CO4	T19.11-0.25
44	Recall the different cost concepts to minimize cost	CO4	T19.21-0.27
45	Marginal cost concepts to minimize cost	CO	T19.21-0.27
46	Market structure	CO5	T19.21-0.27
47	Types of market structures	CO5	T19.21-0.27
48	Acquire knowledge of market and its structure	CO5	T1.11.511.7

<b>Lecture no</b>	<b>Topics to be covered</b>	<b>Course outcomes</b>	<b>Reference</b>
49	Perfect competition market and its structure	CO5	T1.11.511.7
50	Monopoly structure	CO5	T1.11.511.7
51	Analyze the relationship between output and price in the market in monopolistic	CO5	T1.12.512.29
52	Relationship between output and price in the market in monopoly	CO5	T1.12.512.29
53	Analyze the relationship between output and price in the mmonopolistic	CO5	T1.12.512.29
54	Analyze the relationship between output and price in the oligopoly market	CO5	T1.12.512.29
55	Long run and short run cost curves	CO5	T1.12.512.29
56	Understand the price and pricing philosophy	CO6	T113.615.19
57	Cost plus pricing and multiple pricing policy	CO6	T113.615.19
58	Transfer pricing and product life cycle	CO6	T113.615.19
59	Analyse the different theories of firm	CO6	T113.615.19
60	International price discrimination and dumping effect	CO6	T113.615.19
<b>QUESTION BANK DISCUSSIONS</b>			
61	Question Bank Discussions Unit 1	CO 1	T1-5.51-6.8
62	Question Bank Discussions Unit 2	CO 2	T1-5.51-6.8
63	Question Bank Discussions Unit 3	CO 3	T1-7.14-7.21
64	Question Bank Discussions Unit 4	CO 4	T19.21-0.27
65	Question Bank Discussions Unit 5	CO 5	T113.615.19

**Prepared by:**

Dr. P Lavanya, Associate Professor

**HOD, MBA**





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	BUSINESS LAW & ENVIRONMENT				
<b>Course Code</b>	CMBD04				
<b>Program</b>	MBA				
<b>Semester</b>	I				
<b>Course Type</b>	CORE				
<b>Regulation</b>	MB-23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Ms. K L Revathi, Assistant Professor				

#### I. COURSE OVERVIEW:

This course is designed to provide MBA students with a fundamental understanding of the legal and environmental factors that impact modern businesses. It aims to equip students with the knowledge and skills necessary to navigate the legal landscape, ensure compliance with relevant regulations, and understand the environmental responsibilities and opportunities facing businesses today.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
UG	-	-	Mercantile Law

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Business Law & Environment	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos

<b>x</b>	Open Ended Experiments
----------	------------------------

## V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations.

### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each modules carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either 'or' choice will be drawn from each module. Each question carries 12 marks.

**The emphasis on the questions is broadly based on the following criteria:**

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

### Assignment:

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It

must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

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To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

**Alternative Assessment Tool (AAT) / Quiz:**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each. However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes. First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

**VI. COURSE OBJECTIVES:**

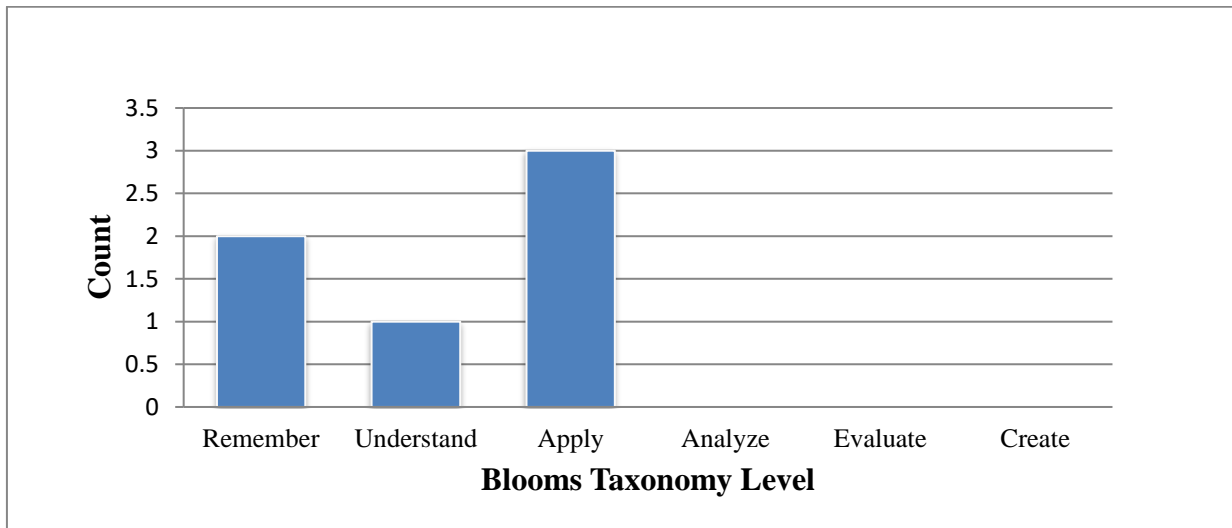
<b>The students will try to learn:</b>	
I	The legal concepts, principles, and frameworks relevant to businesses.
II	The impact of environmental laws, regulations, and sustainability practices on business operations.
III	The critical thinking and problem-solving skills to analyze real-world legal and environmental challenges.
IV	The ethical and social responsibilities of businesses in the legal and environmental context.
V	The Navigation of international business law, including international trade regulations and the legal aspects of international business contracts.

**VII. COURSE OUTCOMES:**

<b>After successful completion of the course, students will be able to:</b>		
<b>Course Outcomes</b>		<b>Knowledge Level (Bloom’s Taxonomy)</b>
CO 1	Understanding of contract law, including the nature and classification of contracts, the elements of offer and acceptance, the capacity of parties to contract, the importance of free consent, consideration, legality of the object, and the consequences of agreements declared void.	Understand

CO 2	Apply their knowledge and understanding of the principles and concepts of the Sale of Goods Act to real-world situations and business contexts.	Apply
CO 3	Proficient in understanding and explaining the roles of holders and holders in due course concerning negotiable instruments.	Apply
CO 4	The fundamental concepts and definitions associated with negotiable instruments, including the key features that distinguish promissory notes, bills of exchange, and cheques.	Remember
CO 5	The key elements of the business environment, including industrial policies, Five Year Plans, foreign direct investment (FDI), fiscal policies, the latest Union Budget, government reforms, monetary policies, banking sector reforms, and the roles and functions of NITI Aayog.	Remember
CO 6	The ability to analyze and interpret the provisions of the Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, and Intellectual Property Rights.	Apply

### COURSE KNOWLEDGE COMPETENCY LEVELS



### VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

	Program Outcomes	Strength	Proficiency Assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Guest Lectures
PO2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO3	<b>Ethics:</b> Ability to develop value based Leadership ability	3	Seminars
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments
PO7	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2	Assignments

**3 = High; 2 = Medium; 1 = Low**

## IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	√	√	-	-	-	-
CO 2	√	-	-	√	-	-	√	-
CO 3	√	-	-	√	-	-	√	-
CO 4	-	√	-	-	-	-	√	-
CO 5	√	√	-	-	-	-	√	-
CO 6	√	√	-	√	-	-	-	-

## X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	<b>Recollect (knowledge)</b> Understanding contract law is essential for managers as they often deal with contractual agreements in various aspects of business. Managers need to apply their knowledge of contract law to ensure that business contracts are valid, compliant, and effectively used to solve business problems.	2
	PO 2	<b>Explaining</b> contract law involves analyzing legal concepts and implications. This knowledge helps students develop critical thinking abilities, enabling them to make informed decisions related to contracts, evaluate legal risks, and ensure that decisions are based on a solid understanding of contractual obligations.	2
	PO 3	<b>Discuss</b> A deep understanding of contract law, which includes legal and ethical aspects, is crucial for developing value-based leadership. Students will be better equipped to ensure that contracts are ethically sound, comply with legal standards, and reflect the organization's values in their leadership roles.	2
	PO 4	<b>Conclude</b> Contract law knowledge provides students with the ability to understand and analyze legal aspects of business, which is vital for effective communication. Students can communicate legal and ethical considerations in contracts, ensuring that all stakeholders have a clear understanding of the contractual terms and obligations.	2
CO 2	PO 1	<b>Identify (knowledge)</b> Applying knowledge of the Sale of Goods Act in real-world business situations is crucial for managers, as they often deal with goods transactions and sales contracts. This knowledge helps managers solve business problems related to the sale of goods, including compliance with legal requirements, ensuring the quality of goods, and resolving disputes, which are essential managerial skills.	1
	PO 4	<b>Comprehend</b> to effectively communicate and analyze the legal aspects of sales transactions, students must understand the	2

		principles of the Sale of Goods Act. This knowledge enables them to communicate the legal and ethical aspects of business transactions involving the sale of goods.	
	<b>PO 7</b>	<b>Recognizing (knowledge)</b> the Sale of Goods Act is essential for strategic planning, particularly when it comes to sales and distribution strategies. Students can analyze the legal framework to formulate strategies that ensure compliance with the law and promote successful sales operations in a dynamic global business environment.	2
<b>CO 3</b>	<b>PO 1</b>	<b>Apply (knowledge)</b> the roles of holders and holders in due course is relevant for managers who may need to handle financial transactions involving negotiable instruments. This knowledge helps in making informed decisions about financial transactions and ensures compliance with relevant laws.	2
	<b>PO 4</b>	<b>Focus</b> the roles of holders and holders in due course are essential for effective communication in financial and business contexts. It allows individuals to understand and explain legal aspects related to negotiable instruments and communicate them to relevant stakeholders.	1
	<b>PO 7</b>	<b>Recognize</b> the negotiable instruments and their roles are valuable for strategic planning, especially when financial transactions play a role in business strategies. This knowledge can be used to formulate strategies that comply with financial regulations and contribute to business sustainability in a dynamic global business environment.	3
<b>CO 4</b>	<b>PO 1</b>	<b>Identify (knowledge)</b> the fundamental concepts and definitions of negotiable instruments is essential for managers who deal with financial transactions and contracts involving such instruments. This knowledge equips them to apply the right financial strategies, solve financial problems, and ensure legal compliance in business operations.	2
	<b>PO 7</b>	<b>Memorize</b> fundamental concepts of negotiable instruments is valuable for strategic planning in businesses. It allows students to analyze financial aspects and formulate strategies that are legally compliant, ensuring that the business sustains in a dynamic global business environment.	2
<b>CO 5</b>	<b>PO 1</b>	<b>Derive</b> the key elements of the business environment is essential for managers as they need to apply this knowledge to solve business problems. It helps them make informed decisions regarding business strategies, investments, and financial planning	2
	<b>PO 2</b>	<b>Understanding</b> Knowledge of the business environment and its elements is crucial for data-based decision making. It fosters critical thinking and analytical abilities by allowing students to analyze economic and policy factors that influence decision making.	2
	<b>PO 7</b>	<b>Outline</b> Proficiency in the key elements of the business environment is valuable for strategic planning. It enables students to analyze economic policies, government reforms, and monetary policies, allowing them to formulate strategies that sustain businesses in a dynamic global environment.	2
<b>CO 6</b>	<b>PO 1</b>	<b>Examine</b> Analyzing and interpreting legal provisions is essential managers as they need to apply this knowledge to address business problems related to consumer protection, technology, cyber security and intellectual property rights. This enables them to make informed decisions to solve legal and business challenges.	2

	<b>PO 2</b>	<b>Compare</b> Analyzing and interpreting legal provisions fosters critical thinking and analytical abilities, especially when dealing with laws such as consumer protection, technology, and intellectual property. It allows students to make data-based decisions while ensuring legal compliance.	2
	<b>PO 4</b>	<b>Extend</b> The ability to analyze and interpret legal provisions is crucial for effective communication. It enables students to understand, analyze, and communicate complex legal aspects related to consumer protection, technology, cyber security, and intellectual property rights, facilitating clear and informed communication with stakeholders.	1

#### XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	2	2	2	2	-	-	-	-
<b>CO 2</b>	1	-	-	2	-	-	2	-
<b>CO 3</b>	2	-	-	1	-	-	3	-
<b>CO 4</b>	2	-	-	-	-	-	2	-
<b>CO 5</b>	2	2	-	-	-	-	2	-
<b>CO 6</b>	2	2	-	1	-	-	-	-

#### XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	100.00	66.66	66.66	66.66	-	-	-	-
<b>CO 2</b>	50.00	-	-	66.66	-	-	50.00	-
<b>CO 3</b>	100.00	-	-	33.33	-	-	75.00	-
<b>CO 4</b>	100.00	-	-	-	-	-	50.00	-
<b>CO 5</b>	100.00	66.66	-	-	-	-	50.00	-
<b>CO 6</b>	100.00	66.66	-	33.33	-	-	-	-

### XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  – No correlation; **2** –  $40\% < C < 60\%$  – Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight; **3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	3	3	-	-	-	-
CO 2	2	-	-	3	-	-	2	-
CO 3	3	-	-	1	-	-	3	-
CO 4	3	-	-	-	-	-	2	-
CO 5	3	3	-	-	-	-	2	-
CO 6	3	3	-	1	-	-	-	-
<b>TOTAL</b>	17	9	3	8			9	-
<b>AVERAGE</b>	<b>2.83</b>	<b>3</b>	<b>1</b>	<b>2</b>			<b>2.25</b>	-

### XIV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1,PO2, PO3, PO4, PO7	SEE Exams	PO1,PO2, PO3, PO4, PO7.	Assignments	PO4, PO7	Seminars	PO 2, PO 3
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO1, PO7						

### XV. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

### XVI. SYLLABUS

<b>UNIT-I</b>	<b>LAW OF CONTRACT - 1872</b>
Nature of contract; classification; Offer and Acceptance; Capacities of Parties to contract; Free consents; Consideration, Legality of object; Agreement declared void. -Performance of contract; Discharge of contract; Remedies for breach of contract. Special contracts: Indemnity and guarantee, Contract of Agency.	
<b>UNIT-II</b>	<b>SALE OF GOODS ACT (1930)</b>
Formation of Contracts of sale - goods and their classification; price - conditions and warranties – transfer of property in goods – performance of the contract of sale - Unpaid seller and his Rights –	



sale by auction – hire purchase agreement.	
<b>UNIT-III</b>	<b>NEGOTIABLE INSTRUMENTS ACT (1881)</b>
Definition of Negotiable Instruments – features – Promissory note; Bill of Exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonor and discharge of Negotiable Instrument	
<b>UNIT-IV</b>	<b>BUSINESS ENVIRONMENT</b>
Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions.	
<b>UNIT-V</b>	<b>BUSINESS REGULATIONS AND ENVIRONMENT LAWS</b>
a. Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights b. Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1. N.D. Kapoor, Dr. Rajni Abbi, Bharat Bhushan, Rajiv Kapoor, “Business Law”, Sultan Chand &amp; Sons (P) Ltd, 1st edition, 2019.</li> <li>2. Richard A Mann, Barry S Roberts, “Business Law and the Regulation of Business”, Cengage Publications, 13th edition, 2018.</li> <li>3. N.D. Kapoor, Dr. Rajni Abbi, Bharat Bhushan, Rajiv Kapoor, “Elements of Business Law”, Sultan Chand &amp; Sons (P) Ltd, 1st edition, 2018.</li> <li>4. K.R. Bulchandani, “Business Law for Management”, Himalaya Publishing House, India, 1st edition, 2017.</li> <li>5. Ravinder Kumar, “Legal Aspects of Business”, Sengage Learning, 4th edition, 2016.</li> <li>6. P.P.S.Gogna, ‘Company Law’, S.Chand, 9th edition, 2016</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.</li> <li>2. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.</li> <li>3. N.D.Kapoor, Mercantile Law, Sultan Chand Publishers.</li> <li>4. Chaula and Garg, Mercantile Law, Kalyani Publishers</li> <li>5. Francis Cherunillam, Business Environment, Himalaya Publishers.</li> </ol>	

## **XVII. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
1	Nature and Essentials of Contract	CO1	T1: 1.1- 1.6.
2	Classification of Contracts	CO1	T1:1.3 - 1.4.
3	Offer and Acceptance	CO1	T1:1.16 -1.19.
4	Capacities of Parties to a Contract	CO1	T1:2.28 -2.36
5	Free Consent in Contract	CO1	T1:2.38 -2.40.
6	Consideration in Contract	CO1	T1:1.18 -1.21. T4:2.67-2.84

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
7	Legality of Object in Contracts	CO1	T1:1.17 -1.19. T4: 2.62-2.64
8	Agreement Declared Void	CO1	T1:3.43 -3.61. T4: 2.84-2.87.
9-10	Performance of a Contract	CO1	T1:5.100-140.
11	Discharge of Contract	CO1	T1: 3.71-3.77. T4: 2.87-2.91
12	Remedies for Breach of Contract	CO2	T1:11.345-47. T4:8.293-295.
13	Special Contracts: Indemnity and Guarantee	CO2	T1:11.347-64. T4:8.293-295
14	Special Contracts: Contract of Agency	CO2	T1:11.353-54.
15	Formation of Contracts of Sale	CO2	T1:7.177-180.
16	Classification of Goods	CO3	T1:11.346-47.
17	Price in Sale of Goods Contracts	CO3	T1:11.347-64. T4:8.293-295.
18	Conditions and Warranties in Sale Contracts	CO3	T1: 7.181-187
19	Transfer of Property in Goods	CO4	T1:7.188-196
20	Performance of the Contract of Sale	CO4	T1:7.197-238
21	Rights of an Unpaid Seller	CO4	T2: 1.74-1.75.
22	Sale by Auction	CO5	T2: 1.76-1.77.
23	Hire Purchase Agreements	CO5	T2: 1.77-1.79.
24	Definition of Negotiable Instruments	CO5	T2:1.80-1.84
25	Features of Negotiable Instruments	CO5	T2: 1.85-101.
26	Promissory Note	CO5	T2: 1.85-101. T4:7.251-263.
27	Bill of Exchange	CO5	T1: 8.1-8.13.
28	Cheque	CO5	T1: 8.15-8.26
29	Holder and Holder in Due Course	CO5	T1: 1.295-317
30	Crossing of a Cheque and Types of Crossing	CO5	T3: 5.9-5.78.
31	Negotiation of Negotiable Instruments	CO5	T3:6.2-6.17.
32-33	Dishonor and Discharge of Negotiable Instruments	CO5	T3:4.7-4.10.
34	Industrial Policy in India	CO5	T3:6.8-6.9
35	Five Year Planning and Economic Development	CO5	T3: 5.9-5.78. T4:12.586-291.
36	Foreign Direct Investment (FDI) in India	CO5	T3: 5.9-5.78. T4:12.586-591.
37	Fiscal Policy and Its Role	CO5	T3: 5.9-5.78. T4:12.586-608.

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
38	Latest Union Budget and Its Impact	CO6	T2:1. 285-303. T4:11.524-527.
39	Reforms Undertaken by the Government for Business	CO6	T2:1.285-303. T4:11.524-525.
40	Monetary Policy and Its Significance	CO6	T2:1.311-313.
41	Banking Sector Reforms in India	CO6	T2:1.313-342.
42	NITI Aayog and Its Functions	CO6	T2:1.313-342.
43	Government Responsibilities in Business Environment	CO6	T2:1.313-342.
44	Consumer Protection Act 2019	CO6	T2:1.313-342. T4:11.523-558.
45	Information Technology Act 2000	CO6	T2:1.313-342.
46-47	Cyber Security and Regulations	CO6	T2:1.313-342.
48	Intellectual Property Rights and Protection	CO6	T1: 1.1- 1.6.
49	Environmental Law in India	CO6	T1:1.3 - 1.4.
50	Water Pollution and Regulations	CO6	T1:1.16 - 1.19.

**Prepared By:**

Ms. K L Revathi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)  
Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTION

Course Title	STATISTICS FOR MANAGEMENT				
Course Code	CMBD05				
Program	MBA				
Semester	II				
Course Type	CORE				
Regulation	MB23				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms. I. Sireesha, Assistant Professor				

#### I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### II. COURSE OVERVIEW:

This course helps to improve their ability to make effective managerial decisions, including application of statistics and developing statistical strategies and measurement of central tendency, which provide with the relevant mathematical tools required in the analysis of problems in engineering and scientific professions. The course includes tabulation of univariate, small sample test and regression analysis, selection random variables, probability distributions, correlation, regression, sampling distribution, testing of hypothesis and analysis of variance. The mathematical skills derived from this course form a necessary base to analytical and design concepts encountered in the program.

### III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Statistics For Management	60 Marks	40 Marks	100

### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

### V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations.

#### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each modules carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or 'choice will be drawn from each module. Each question carries 12 marks.

#### The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks	--	10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

### **Continuous Internal Examination (CIE):**

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

### **Assignment:**

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

### **Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

### **Alternative Assessment Tool (AAT) / Quiz:**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

### **Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

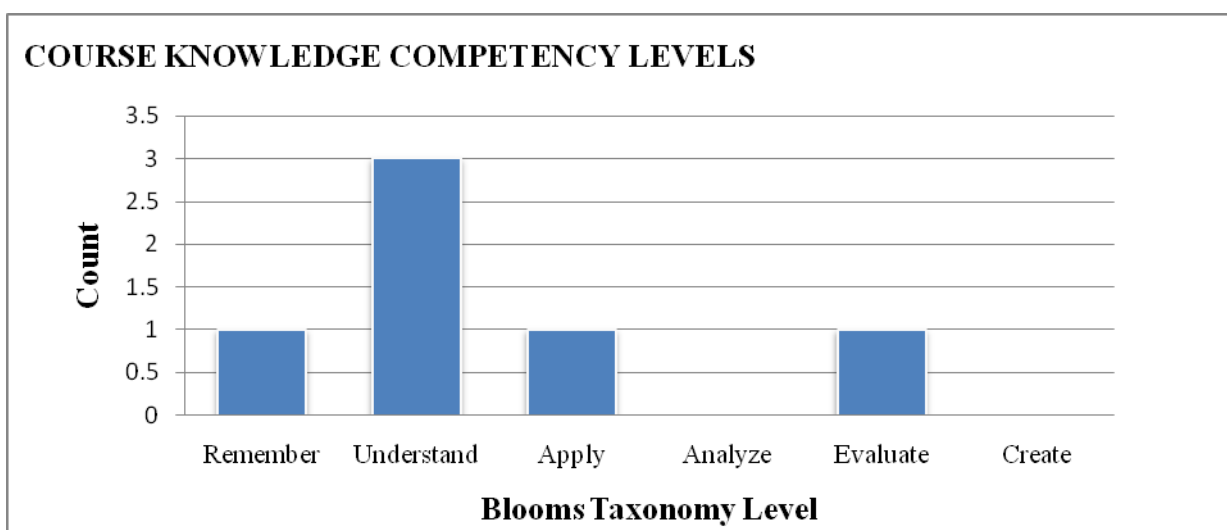
First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

## **VI. COURSE OBJECTIVES:**

<b>The students will try to learn:</b>	
I	The various statistical techniques and solve problems effectively in the statistics.
II	Different types of skewness and know about the coefficient variations of skewness.
III	The application of statistical measures of central tendency and also statistical measures of dispersion.
IV	Application of ANOVA, other non-parametric test and analyze the recent trends.

## VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
	Course Outcomes	Knowledge Level (Bloom's Taxonomy)
CO 1	Evaluate and interpret skewness using different coefficients, including Karl Pearson's coefficient, Bowley's coefficient, and Kelley's coefficient	Remember
CO 2	Distinguish between different research designs types, including experimental and cross-sectional designs.	Understand
CO 3	Apply Chi-Square distribution for tests of specified population variance, goodness of fit, and independence of attributes.	Understand
CO 4	Perform regression analysis, including least square fit and properties of regression coefficients.	Understand
CO 5	Comprehend the concepts of multiple and partial correlation.	Apply
CO 6	Analyze and interpret trends in time series data using various techniques.	Evaluate



## VIII. PROGRAM OUTCOMES:

Program Outcomes	
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.
PO 2	<b>Decision-making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	<b>Ethics:</b> Ability to develop Value based Leadership ability.
PO 4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the

	achievement of organizational goals, contributing effectively to team environment.
PO 6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.
PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitiveworld successfully.

#### IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	<b>Managerial skills:</b> Apply knowledge of management theories and practices to solve business problems.	3	Assignments.
PO2	<b>Decision making skills:</b> An ability to analyze a problem identifies, formulate and use the appropriate managerial skills for obtaining its solution.	3	Seminars
PO4	<b>Communication skills:</b> Ability to understand, analyze andcommunicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO6	<b>Entrepreneurial and Innovation Skills:</b> Demonstrate theskills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs	3	Assignments

3 = High; 2 = Medium; 1 = Low

#### X. MAPPING OF EACH CO WITH PO(s):

Course Outcome s(COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	√	-	-	-	-	-	-	-
CO 2	-	√	-	√	-	-	-	-
CO 3	-	-	-	√	-	-	-	-
CO 4	-	-	-	-	-	√	-	-
CO 5	-	-	-	-	-	√	-	-
CO 6	-	-	-	-	-	√	-	-



## XI. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of statistical system and to an extent appreciate (understand) the importance of <b>mathematical functions to promote the organized economy system and to solve business problems.</b>	2
CO 2	PO 2	Recognizing (knowledge) the contribution of various types of measures of central tendency and measures of dispersion (application) for <b>foster analytical and critical thinking abilities for data-based decision making</b>	3
	PO 4	Identify (knowledge) the appropriate types of coefficient of skewness and the coefficient of variation in <b>managing and communicate global, economic, legal, and ethical aspects of business.</b>	2
CO 3	PO 4	Apply (knowledge) the managerial principles and characteristics of the tabulation and classification of data to draw effective solutions to understand <b>the economy aspects of the business.</b>	2
	PO 6	Construct the pricing models of diagrammatical and graphical representation for analysis of data to <b>analyze and communicate the inherent reasons for decision making.</b>	3
CO 4	PO 6	Derive the existence activities of various T-distribution applications with independent and dependent variables in <b>evaluating business opportunities.</b>	3
CO 5	PO 6	Understanding the different types of small sample tests, techniques of ANOVA and correlation analysis to <b>identifying sources of potential funding, and to develop as successful entrepreneurs.</b>	3
CO 6	PO 6	Examine the regression analysis and different types of timeseries while testing attributes goodness to <b>improve innovation skills.</b>	3

## XII. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
		2	3	3	3	5	3	4
CO 1	3	-	-	-	-	-	-	-

CO 2	-	3	-	3	-	-	-	-
CO 3	-	-	-	3	-	-	-	-
CO 4	-	-	-	-	-	3	-	-
CO 5	-	-	-	-	-	3	-	-
CO 6	-	-	-	-	-	3	-	-

### XIII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100%	-	-	-	-	-	-	-
CO 2	-	100%	-	100%	-	-	-	-
CO 3	-	-	-	100%	-	-	-	-
CO 4	-	-	-	-	-	100%	-	-
CO 5	-	-	-	-	-	100%	-	-
CO 6	-	-	-	-	-	100%	-	-

### XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  – No correlation; **2** –  $40\% < C < 60\%$  – Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight; **3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	-	-
CO 2	-	3	-	3	-	-	-	-
CO 3	-	-	-	3	-	-	-	-
CO 4	-	-	-	-	-	3	-	-
CO 5	-	-	-	-	-	3	-	-

<b>CO 6</b>	-	-	-	-	-	3	-	-
<b>TOTAL</b>	3	3	-	6	-	9	-	-
<b>AVERAGE</b>	3	3	0	3	0	3	0	0

#### **XV. ASSESSMENT METHODOLOGY - DIRECT**

CIE Exams	PO1,PO2, PO4,PO6	SEE Exams	PO1,PO2, PO4,PO6	Assignments	PO1,PO6	Seminars	PO 2, PO 4
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

#### **XVI. ASSESSMENT METHODOLOGY - INDIRECT**

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

## XVII. SYLLABUS

<b>Unit-I</b>	<b>INTRODUCTION TO STATISTICS</b>
<p>Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects. Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean. Range, Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation. Skewness: Karl Pearson's co-efficient of skewness, Bowley's co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis..</p>	
<b>Unit-II</b>	<b>RESEARCH DESIGN</b>
<p>Meaning, Scope, Role of Business Research, Types of Research, Research Process, Ethics in Business Research, Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Data Collection Methods &amp; Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.</p>	
<b>Unit-III</b>	<b>TABULATION OF UNIVARIATE and SMALL SAMPLE TESTS</b>
<p>Bi variate and multi variate data, data classification and tabulation, diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs. Analysis of Variance: One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.</p>	
<b>Unit-IV</b>	<b>CORRELATION ANALYSIS</b>
<p>Correlation Analysis: Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.</p>	
<b>Unit-V</b>	<b>TIME SERIES ANALYSIS</b>
<p>Components, Models of Time Series-Additive, Multiplicative and Mixed models, Trend analysis- Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, un weighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.</p>	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1. Gerald Keller, "Statistics for Management and Economics", Cengage Learning, 11<sup>th</sup> Edition, 2018.</li> <li>2. Levin Richard (Author), H. Siddiqui Masood (Author), S. Rubin David (Author), Rastogi Sanjay (Author), "Statistics for Management", Pearson Education, 8<sup>th</sup> Edition, 2017.</li> <li>3. P.C. Tulsian, Bharat Jhunjhnuwala, "Business Statistics", S. Chand, 2016.</li> <li>4. Levin R.I., Rubin S. David, "Statistics for Management", Pearson, 7<sup>th</sup> Edition, 2015.</li> <li>5. Anderson, Sweeney, Williams, Cam, Cochran, "Statistics for Business Economics", Cengage 12<sup>th</sup> Edition, 2014.</li> <li>6. J. K Sharma, "Business Statistics", Vikas Publishing House, 4<sup>th</sup> Edition, 2015.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Levine, Stephan, krehbiel, Berenson, "Statistics for Managers using Microsoft Excel", PHI, 1<sup>st</sup> Edition, 2015.</li> </ol>	

2. J. K Sharma, "Business Statistics", Pearson Publications, 2<sup>nd</sup> Edition, 2015.

**Web References:**

1. <https://aditya30702.files.wordpress.com/2012/07/statistics-for-managers-using-microsoft-excel-gnv64.pdf>
2. <http://www.nprcet.org/mba/document/First%20Semester/BA7102%20STATISTICS%20FOR%20MANAGEMENT%20LT%20P%20C%203%201%200%204%20ODD.pdf>

**E-Text Books:**

1. <http://bookboon.com/en/statistics-and-mathematics-ebooks>
2. <http://www.ebay.com/bhp/statistics-for-managers-using-microsoft-excel>
3. <https://www.sapnaonline.com/books/statistics-management-levin-richard-8177585843-9788177585841-academic>
4. <https://link.springer.com/book/10.1007/b101868>

### XVIII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be Covered	COs	Reference
<b>OBE DISCUSSION</b>			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
<b>CONTENT DELIVERY (THEORY)</b>			
2	Meaning and Functions of Statistics and Managerial	CO1	T-1, R-2
3	Applications of Statistics	CO1	T-2, R-2
4	Relationship with other subjects	CO1	T-1, R-2
5	Measures of central Tendency- Mean	CO1	T-1, R-2
6	Median, Mode, Geometric Mean and Harmonic Mean	CO1	T-2, R-2
7	Range, Quartile deviation, Mean Deviation	CO1	T-1, R-1
8	Standard deviation and co- efficient of variation	CO1	T-2, R-2
9	Mean, Range, Quartile deviation, Mean Deviation, Skewness: Karl Pearson's co-efficient of skewness	CO1	T-1, R-2
10	Meaning, Scope, Role of Business Research	CO2	T-2, R-2
11	Types of Research, Research Process	CO2	T-2, R-2
12	Ethics in Business Research	CO2	T-2, R-2
13	Research Problem, Purpose of Research Design	CO2	T-1, R-2
14	Types of Research Design: Experimental Research Design	CO2	T-2, R-2
15	Research Design for Cross Sectional	CO2	T-1, R-2
16	Longitudinal Studies, Data Collection Methods & Tools: Types of Data	CO2	T-2, R-2
17	Sources and Instruments for Data	CO2	T-1, R-2

18	Guidelines for Questionnaire	CO2	T-2, R-2
19	Sampling and its Application	CO2	T-1, R-1
20	Measurement and Scaling, Reliability and Validity	CO2	T-2, R-2
21	Measurement of Variables, Sources of Error in Measurement.	CO2	T-1, R-2
22	Bi variate and multi variate data	CO3	T-2, R-2
23	data classification and tabulation	CO3	T-2, R-1
24	diagrammatic and graphical representation of data	CO3	T-2, R-2
25	One dimensional diagrams and graphs	CO3	T-1, R-1
26	two dimensional diagrams and graphs	CO3	T-2, R-2
27	Three dimensional diagrams and graphs	CO3	T-2, R-2
28	Analysis of Variance	CO3	T-1, R-2
29	One Way and Two Way ANOVA (with and without Interaction)	CO3	T-1, R-1
30	One Way and Two Way ANOVA (with and without Interaction)	CO3	T-1, R-1
31	Chi-Square distribution	CO4	T-1, R-1
32	Chi-Square distribution	CO4	T-1, R-1
33	Test for a specified Population variance	CO4	T-1, R-1
34	Test for a specified Population variance	CO4	T-1, R-1
35	Test for Goodness of fit	CO4	T-1, R-1
36	Test for Independence of Attributes	CO4	T-2, R-1
37	Independence of Attributes problems	CO4	T-1, R-1
38	Independence of Attributes problems	CO4	T-1, R-2
39	Correlation Analysis: Scatter diagram	CO5	T-1, R-1
40	Positive and Negative correlation, limits for coefficient of Correlation	CO5	T-1, R-1
41	Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation	CO5	T-1, R-1
42	Regression Analysis-Concept, least square fit of a linear regression	CO5	T-2, R-1
43	Two lines of regression, Properties of regression coefficients.	CO5	T-2, R-1
44	Correlation Analysis: Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation	CO5	T-1, R-1
45	Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation	CO5	T-1, R-1
46	Regression Analysis-Concept	CO5	T-1, R-2
47	Two lines of regression, Properties of regression coefficients.	CO5	T-2, R-2

48	least square fit of a linear regression	CO5	T-1, R-1
49	Time Series Analysis	CO 6	T-2, R-2
50	Components, Models of Time Series–Additive	CO 6	T-1, R-2
51	Multiplicative and Mixed models	CO 6	T-1, R-2
52	Trend analysis-Free hand curve	CO 6	T-2, R-2
53	Semi averages, moving averages	CO 6	T-1, R-1
54	Least Square methods and Index numbers	CO 6	T-2, R-2
55	Introduction, Characteristics and uses of index numbers	CO 6	T-1, R-2
56	Introduction, Characteristics and uses of index numbers	CO 6	T-1, R-2
57	types of index numbers	CO 6	T-2, R-2
58	un weighted price indexes	CO 6	T-1, R-1
59	weighted price indexes,	CO 6	T-2, R-2
60	Tests of adequacy and consumer price indexes	CO 6	T-1, R-2

**Prepared By:**  
Ms. I. Sireesha, Assistant Professor, MBA

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>CROSS CULTURE MANAGEMENT</b>				
<b>Course Code</b>	<b>CMBD08</b>				
<b>Program</b>	MBA				
<b>Semester</b>	FIRST				
<b>Course Type</b>	<b>ELECTIVE</b>				
<b>Regulation</b>	MB-23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	3	-	3	-	-
<b>Course Coordinator</b>	Ms. B V S V lakshmi Mondem				

#### I. COURSE OVERVIEW:

This course is designed to provide the knowledge and skills necessary to understand, navigate, and effectively manage in a diverse and global business environment. It focuses on cultural differences, their impact on business practices, and strategies for successful cross-cultural collaboration.

#### II. COURSE PRE-REQUISITES:

<b>Level</b>	<b>Course Code</b>	<b>Semester</b>	<b>Prerequisites</b>
UG	-	-	Basic concepts of management

#### III. MARKS DISTRIBUTION:

<b>Subject</b>	<b>SEE Examination</b>	<b>CIA Examination</b>	<b>Total Marks</b>
CROSS CULTURE MANAGEMENT	60 Marks	40 Marks	100



#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

#### V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations.

##### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each modules carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or 'choice will be drawn from each module. Each question carries 12 marks.

**The emphasis on the questions is broadly based on the following criteria:**

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

##### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

##### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

**Assignment:**

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

**Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

**Alternative Assessment Tool (AAT) / Quiz:**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

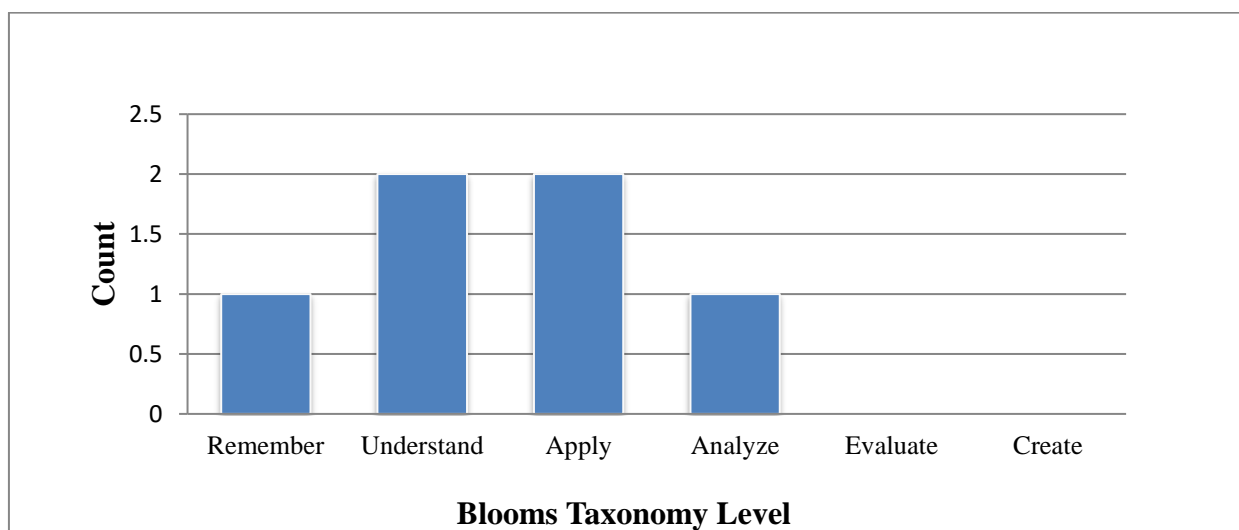
**VI. COURSE OBJECTIVES:**

<b>The students will try to learn:</b>	
I	The importance of cross culture in conduct of business.
II	The various aspects in reconciling cultural dilemmas, culture and styles of management.
III	The culture and corporate structures
IV	The business communication across cultures.
V	The cultural aspects while working with international teams.

## VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Identify and explain the determinants of culture, including historical, geographical, and social factors.	Understand
CO 2	Analyze the interplay between culture and management styles, specifically management tasks and cultural values.	Apply
CO 3	Recognize the importance of cultural diversity in organizational settings and its implications for inclusion and performance.	Understand
CO 4	Analyze the impact of culture on marketing strategies and product adaptation.	Apply
CO 5	Explore common barriers to intercultural communication and strategies for overcoming them.	Remember
CO 6	Develop strategies for understanding and dealing with conflicts stemming from cultural differences.	Analyze

## COURSE KNOWLEDGE COMPETENCY LEVELS



## VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2.8	Assignment
PO 2	<b>Decision Making Skills:</b> An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution	2.66	Assignment
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organization goals, contributing effectively to a team environment	2.5	Seminar
PO 7	<b>Strategic Skills:</b> Ability to conduct strategic analysis using theoretical and practical applications	2.66	Discussion

**3 = High; 2 = Medium; 1 = Low**

## IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	√	√	-	-	-	-
CO 2	√	-	-	√	-	-	√	-
CO 3	√	-	-	√	-	-	√	-
CO 4	-	√	-	-	-	-	√	-
CO 5	√	√	-	-	-	-	√	-
CO 6	√	√	√	√	-	-	-	-

## X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Understand the basic concept of culture is a complex and multifaceted concept that is influenced by various determinants, including historical, geographical, and social factors.	2
CO 2	PO 1	Examine the basic concept of interplay between culture and management styles is crucial for students studying management and business.	1
	PO2	Analyze the concept of significance, , as it enables them to appreciate the cultural dimensions that influence how organizations are structured, managed, and led. Here's an analysis of the relationship between culture and management styles,	2
CO 3	PO2	Understand the basic concept of Recognizing the importance of cultural diversity in organizational settings and understanding its implications for inclusion and performance is critical for students	2
	PO 7	Interpret the basic concept of cultural diversity in organizational settings and its implications for inclusion and performance..	2
CO 4	PO 1	Recall the basic concept of European Community (E.C.): the council of ministers, the commission, the court of justice that helps to solve business problems.	2
	PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.	
CO 5	PO 1	Understand the basic concept of global organizations, HRM approaches in global companies so they can facilitate cooperation and coordination among member nations.	2
	PO2	Understand the basic concept of Social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques that helps to take decisions in the organizations.	1

	<b>PO 7</b>	Recall the basic concept of cultural skills for co-operative advantages, human resource information system that helps employees to sustain in a global business environment.	<b>3</b>
<b>CO 6</b>	<b>PO2</b>	Recollect the basic concept of Global literate leader that helps organizations to take business decisions.	<b>2</b>

#### XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	2	2	2	2	-	-	-	-
<b>CO 2</b>	1	-	-	2	-	-	2	-
<b>CO 3</b>	2	-	-	1	-	-	3	-
<b>CO 4</b>	2	-	-	-	-	-	2	-
<b>CO 5</b>	2	2	-	-	-	-	2	-
<b>CO 6</b>	2	2	2	1	-	-	-	-

#### XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	100.00	66.66	66.66	66.66	-	-	-	-
<b>CO 2</b>	50.00	-	-	66.66	-	-	50.00	-
<b>CO 3</b>	100.00	-	-	33.33	-	-	75.00	-
<b>CO 4</b>	100.00	-	-	-	-	-	50.00	-
<b>CO 5</b>	100.00	66.66	-	-	-	-	50.00	-
<b>CO 6</b>	100.00	66.66	66.66	33.33	-	-	-	-

#### XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  – No correlation; **2** –  $40\% < C < 60\%$  – Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight; **3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	3	3	-	-	-	-
CO 2	2	-	-	3	-	-	2	-
CO 3	3	-	-	1	-	-	3	-
CO 4	3	-	-	-	-	-	2	-
CO 5	3	3	-	-	-	-	2	-
CO 6	3	3	3	1	-	-	-	-
<b>TOTAL</b>	17	9	6	8			9	-
<b>AVERAGE</b>	<b>2.83</b>	<b>3</b>	<b>3</b>	<b>2</b>			<b>2.25</b>	-

#### XIV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1,PO2, PO3, PO4, PO7	SEE Exams	PO1,PO2, PO3, PO4, PO7.	Assignments	PO4, PO7	Seminars	PO 2, PO 3
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO1, PO7						

#### XV. ASSESSMENT METHODOLOGY – INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

#### XVI. SYLLABUS

<b>UNIT-I</b>	<b>MODULE - I: INTRODUCTION TO CULTURE (09)</b>
Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, the Influence of National Culture on Business Culture. Business Cultures: East and West.	
<b>UNIT-II</b>	<b>CULTURAL DIMENSIONS AND DILEMMAS (09)</b>
Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.	
<b>UNIT-III</b>	<b>CULTURE AND ORGANIZATIONS (12)</b>
Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.	
<b>UNIT-IV</b>	<b>CULTURE AND COMMUNICATIONS (08)</b>
Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.	

<b>UNIT-V</b>	<b>CROSS CULTURAL TEAM MANAGEMENT (07)</b>
Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.</li> <li>2. David C. Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.</li> <li>3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.</li> <li>4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.</li> <li>5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.</li> <li>2. Velasquez, "Business Ethics, Concepts &amp; Cases", 6<sup>th</sup> edition, PHI, 2009.</li> <li>Chakraborty, S.K., "Ethics in Management-Vedantic Approach", New Delhi, Oxford India Ltd. 1995.</li> </ol>	

## XVII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be Covered	COs	Reference
0	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
<b>Content Delivery</b>			
1	Definition and importance of Culture	CO1	T1, R1
2	Culture Determinants	CO1	T1, R1
3	Components of culture	CO1	T2, R1
4	The Evolution of culture	CO1	T2, R2
5	Culture Universals and particulars	CO1	T1, R1
6	Culture Relativism vs Ethnocentrism	CO1	T2, R1
7	Culture Adaptation in business	CO1	T2, R2
8	The Impact of Globalization on culture	CO1	T3, R1
9	Culture Intelligence in Business	CO1	T3, R1
10	Levels of Culture	CO1	T2, R2
11	National Culture Dimensions	CO1	T2, R2
12	Hofstede's Cultural Dimensions Explained	CO1	T3, R1
13	Business Culture in Eastern Societies	CO1	T3, R1
14	Business Culture in Western Societies	CO1	T4, R3

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
15	Influence of National Culture on Business Practices	CO1	T4, R3
16	Cultural Sensitivity in international business	CO1	T4, R4
17	Business Etiquette in Different cultures	CO1	T4, R2
18	Cultural challenges in global business	CO1	T1, R3
19	Case studies on cultural challenges	CO1	T1, R2
20	Value Orientations in culture	CO2	T11, R4
21	Dimensions of culture	CO2	T4, R2
22	High Context vs Low Context	CO2	T4, R2
23	Uncertainty avoidance in Organizations	CO2	T2, R2
24	Power distance in Management	CO2	T2, R2
25	Masculinity vs Femininity in workplace culture	CO2	T3, R3
26	Reconciling Cultural Dilemmas in business	CO2	T2, R2
27	Balancing Tradition and innovation in culture	CO2	T1, R1
28	Culture and Decision- Making Styles	CO2	T2, R1
29	Leadership Styles in Cross-Cultural Contexts	CO2	T2, R2
30	Management Tasks and Cultural Values	CO2	T2, R2
31	Ethical Dilemmas in Cross- Cultural Business	CO2	T2, R2
32	Case Studies on Cultural Dimensions	CO2	T3, R1
33	Impact of Culture on Corporate Structures	CO3	T3, R1
34	Culture and Leadership styles	CO3	T2, R2
35	Aligning Culture with Organizational strategy	CO3	T2, R2
36	Cultural Change initiatives in Organizations	CO3	T2, R2
37	Integrating Culture into Marketing Strategies	CO4	T2, R2
38	Culture Diversity in the Workplace	CO4	T2, R2
39	Managing Multicultural Teams	CO4	T2, R2
40	Inclusive Leadership in Diverse Cultures	CO4	T3, R1
41	Cross –Cultural Training for employees	CO4	T4, R3
42	Employee Engagement in Culturally Diverse Organizations	CO4	T4, R4
43	Case Studies on cultural Change	CO4	T4, R2
44	Importance of Cross Cultural Communication	CO5	T1, R3
45	Verbal and Non –Verbal Communication Across Cultures	CO5	T1, R2
46	High-Context vs Low –Context Communication	CO5	T1,R2
47	Overcoming Language Barriers in Business	CO5	T1,R2



<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
48	Intercultural Communication Competence	CO5	T11, R4
49	Impact of Culture on Business Negotiations	CO5	T4, R2
50	Strategies for Negotiating Internationally	CO5	T2, R2
51	Nonverbal cues in cross cultural negotiations	CO5	T3, R3
52	Case studies on Intercultural Communication	CO5	T2, R2
53	Building and Leading International Teams	CO6	T1, R1
54	Group Process in Multicultural Teams	CO6	T1, R1
55	Conflict Resolution in Global Teams	CO6	T1, R1
56	Managing Cultural Differences in Teams	CO6	T1, R1
57	Understanding Culture Diversity in Teams	CO6	T1, R1
58	Strategies for Dealing with Team conflicts	CO6	T1, R1
59	Developing Intercultural Relationships in Teams	CO6	T1, R1
60	Case studies on Cross Team Management	CO6	T3, R3
<b>Question Bank Discussion</b>			
61	Question Bank Discussions Unit 1	CO 1	T2, R1
62	Question Bank Discussions Unit 2	CO 2	T2, R2
63	Question Bank Discussions Unit 3	CO 3, 4	T3, R1
64	Question Bank Discussions Unit 4	CO 5	T4, R2
65	Question Bank Discussions Unit 5	CO 6	T3, R3

**Prepared By:**

Ms. B V S V Lakshmi Mondem, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>BUSINESS COMMUNICATION AND SOFT SKILLS SEMINAR</b>				
Course Code	CMBD13				
Program	MBA				
Semester	I				
Course Type	Foundation				
Regulation	MB23				
Course Structure	Theory			Practical	
	Lecture	Tutorials	Credits	Laboratory	Credits
	-	-	-	4	2
Course Coordinator	Ms. Waheeda Begum, Assistant Professor				

### I COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
UG	-	-	Basic concepts of management

### II COURSE OVERVIEW:

The principle aim of the course is to help the students gain a well-rounded introduction to business communication skills learning and its significance in their day to day life. Moreover, the course pays special attention to develop skills for effective written business communication, career building and different methods of job searching.

### III MARKS DISTRIBUTION:

Subject	SEE Examination	CIE Examination	Total Marks
Business Communication and Soft Skills Seminar	60 Marks	40 Marks	100

### IV DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Demo Video	✓	Lab Worksheets	✓	Viva Questions	✓	Probing further Questions
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## V EVALUATION METHODOLOGY:

For practical subjects there shall be a Continuous Internal Assessment (CIA) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:

1. A write-up on day-to-day experiment in the laboratory (in terms of Preparation / Performance in the laboratory / Calculations and graphs / Results and error analysis / Viva-voce) which shall be evaluated for 30 marks.
2. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 10 marks.
3. The Semester End Examination shall be conducted with an external examiner and the laboratory teacher. The external examiner shall be appointed from the cluster/ other colleges which will be decided by the examination branch of the University.

In the Semester End Examination held for 3 hours and total 60 marks are divided and allocated as shown below:

1. 10 marks for write-up
2. 15 for experiment/program
3. 15 for evaluation of results
4. 10 marks for presentation on another experiment/program in the same laboratory course
5. 10 marks for viva-voce on concerned laboratory course

	Experiment Based	Programming based
20 %	Objective	To test the preparedness for the experiment.
20 %	Analysis	To test the performance in the laboratory.
20 %	Design	To design the related PPTs
20 %	Conclusion	Conclusion
20 %	Viva	Viva

### Continuous Internal Assessment (CIA):

Laboratory Course: For practical subjects there shall be a Continuous Internal Assessment (CIA) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:

1. A write-up on day-to-day experiment in the laboratory (in terms of Preparation / Performance in the laboratory / Calculations and graphs / Results and error analysis / Viva-voce) which shall be evaluated for 30 marks.
2. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 10 marks.

Component	Laboratory		Total Marks
	Day-to-day performance	Final internal lab assessment	
CIA Marks	20	20	40

### Continuous Internal Examination (CIE):

One CIE examinations shall be conducted at the end of the 16th week of the semester. The CIE examination is conducted for 10 marks of 3 hours duration.

#### 1. Experiment Based

Objective	Analysis	Design	Conclusion	Viva	Total

**1. Programming Based**

Objective	Analysis	Design	Conclusion	Viva	Total
2	2	2	2	2	10

**VI. COURSE OBJECTIVES:**

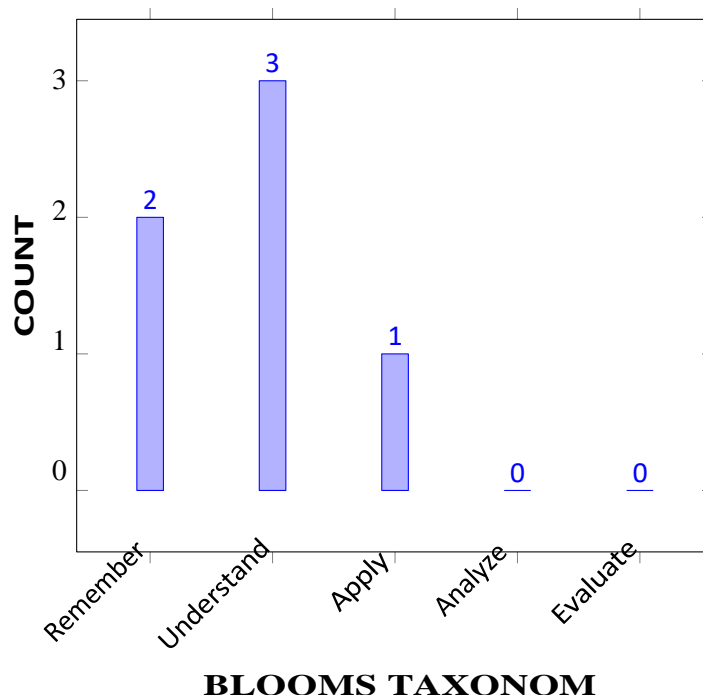
<b>The students will try to learn:</b>	
I	The skills for effective written business communication.
II	How to write in detail project report.
III	How to write business letters and improve written communication.

**VII. COURSE OUTCOMES:**

**After successful completion of the course, students should be able to:**

CO 1	Discuss and apply the practice exercises of writing business messages.	Apply
CO 2	Describe the various components of writing a business letter	Understand
CO 3	Understand the various formats in instructions.	Remember
CO 4	Apply the practice exercises to analyze the audience..	Apply
CO 5	Illustrate various parts of corporate reports and business proposals.	Understand
CO 6	Explore the strategies of self-analysis to build a better career	Understand

**COURSE KNOWLEDGE COMPETENCY LEVEL**



## VIII.HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes	
PO 1	<b>Managerial skills:</b> Apply knowledge of management theories and practices to solve business problems.
PO 2	<b>Decision making skills:</b> Foster Analytical and critical thinking abilities for data-based decision making..
PO 3	<b>Ethics:</b> Ability to develop value based Leadership ability.
PO 4	<b>Communication Skills:</b> Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO 6	<b>Entrepreneurial and Innovation Skills:</b> Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding and develop as successful entrepreneurs.
PO 7	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.
PO 8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.

## IX.HOW PROGRAM OUTCOMES ARE ASSESSED:

Program		Strength	Proficiency Assessed by
PO 4	<b>Communication Skills:</b> Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.	3	Seminar / VIVA / Discussion
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3	Seminar / VIVA / Discussion

**3 = High; 2 = Medium; 1 = Low**

## X. HOW PROGRAM SPECIFIC OUTCOMES ARE ASSESSED:

Program		Strength	Proficiency Assessed by
PSO1	An ability to apply conceptual foundations of management to solve practical decision-making problems.	-	-
PSO2	An ability to adapt to dynamic changes in an environment with an understanding of societal and ecological issues relevant to professional managerial practice through life-long learning.	-	-
PSO3	Excellent adaptability to function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.	-	-

**3 = High; 2 = Medium; 1 = Low**

**XI. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES**

COURSE OUTCOMES	PROGRAM OUTCOMES		PSO'S
	PO 4	PO 5	PSO 3
CO 1	✓		-
CO 2	✓		-
CO 3	✓		-
CO 4	✓		-
CO 5	✓		-
CO 6	✓	✓	-

**XII.ASSESSMENT METHODOLOGY DIRECT:**

CIE Exams	✓	SEE Exams	✓	Seminars	-
Laboratory Practices	✓	Student Viva	✓	Certification	-

**XIII.ASSESSMENT METHODOLOGY INDIRECT:**

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

**XIV.SYLLABUS:**

<b>MODULE I</b>	<b>INTRODUCTION (08)</b> Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings
<b>MODULE II</b>	<b>DEVELOPING BUSINESS WRITING SKILLS (08)</b> Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.
<b>MODULE III</b>	<b>BUSINESS REPORTS AND PROPOSALS (10)</b> Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.
<b>MODULE IV</b>	<b>ORAL AND EMPLOYMENT COMMUNICATION (09)</b> The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview
<b>MODULE V</b>	<b>CONTEMPORARY ASPECTS IN COMMUNICATION</b> Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

1. V. TEXTBOOKS: 1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020. 2. Mallika Nawal, Business

Communication, Cengage Learning, 2e, 2020. 3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019. 4. Meenakshi Raman and Prakash Singh, "Business Communication", Oxford, 1st edition, 2012. 5. Lesikar, "Basic Business Communication", TMH, 3rd edition, 2015.

2. VI. REFERENCE BOOKS: 1. Ober Newman, Communicating in Business, Cengage Learning, 2015. 2. Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018. 3. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017. 4. David Irwin, "Effective Business Communications", Viva-Thorogood, 3rd edition, 2015. 5. Rajendra Pal, J S KorlahaHi, "Essentials of Business Communication", Sultan Chand and Sons, 2nd edition, 2015.

3. VII. WEB REFERENCES: 1. <http://www.abahe.co.uk/Free-En-Resources/English-for-Managers-BusinessCorrespondance.pdf> 2.

[http://www.pcfreak.net/international\\_university\\_college\\_files/Business%20Communication.pdf](http://www.pcfreak.net/international_university_college_files/Business%20Communication.pdf)

VIII. E-TEXT BOOKS: 1. <https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=8> 2.

<https://www.goodreads.com/shelf/show/business-communication>

## **XV. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

<b>S.No</b>	<b>Topics to be covered</b>	<b>CO's</b>	<b>Reference</b>
1	Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication	CO 1	T1: 2.3
2	Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally	CO 3	T1: 3.1
3	Non-Verbal Communication, Listening, Communication through social media, Business Meetings.	CO 2	T1: 3.11
4	Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting	CO 2	T1: 4.8
5	Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages,	CO 3	T2: 2.8
6	Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.	CO 1	T2: 3.5
7	Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.	CO 2	T2: 4.6
8	The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations.	CO 5	R1: 2.1
9	Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.	CO 5	R1: 2.8
10	Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication,	CO 6	R1: 3.1
11	Communication in Information Technology, e-Business related Operations.	CO 6	R2:2.1

## **XVI.EXPERIMENTS FOR ENHANCED LEARNING (EEL):**

<b>S.No</b>	<b>Design Oriented Experiments</b>
1	Writing exercises of business messages, effective project reports.
2	Writing instructions to market your own products.
3	Practice skype interviews and mock sessions on being an interviewer.
4	Research on different types of reports .
5	Personality development and etiquettes on different situations.

**Signature of Course Coordinator**  
**Ms. Waheeda Begum**

**HOD, MBA**





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>STATISTICAL DATA ANALYSIS - LABORATORY</b>				
<b>Course Code</b>	<b>CMBD12</b>				
<b>Program</b>	MBA				
<b>Semester</b>	FIRST				
<b>Course Type</b>	<b>CORE</b>				
<b>Regulation</b>	MB-23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Ms. D Sandhya, Assistant Professor				

#### I. COURSE OVERVIEW:

The principle aim of the course is to help the students gain a well-rounded introduction to it for manager's laboratory learning and its significance in their day to day life. Moreover, the course pays special attention to develop understand and implement computer programs in the areas related to algorithms, system software, multimedia, web design, big data analytics, and networking for efficient analysis and design of computer-based systems of varying complexity., career building and different methods of job searching.

#### II. COURSE PRE-REQUISITES:

<b>Level</b>	<b>Course Code</b>	<b>Semester</b>	<b>Prerequisites</b>
UG	-	-	Basic concepts of management

#### III. MARKSDISTRIBUTION:

<b>Subject</b>	<b>SEE Examination</b>	<b>CIA Examination</b>	<b>Total Marks</b>
STATISTICAL DATA ANALYSIS - LABORATORY	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

#### V. EVALUATION METHODOLOGY:

For practical subjects there shall be a Continuous Internal Assessment (CIA) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:

1. A write-up on day-to-day experiment in the laboratory (in terms of Preparation / Performance in the laboratory / Calculations and graphs / Results and error analysis / Viva-voce) which shall be evaluated for 30 marks.
2. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 10 marks.
3. The Semester End Examination shall be conducted with an external examiner and the laboratory teacher. The external examiner shall be appointed from the cluster/ other colleges which will be decided by the examination branch of the University.

In the Semester End Examination held for 3 hours and total 60 marks are divided and allocated as shown below:

1. 10 marks for write-up
2. 15 for experiment/program
3. 15 for evaluation of results
4. 10 marks for presentation on another experiment/program in the same laboratory course
5. 10 marks for viva-voce on concerned laboratory course

#### VI. COURSE OBJECTIVES:

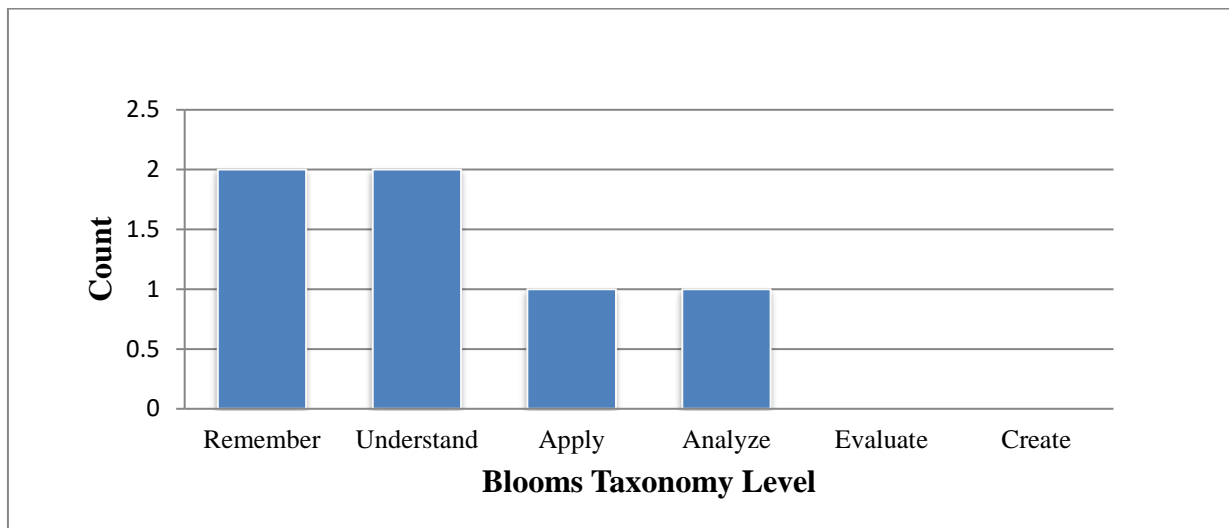
The students will try to learn:	
I	The application of Statistical tools to Research Problem / Projects
II	The statistical tools for decision making.
III	The working with MS Excel for hypotheses testing.
IV	The different types of formulas and functions in MS Excel.

#### VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Make use of Statistical Packages like MS Excel and SPSS for business problems analysis.	Understand
CO 2	Design the reports using MS Excel, such as Home, Insert, Page Layout, Formulas, Data, Review, View, and Add-ins.	Remember
CO 3	Apply skills in entering, editing, copying, cutting, pasting, and formatting data in MS Excel and SPSS.	Apply
CO 4	Analyze data, use data names and ranges, apply filters and sorting, and create validation lists.	Analyze

CO 5	Format tables, apply basic formulas and functions, and create charts and graphs for data analysis.	Understand
CO 6	Generate reports using advanced formulas and functions, explore worksheet features, and perform data analysis using pivot tables and pivot charts.	Remember

### COURSE KNOWLEDGE COMPETENCY LEVELS



### VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Guest Lectures
PO2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO3	<b>Ethics:</b> Ability to develop value based Leadership ability	1	Seminars
PO7	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2	Assignments
PO8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	3	Assignments

**3 = High; 2 = Medium; 1 = Low**

### IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	-	-	-	-	-	√
CO 2	√	√	-	-	-	-	√	√
CO 3	-	√	√	-	-	-	√	√
CO 4	√	-	√	-	-	-	√	-

CO 5	-	√	√	-	-	-	√	√
CO 6	-	√	√	-	-	-	-	√

#### X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	<b>Recollect (knowledge)</b> Understanding statistical packages are valuable for managers, as they often need to analyze data to make informed decisions and solve business problems. Knowledge of these packages equips them with the skills to apply data analysis tools effectively.	2
	PO 2	<b>Explain</b> Proficiency in statistical packages like MS Excel and SPSS is essential for fostering analytical and critical thinking abilities. These tools allow students to work with data and make data-based decisions, enhancing their decision-making skills.	2
	PO 8	<b>Discuss</b> the use of statistical packages, which are essential technical tools for data analysis. Learning to use these packages helps in developing technical skills, enabling students to face the competitive world where data-driven decision-making is crucial.	2
CO 2	PO 1	<b>Identify (knowledge)</b> Knowledge of MS Excel functions and features is beneficial for managers as they often need to use Excel for data analysis and problem-solving. Being familiar with Excel's capabilities enables them to apply it to real-world business problems.	1
	PO 2	<b>Proficiency</b> in Excel functions and features fosters analytical and critical thinking abilities, particularly when dealing with data for decision-making. Students can analyze data effectively and make data-based decisions.	2
	PO 7	<b>Recognizing (knowledge)</b> Strategic skills are enhanced when students can effectively use tools like Excel. Knowledge of Excel functions and features empowers them to analyze data, a crucial aspect of formulating managerial strategies in a dynamic global business environment.	2
	PO 8	<b>Proficiency</b> related to using Excel, which is a valuable tool in the competitive business world.	
CO 3	PO 2	<b>Explain</b> Proficiency in statistical packages like MS Excel and SPSS is essential for fostering analytical and critical thinking abilities. These tools allow students to work with data and make data-based decisions, enhancing their decision-making skills.	2
	PO 3	<b>Focus</b> the use of statistical packages, which are essential technical tools for data analysis. Learning to use these packages helps in developing technical skills, enabling students to face the competitive world where data-driven decision-making is crucial.	1
	PO 7	<b>Recognize</b> Strategic skills are enhanced when students can effectively use tools like Excel. Knowledge of Excel functions and features empowers them to analyze data, a crucial aspect of formulating managerial strategies in a dynamic global business environment	3

	<b>PO 8</b>	<b>Proficiency</b> related to using Excel, which is a valuable tool in the competitive business world.	
<b>CO 4</b>	<b>PO 1</b>	<b>Identify (knowledge)</b> Understanding statistical packages are valuable for managers, as they often need to analyze data to make informed decisions and solve business problems. Knowledge of these packages equips them with the skills to apply data analysis tools effectively.	2
	<b>PO 3</b>	<b>Focus the</b> use of statistical packages, which are essential technical tools for data analysis. Learning to use these packages helps in developing technical skills, enabling students to face the competitive world where data-driven decision-making is crucial.	
	<b>PO 7</b>	<b>Memorize</b> Strategic skills are enhanced when students can effectively use tools like Excel. Knowledge of Excel functions and features empowers them to analyze data, a crucial aspect of formulating managerial strategies in a dynamic global business environment	2
<b>CO 5</b>	<b>PO 2</b>	<b>Derive</b> Proficiency in statistical packages like MS Excel and SPSS is essential for fostering analytical and critical thinking abilities. These tools allow students to work with data and make data-based decisions, enhancing their decision-making skills.	2
	<b>PO 3</b>	<b>Understanding</b> the use of statistical packages, which are essential technical tools for data analysis. Learning to use these packages helps in developing technical skills, enabling students to face the competitive world where data-driven decision-making is crucial	2
	<b>PO 7</b>	<b>Outline</b> Strategic skills are enhanced when students can effectively use tools like Excel. Knowledge of Excel functions and features empowers them to analyze data, a crucial aspect of formulating managerial strategies in a dynamic global business environment	2
	<b>PO 8</b>	<b>Proficiency</b> related to using Excel, which is a valuable tool in the competitive business world.	
<b>CO 6</b>	<b>PO 2</b>	<b>Derive</b> Proficiency in statistical packages like MS Excel and SPSS is essential for fostering analytical and critical thinking abilities. These tools allow students to work with data and make data-based decisions, enhancing their decision-making skills.	2
	<b>PO 3</b>	<b>Prepare</b> Strategic skills are enhanced when students can effectively use tools like Excel. Knowledge of Excel functions and features empowers them to analyze data, a crucial aspect of formulating managerial strategies in a dynamic global business environment	2
	<b>PO 8</b>	<b>Extend</b> related to using Excel, which is a valuable tool in the competitive business world	1

### XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	2	2	2	-	-	-	-
CO 2	1	-	-	2	-	-	2	-
CO 3	2	-	-	1	-	-	3	-
CO 4	2	-	-	-	-	-	2	-
CO 5	2	2	-	-	-	-	2	-
CO 6	2	2	2	1	-	-	-	-

### XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	66.66	66.66	66.66	-	-	-	-
CO 2	50.00	-	-	66.66	-	-	50.00	-
CO 3	100.00	-	-	33.33	-	-	75.00	-
CO 4	100.00	-	-	-	-	-	50.00	-
CO 5	100.00	66.66	-	-	-	-	50.00	-
CO 6	100.00	66.66	66.66	33.33	-	-	-	-

### XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, 0 being no correlation, 1 being the low correlation, 2 being medium correlation and 3 being high correlation.

0 –  $0 \leq C \leq 5\%$  – No correlation; 2 –  $40\% < C < 60\%$  – Moderate.

1 –  $5 < C \leq 40\%$  – Low/ Slight; 3 –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	3	3	-	-	-	-
CO 2	2	-	-	3	-	-	2	-
CO 3	3	-	-	1	-	-	3	-

<b>CO 4</b>	3	-	-	-	-	-	2	-
<b>CO 5</b>	3	3	-	-	-	-	2	-
<b>CO 6</b>	3	3	3	1	-	-	-	-
<b>TOTAL</b>	17	9	6	8			9	-
<b>AVERAGE</b>	<b>2.83</b>	<b>3</b>	<b>3</b>	<b>2</b>			<b>2.25</b>	-

#### **XIV. ASSESSMENT METHODOLOGY - DIRECT**

CIE Exams	PO1,PO2, PO3, PO4, PO7	SEE Exams	PO1,PO2, PO3, PO4, PO7.	Assignments	PO4, PO7	Seminars	PO 2, PO 3
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO1, PO7						

#### **XV. ASSESSMENT METHODOLOGY - INDIRECT**

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

#### **XVI. SYLLABUS**

<b>WEEK – 1</b>	<b>INTRODUCTION TO STATISTICAL PACKAGES</b>
MS - EXCEL/SPSS: Introduction, uses, functions and features of Statistical Packages, Getting started with excel/SPSS	
<b>WEEK – 2</b>	<b>HIGHLIGHTS AND MAIN FUNCTIONS</b>
Home, Insert, page layout, formulas, Data, review, view, add-ins, using help function, Customizing the Quick Access Toolbar.	
<b>WEEK – 3</b>	<b>INTRODUCTION TO CREATING AND USING TEMPLATES</b>
Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers.	
<b>WEEK – 4</b>	<b>BASICS OF WORKING WITH DATA</b>
Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.	
<b>WEEK-5</b>	<b>USING AND FORMATTING TABLES</b>
Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets.	
<b>WEEK-6</b>	<b>DATA FROM EXTERNAL SOURCES</b>
Securing the Document, Advanced Formulas and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.	

<b>WEEK-7</b>	<b>DATA ANALYSIS -I</b>
Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode.	
<b>WEEK-8</b>	<b>MEASURE OF DISPERSION</b>
Variance, standard deviation, Coefficient of variation, correlation, regression lines.	
<b>WEEK-9</b>	<b>DATA ANALYSIS -II</b>
T-test, F-test, ANOVA one-way classification, chi square test, independence of attributes.	
<b>WEEK-10</b>	<b>TIME SERIES</b>
Forecasting Method of least squares, moving average method, inference and discussion of results.	
<b>WEEK-11</b>	<b>VARIOUS FORMATTING STYLES IN LaTeX-PART - I</b>
Using LaTeX to create project certificate. Features to be covered: - Formatting Fonts in word, Drop Cap in word.	
<b>WEEK-12</b>	<b>VARIOUS FORMATTING STYLES IN LaTeX-PART - II</b>
Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Using Date and Time option in LaTeX.	
<b>WEEK-13</b>	<b>GRAPHICS AND TABLES IN LaTeX-PART - I</b>
Create LaTeX documents with images and image caption at centre alignment.	
<b>WEEK-14</b>	<b>GRAPHICS AND TABLES IN LaTeX-PART - II</b>
Table with thick border and table caption with centre alignment, row height, and content with cell centre alignment	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1. Gross Debra, "Succeeding in Business with Microsoft Excel - 2013: A Problem Solving Approach", Cengage Learning, 1st edition, 2014.</li> <li>2. Paul Mcfedries, "Excel 2013 Formulas and Functions", Pearson Education, 1st edition, 2013.</li> <li>3. Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1st edition, 2013.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Giridhar Joshi, "Management Information Systems", Oxford University Press, Revised 1st edition, 2013.</li> <li>2. Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, Revised 1<sup>st</sup>edition, 2011.</li> <li>3. Guy Hart Davis, "How to do everything with Microsoft Office Excel", Tata McGraw Hill, Revised 1<sup>st</sup>edition, 2010.</li> </ol>	



## XVII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be Covered	COs	Reference
1	Introduction of Excel and uses, functions and features of Statistical Packages, Getting started with excel/SPSS.	CO 1	T1: 2.3
2	Highlights and Main Functions of page layout, formulas, Data, review, view, add-ins, Using help function, Customizing the Quick Access Toolbar.	CO 1	T1: 3.1
3	Generation of Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers.	CO 2	T1: 3.11
4	Use of Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.	CO 1	T1: 4.8
5	Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets.	CO 2	T2: 2.8
6	Generation of Securing the Document, Advanced Formulas and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.	CO 3	T2: 3.5
7	Understand the tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode.	CO 4	T2: 4.6
8	Measure of Variance, standard deviation, Coefficient of variation. Correlation, regression lines.	CO 4	R1: 2.1
9-10	Generation of T-test, F-test, ANOVA one-way classification, chi square test, independence of attributes	CO 4	R1: 2.8
11	Forecasting Method of least squares, moving average method. Inference and discussion of results.	CO 3	R1: 3.1
12	Using LaTeX to create project certificate. Features to be covered: - Formatting Fonts in word, Drop Cap in word.	CO 4	R2:2.1
13	Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Using Date and Time option in LaTeX.	CO 5	R2:2.6
14	Create LaTeX documents with images and image caption at centre alignment.	CO 5	R2:3.2

**Prepared By:**

Ms. D Sandhya, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE DESCRIPTION

<b>Department</b>	<b>MASTER OF BUSINESS ADMINISTRATION</b>				
<b>Course Title</b>	<b>HUMAN RESOURCE MANAGEMENT</b>				
<b>Course Code</b>	<b>CMBD14</b>				
<b>Program</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	<b>CORE</b>				
<b>Regulation</b>	MB23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Dr. P. Lavanya, Associate Professor				

### I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBD01	I	Management of Organizational Behavior

### II. COURSE OVERVIEW:

Human Resource Management links people-related activities to business strategy. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques, and issues. Topics include job analysis and design; recruitment and selection; evaluation; performance management; occupational health and safety; and the strategic contribution of HRM to organizational performance and evaluating HRM effectiveness. Working with contemporary case studies, collaborative and individual work processes enhance communication and discourse, which are characteristic of the HRM context and environment.

### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Human Resource Management	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

#### V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment(CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

##### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 12 marks. **There could be a maximum of two sub divisions in a question.**

The expected percentage of cognitive level of the questions is broadly based on the criteria given in Table: 1.

Table 1: The expected percentage of cognitive level of questions in SEE.

50%	To test the objectiveness of the concept
30%	To test the analytical skill of the concept
20%	To test the applications of the concept

##### Continuous Internal Assessment (CIA):

For each theory course the CIA shall be conducted by the faculty / teacher handling the course. CIA is conducted for a total of 40 marks, with 30 marks for Continuous Internal Examination (CIE), 05 marks for Assignment and 05 marks for Alternative Assessment Tool (AAT). **Two CIE Tests are Compulsory** and sum of the two tests, along with the scores obtained in the assignment and AAT shall be considered for computing the final CIA of a student in a given course.

The CIE Tests/Assignment /AAT shall be conducted by the course faculty with due approval from the HOD. Advance notification for the conduction of Assignment and AAT is mandatory and the responsibility lies with the concerned course faculty.

**Table 2: Assessment pattern for Theory Courses**

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--		100 Marks

**Continuous Internal Examination (CIE):**

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

**Assignment:**

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

**Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to the each course teacher in that semester.

**Alternative Assessment Tool (AAT):**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. The AAT may include, **Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

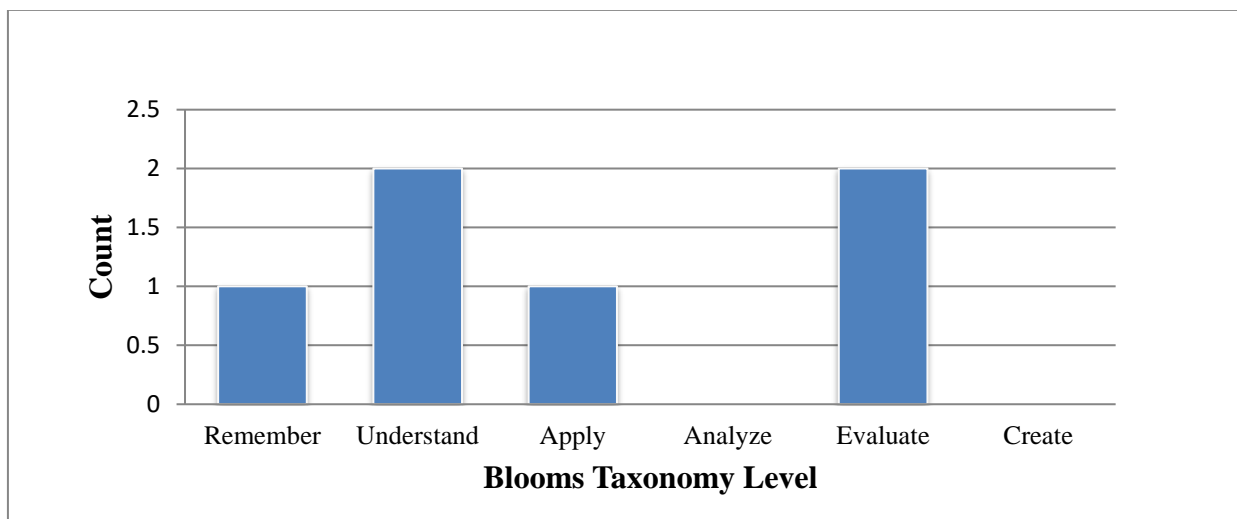
**VI. COURSE OBJECTIVES:**

<b>The students will try to learn:</b>	
I	The role of human resource management in the effective management of organization
II	The process of recruitment, selection and performance management system in an organization.
III	Basic training strategies and specifications for the delivery of training programs.
IV	The processes for compensation management and reward systems.
V	The industrial relations and knowledge of labor laws and contemporary issues in human resource management.

## VII. COURSE OUTCOMES:

<b>After successful completion of the course, students will be able to:</b>		
<b>Course Outcomes</b>		<b>Knowledge Level (Bloom's Taxonomy)</b>
CO 1	Summarize and apply basic human resource management concepts to real-world business situations.	Understand
CO 2	Recognize and classify various recruitment and selection processes to enhance employees' performance.	Remember
CO 3	Demonstrate the concept of training and development, as well as describe the different types of training to improve employees' talents and performance.	Understand
CO 4	Identify performance appraisal procedures that can help you to improve your work skills, knowledge, talents, and personalities	Apply
CO 5	Develop compensation and reward strategy to recruit, motivate, and retain outstanding talent.	Evaluate
CO 6	Incorporate strong employee and employer relations to promote cooperation and productivity among employees.	Evaluate

### COURSE KNOWLEDGE COMPETENCY LEVELS



## VIII. PROGRAM OUTCOMES:

<b>Program Outcomes</b>	
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.
PO 2	<b>Decision-making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	<b>Ethics:</b> Ability to develop Value based Leadership ability.
PO 4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
PO 6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.

Program Outcomes	
PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.

#### IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
<b>PO1</b>	<b>Managerial skills:</b> Apply knowledge of management theories and practices to solve business problems	3	Assignments.
<b>PO2</b>	<b>Decision making skills::</b> Foster Analytical and critical thinking Abilities for data-based decision making solution.	3	Assignments
<b>PO3</b>	<b>Ethics:</b> Ability to develop Value based Leadership ability.	3	Seminars
<b>PO4</b>	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
<b>PO5</b>	<b>Leadership skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3	Assignments
<b>PO7</b>	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	2	Seminars

**3 = High; 2 = Medium; 1 = Low**

#### X. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
<b>CO 1</b>	√	√	-	√	-	-	-	-
<b>CO 2</b>	√	-	√	√	√	-	√	-
<b>CO 3</b>	√	-	-	√	-	-	-	-
<b>CO 4</b>	√	-	-	-	-	-	-	-
<b>CO 5</b>	√	√	√	√	√	-	√	-
<b>CO 6</b>	-	√	√	√	√	-	√	-

## XI. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Understand the scope and need of Human resource management.	2
	PO 2	Illustrate the circumstances job analysis and design, uses of job analysis and methods of data collection.	3
	PO 4	Ability to understand the human resource management, human resource objectives and human resource activities.	2
CO 2	PO 1	Understand and Compare about information of human resource planning process, human resource information systems and assessment of human resource requirements.	2
	PO 3	Understand the importance of medical evaluation, job offer, induction and placement.	3
	PO 4	Apply the concept of performance management skills, job description and specifications, job design, job redesign and job rotation.	2
	PO 5	Remember the information of designing and conducting the effective interview, reference and background verification	3
	PO 7	Analyze the principles of job enlargement, job enrichment, strategic and human resource planning.	3
CO 3	PO 1	Understand the concept of the recruitment process and methods of recruiting.	2
	PO 4	Remember the realistic job preview, challenges of recruiting, selection process and type of tests	3
CO 4	PO 1	Analyze the concept of training process, training methods, and training methods.	3
CO 5	PO 1	Apply the levels of the appraisal process and methods of evolution.	2
	PO 2	Understand the concept of performance evaluation and the appraisal interview.	2
	PO 3	Apply the concept of the feedback interview and the role of appraisal in managing performance	3
	PO 4	Understand the need of training and the training management.	3
	PO 5	Understand the features of the individual group. Organizational techniques, evaluation of training and development	3
	PO 7	Remember the principles of reward systems.	3
CO 6	PO 2	Remember the performance related concepts like benchmarking, six sigma and competency mapping.	2
	PO 3	Understand the causes of remedial measures, collective bargaining and the management of conflicts.	2
	PO 4	Understand the concept of career planning and development.	2
	PO 5	Remember the concept of the grievance procedure, guidelines for handling grievances.	3
	PO 7	Remember the concept of Quality of work life.	2

## XII. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	3	-	3	-	-	-	-
CO 2	2		3	2	3		3	
CO 3	2	-	-	3	-	-	-	-
CO 4	2	-	-	-	-	-	-	-
CO 5	2	2	3	3	3	-	3	-
CO 6	-	2	2	2	3	-	2	-

## XIII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100%	100%	-	-	-	-	-	-
CO 2	100%	-	100%	100%	40%	-	75%	-
CO 3	100%	-	-	100%	-	-	-	-
CO 4	100%	-	-	-	-	-	-	-
CO 5	100%	100%	100%	100%	40%	-	-	-
CO 6	100%	-	-	100%	40%	-	-	-

## XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  – No correlation;

**2** –  $40\% < C < 60\%$  – Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight;

**3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	3	-	-	-	-	-	-



<b>CO 2</b>	3	-	3	3	2	-	3	-
<b>CO 3</b>	3	-	-	3	-	-	-	-
<b>CO 4</b>	3	-	-	-	-	-	-	-
<b>CO 5</b>	3	3	3	3	2	-	-	-
<b>CO 6</b>	-	-	-	3	2	-	-	-
<b>TOTAL</b>	15	6	6	12	6	-	3	-
<b>AVERAGE</b>	3	3	3	3	2	0	3	0

### XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO 2, PO3, PO 4, PO5, PO 7	SEE Exams	PO1, PO 2, PO3, PO 4, PO5, PO 7	Assignments	PO1, PO 2, PO3, PO 4, PO5, PO 7	Seminars	PO1, PO 2, PO3, PO 4, PO5, PO 7
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

### XVI. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
X	Assessment of Mini Projects by Experts		

### XVII. SYLLABUS

<b>MODULE-I</b>	<b>INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</b>	<b>Classes:10</b>
Nature, importance of HRM, objectives and functions HR as a source of competitive advantage, Equal opportunity and the Law, Human Resource Management and Analysis, Human Resource Planning and Human capital Analysis, agile HR		
<b>MODULE -II</b>	<b>RECRUITMENT AND SELECTION</b>	<b>Classes:10</b>
Hiring process and hiring decision, external and internal hiring, screening the candidates, Job analysis – critical incident technique, position analysis questionnaire, subject expert workshops, job analysis questionnaire.		
<b>MODULE -III</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>Classes:10</b>
Training and developing of employees, methods of training, performance management and appraisal. Methods and techniques of performance appraisal, Managing employee retention, engagement, and careers.		
<b>MODULE -IV</b>	<b>COMPENSATION AND REWARD MANAGEMENT</b>	<b>Classes:10</b>
Establishing Strategic Pay Plans, components of Employee remuneration, Pay for Performance and Financial Incentives, Benefits and Services		
<b>MODULE -V</b>	<b>EMPLOYEE RELATIONS</b>	<b>Classes:10</b>
Ethics, Employee Relations, and Fair Treatment at Work, Labor Relations and Collective Bargaining, Employee welfare measures, Managing Global Human Resources, Managing Human Resources in Small and Entrepreneurial Firms, employee separation.		
<b>Text Books:</b>		

<ol style="list-style-type: none"> <li>1. V.S.P. Rao, "Human Resource Management", Cengage Learning, 8<sup>th</sup>Edition, 2019.</li> <li>2. Raman Preet, "Future of Human Resource Management: Case Studies with Strategic Approach", Cengage Learning, 5<sup>th</sup>Edition, 2019.</li> <li>3. K.Aswathappa, "Human Resource Management", Mc Graw-Hill, 8<sup>th</sup>Edition, 2017.</li> <li>4. Gary Dessler, Biju Varkkey. "Human Resource Management", Pearson, 4<sup>th</sup>Edition, 2017.</li> <li>5. Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, "Human Resource Management", Cengage Learning, 10<sup>th</sup>Edition, 2016.</li> <li>6. Gary Dessler, Human Resource Management, Pearson Publications, 15<sup>th</sup>Edition, NewDelhi, 2011.</li> <li>7. Aryasri, A. V. V Raju, "Human Resources Management", Students Helpline Publishing House Private Limited, 2<sup>nd</sup>Edition, 2010.</li> <li>8. R S. Dwivedi, Human Resource Management, Vikas publishing house, 2<sup>nd</sup>Edition, Bangalore,2009.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Venkata Raman C. S, Srivastava B. K, "Personnel Human Resource Management", Tata McGraw Hill, 2<sup>nd</sup> Edition, 2009.</li> <li>2. Cynthia D. Fisher, Lyle F. Schoenfeld, "Human Resource Management", Wiley India Publishers, 3<sup>rd</sup> Edition, 2009.</li> <li>3. Jyothi, " Human Resource Management", Pearson Education, 12<sup>th</sup> Edition, 2009.</li> <li>4. R. Wayne Mondy, Robert M. Noe, "Human Resource Management", Pearson Education, 5<sup>th</sup> revised Edition, 2009.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://play.google.com/books/reader?id=-NbrDQAAQBAJ&amp;hl=en&amp;pg=GBS.PT14">https://play.google.com/books/reader?id=-NbrDQAAQBAJ&amp;hl=en&amp;pg=GBS.PT14</a></li> <li>2. <a href="https://play.google.com/books/reader?id=Qckq8zyRPYC&amp;hl=en&amp;pg=GBS.PT26.w.5.0.49">https://play.google.com/books/reader?id=Qckq8zyRPYC&amp;hl=en&amp;pg=GBS.PT26.w.5.0.49</a></li> <li>3. <a href="https://play.google.com/books/reader?id=51G11zh2yp8C&amp;hl=en&amp;pg=GBS.PR13">https://play.google.com/books/reader?id=51G11zh2yp8C&amp;hl=en&amp;pg=GBS.PR13</a></li> <li>4. <a href="https://play.google.com/books/reader?id=3tY8DgAAQBAJ&amp;hl=en&amp;pg=GBS.PA6">https://play.google.com/books/reader?id=3tY8DgAAQBAJ&amp;hl=en&amp;pg=GBS.PA6</a></li> </ol>
<b>E - Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.pdfdrive.com/human-resources-management-set-concepts-methodologies-tools-and-applications-human-resources-management-concepts-methodologies-tools-and-applications-e175226969.html">https://www.pdfdrive.com/human-resources-management-set-concepts-methodologies-tools-and-applications-human-resources-management-concepts-methodologies-tools-and-applications-e175226969.html</a></li> <li>2. <a href="https://www.pdfdrive.com/human-resource-management-e5972245.html">https://www.pdfdrive.com/human-resource-management-e5972245.html</a></li> <li>3. <a href="https://www.pdfdrive.com/human-resource-management-e30956441.html">https://www.pdfdrive.com/human-resource-management-e30956441.html</a></li> <li>4. <a href="https://www.pdfdrive.com/human-resource-management-practice-yimgcom-e11037371.html">https://www.pdfdrive.com/human-resource-management-practice-yimgcom-e11037371.html</a></li> <li>5. <a href="https://open.lib.umn.edu/humanresourcemanagement/">https://open.lib.umn.edu/humanresourcemanagement/</a></li> <li>6. <a href="https://primo.csu.edu.au/permalink/61CSU_INST/1hkg98a/alma991001683790402357">https://primo.csu.edu.au/permalink/61CSU_INST/1hkg98a/alma991001683790402357</a></li> <li>7. <a href="https://www.freebookcentre.net/business-books-download/Human-Resource-Management-by-Kamaraj-College.html">https://www.freebookcentre.net/business-books-download/Human-Resource-Management-by-Kamaraj-College.html</a></li> </ol>

## XVIII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be Covered	COs	Reference
<b>OBE DISCUSSION</b>			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
<b>CONTENT DELIVERY (THEORY)</b>			
2	Definition and Nature of HRM	CO 1	T-1 1-5, R-2 2-10

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
3	Importance of HRM	CO 1	T-1 1-5, R-2 2-10
4	Objectives and functions HR	CO 1	T-2 6-18, R-2 25-26
5	HR as a source of competitive advantage	CO 1	T-2 6-18, R-2 25-26
6	Law of Equal opportunity	CO 1	T-1 19 - 23, R-2 27-32
7	Human Resource Management and Analysis	CO 1	T-1 19 - 23, R-2 27-32
8	Human Resource Planning - Introduction	CO 1	T-1 19-25, R-2 33-35
9	Human capital Analysis,	CO 1	T-1 19-25, R-2 33-35
10	Strategy of HR Capital Analysis	CO 1	T-1 19-25, R-2 33-35
11	Agile HR.	CO 1	T-1 19-25, R-2 33-35
12	Hiring process and Hiring decision,	CO 2	12-13
13	External and Internal hiring Process.	CO 2	12-13
14	external and internal hiring & screening the candidates	CO 2	R-2 99-105
15	Job analysis – critical incident technique,	CO 2	T-2 104-115,
16	Job Analysis - Introduction	CO 2	T-2 104-116,
17	Critical incident technique.	CO 2	T-2 104-117,
18	Position analysis questionnaire, subject expert workshops	CO 2	T-2 104-117,
19	Job Analysis - Questionnaire - Types	CO 2	T-2 104-185,
20	Training and developing of employees - Introduction	CO 3	T-2 104-115,
21	Methods of training – Advantages & Disadvantages	CO 3	T-2 104-115,
22	Types of Training methods	CO 3	T-2 104-115
23	Performance management – Introduction	CO 3	T-2 117-126, R-2 155-198
24	Importance Performance management	CO 3	T-2 117-126, R-2 155-198
25	Appraisal Methods and techniques	CO 4	T-2 117-126, R-2 155-198
26	Appraisal Methods and techniques	CO 4	T-2 117-126, R-2 155-198
27	Appraisal Methods and techniques	CO 4	T-2 117-126, R-2 155-198
28	Managing Employee Retention - Nature	CO 4	T-2 117-126, R-2 155-198
29	Managing Employee Retention - Methods	CO 4	T-2 117-126, R-2 155-198

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
30	Engagement, and Careers.	CO 4	T-2 117-126, R-2 155-198
31	Components of Employee remuneration - Introduction	CO 5	T-2 138-165, R-2 142-153
32	Components of Employee remuneration – Areas & Ways	CO 5	T-2 138-165, R-2 142-153
33	Establishing Strategic Pay Plans – types of pay	CO 5	T-2 138-165, R-2 142-153
34	Establishing Strategic Pay Plans – Methods of Pay	CO 5	T-2 138-165, R-2 142-153
35	Pricing Strategy - Remuneration	CO 5	T-2 138-165, R-2 142-153
36	Remuneration Methods – Financial & Non Financial	CO 5	T-2 138-165, R-2 142-153
37	Pay for Performance and Financial Incentives,	CO 5	T-2 138-165, R-2 142-153
38	Pay for Performance and Financial Incentives - Importance	CO 5	T-2 138-165, R-2 142-153
39	Benefits and Services – Financial Nature	CO 5	T-2 138-165, R-2 142-153
40	Types of Employee Benefits	CO 5	T-2 138-165, R-2 142-153
41	Types of Employee Benefits	CO 5	T-2 138-165, R-2 142-153
42	Employee Services - Importance	CO 5	T-2 138-165, R-2 142-153
44	Employee Services - Importance	CO 5	T-2 138-165, R-2 142-153
45	Ethics – Introduction to HRM - Ethics	CO 5	T-1 168-175, R-2 65-68
46	Employee Relations - Importance	CO 5	T-2 77-85, R-2 112-116
47	Employee Relations – Rights - Objectives	CO 5	T-1 177-186, R-1 117-125
48	Fair Treatment at Work - importance	CO 5	T-2 98-105, R-2 214-225
49	Fair Treatment at Work - Areas	CO 6	T-2 235-258, R-2 214-225
50	Labor Relations - Nature	CO 6	T-2 235-258, R-2 214-225
51	Labor Relations - methods	CO 6	T-2 235-258, R-2 214-225
52	Collective Bargaining – definition, nature	CO 6	T-2 235-258, R-2 214-225
53	Collective Bargaining – importance, methods	CO 6	T-2 235-258, R-2 214-225
54	Employee welfare measures Managing Global Human Resources	CO 6	T-2 235-258, R-2 214-225
55	Employee welfare measures Managing Global Human Resources	CO 6	T-2 235-258, R-2 214-225
56	Issues of Global HRM	CO 6	T-2 235-258, R-2 214-225

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
57	Managing Human Resources in Small and Entrepreneurial Firms	CO 6	T-2 235-258, R-2 214-225
58	Managing Human Resources in Small and Entrepreneurial Firms	CO 6	T-2 235-258, R-2 214-225
59	Employee separation - Introduction	CO 6	T-2 235-258, R-2 214-225
60	Employee separation - Modes	CO 6	T-2 235-258, R-2 214-225
<b>QUESTION BANK DISCUSSION</b>			
61	Human Resource Management	CO 1	T-1, R-2
62	Recruitment and Selection	CO 2	T-1, R-1
63	Training and Development	CO 3,4	T-1, R-2
64	Compensation and Reward Management	CO 5	T-2, R-2
65	Employee Relations	CO 6	T-1, R-2

**Prepared by:**  
Dr. P. Lavanya, Associate Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTION

<b>Course Title</b>	<b>FINANCIAL MANAGEMENT</b>				
<b>Course Code</b>	<b>CMBD15</b>				
<b>Program</b>	MBA				
<b>Semester</b>	SECOND				
<b>Course Type</b>	<b>CORE</b>				
<b>Regulation</b>	IARE – MB23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Dr. T Vara Lakshmi, Professor				

### I. COURSE OVERVIEW:

The course focuses on the nature, scope, evolution of finance function; goals of finance function enable students to understand maximizing profit, wealth, welfare and earnings per share of business concern. Financial management is also very useful to the business concerns to take investment decisions, capital structure decisions and dividend decisions from time to time for the growth and development of business. This course includes management of cash, receivables, inventory and current assets in working capital planning. This course uses the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

### II. COURSE PRE-REQUISITES:

<b>Level</b>	<b>Course Code</b>	<b>Semester</b>	<b>Prerequisites</b>
PG	CMBD02	I	Accounting for management

### III. MARKSDISTRIBUTION:

<b>Subject</b>	<b>SEE Examination</b>	<b>CIA Examination</b>	<b>Total Marks</b>
Financial Management	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

#### V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking all the CIA examinations.

##### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or 'choice will be drawn from each module. Each question carries 12 marks.

**The emphasis on the questions is broadly based on the following criteria:**

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

##### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

##### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

**Assignment:**

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

**Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

**Alternative Assessment Tool (AAT) / Quiz:**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

**VI. COURSE OBJECTIVES:**

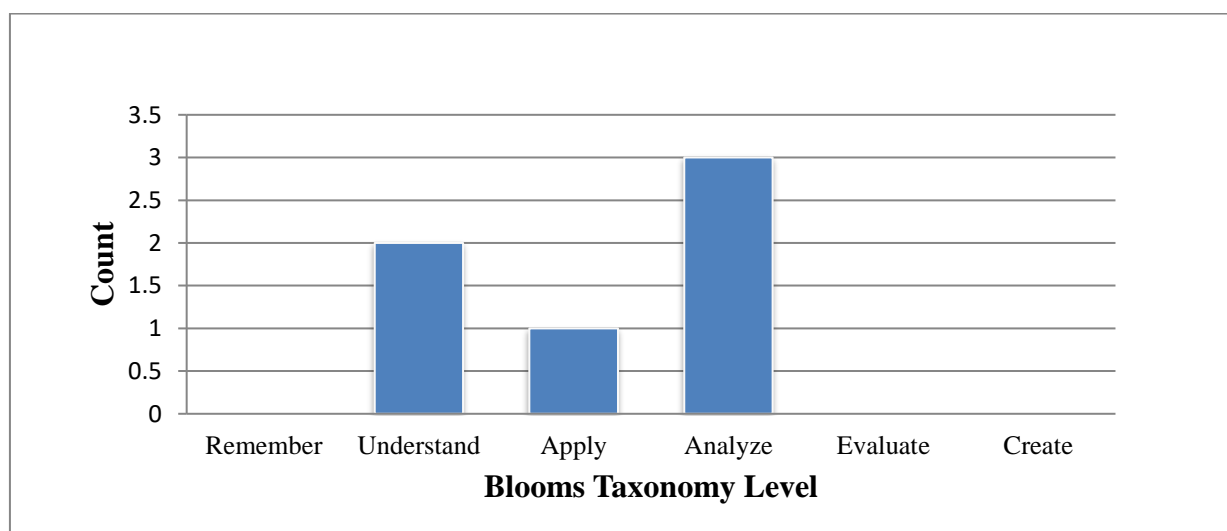
<b>The students will try to learn:</b>	
I	The basic functions and goals of financial management for better utilization of funds.
II	Investment strategies for effective utilization of financial resources.
III	Capital structure decisions for proper utilization of funds.
IV	Dividend decisions and related theories to help investors earn a high return on their investment.
V	Strategies and techniques of current asset management to fund day-to-day business operations.



## VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Describe the basic functions and goals of financial management to know the importance of finance function in the contemporary scenario.	Understand
CO 2	Discuss the characteristics and importance of investment decisions and capital budgeting principles to evaluate the cash flows	Analyze
CO 3	Demonstrate the importance of financial structure and leverages decisions to analyze the capital structure.	Analyze
CO 4	Explain the measurement of cost of capital to help the business organizations in expanding the operations.	Analyze
CO 5	Enumerate the dividend decisions, value of the firm and relevance for dividends declaration and payments.	Apply
CO 6	Examine the concept of working capital and committees recommendations on this concept to identify the fund requirement for day to day operations.	Understand

## COURSE KNOWLEDGE COMPETENCY LEVELS



## VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	3	Assignments
PO2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO4	<b>Ethics:</b> An ability to understand professional and ethical responsibility.	3	Assignments
PO6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	3	Seminars
PO7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	2.75	Seminars

3 = High; 2 = Medium; 1 = Low

## IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	-	√	-	-	-	-
CO 2	-	√	-	-	-	-	√	-
CO 3	√	√	-	-	-	-	-	-
CO 4	√	-	-	√	-	-	-	-
CO 5	√	-	-	-	-	√	√	-
CO 6	-	-	-	-	-	√	√	-

## X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	<b>Recollect (knowledge)</b> the basic concept of financial management concepts and to an extent appreciate (understand) the importance of <b>finance management system to promote the organized economy system and solve the business problems.</b>	2
	PO 2	<b>Describe (knowledge)</b> the importance of time value of money in the investments for <b>business developments in the context of risk return decisions.</b>	3
	PO 4	<b>Interpret (knowledge)</b> about the risk return tradeoff to <b>communicate effectively with the users to contribute to the development of the company.</b>	3
CO 2	PO 2	<b>Comprehend</b> and write effective reports on the capital budgeting techniques by developing good <b>communicational aspects with investors.</b>	3
	PO 7	<b>Recognizing (knowledge)</b> the contribution of capital budgeting (application) by its functional <b>strategic principles and methodology</b>	3
CO 3	PO 1	<b>Apply (knowledge)</b> the leverages and its importance of <b>managing the statistical analysis of the financing.</b>	2
	PO 2	<b>Recognize</b> the importance of financial structure in implementing <b>strategies of the funds maintenance.</b>	3
CO 4	PO 1	<b>Construct</b> the managerial models in the capital structure activities to <b>communicate with the investors.</b>	2
	PO 4	<b>Examine</b> the significance of breakeven analysis of financial leverage to <b>formulate profitable strategies in quantitative restrictions.</b>	2
CO 5	PO 1	<b>Derive</b> the existence possibility of dividend decisions in <b>meeting the practical solutions of the organization.</b>	2

	<b>PO 6</b>	<b>Differentiate</b> the value of the firm and relevance for dividends declaration to analyze the <b>managerial strategies in the funding business environment.</b>	2
	<b>PO 7</b>	<b>Outline</b> the contribution of dividend to meet the <b>funding activities of the investments.</b>	3
<b>CO 6</b>	<b>PO 6</b>	<b>Explain</b> the working capital techniques with <b>appropriate implementable strategies.</b>	2
	<b>PO 7</b>	<b>Examine</b> the strategies in cash, receivables and inventory management while implementing the managerial decisions of businesses.	3

#### XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
		2	3	3	3	5	3	4
<b>CO 1</b>	2	3	-	3	-	-	-	-
<b>CO 2</b>	-	3	-	-	-	-	3	-
<b>CO 3</b>	2	3	-	-	-	-	-	-
<b>CO 4</b>	2	-	-	3	-	-	-	-
<b>CO 5</b>	2	-	-	-	-	3	3	-
<b>CO 6</b>	-	-	-	-	-	3	2	-

#### XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
		2	3	3	3	5	3	4
<b>CO 1</b>	100.00	100.00	-	100.00	-	-	-	-
<b>CO 2</b>	-	100.00	-	-	-	-	75.00	-
<b>CO 3</b>	100.00	100.00	-	-	-	-	-	-
<b>CO 4</b>	100.00	-	-	100.00	-	-	-	-
<b>CO 5</b>	100.00	-	-	-	-	100.00	75.00	-
<b>CO 6</b>	-	-	-	-	-	100.00	50.00	-

### XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  –No correlation;

**2** –  $40\% < C < 60\%$  –Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight;

**3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	-	3	-	-	-	-
CO 2	-	3	-	-	-	-	3	-
CO 3	3	3	-	-	-	-	-	-
CO 4	3	-	-	3	-	-	-	-
CO 5	3	-	-	-	-	3	3	-
CO 6	-	-	-	-	-	3	2	-
<b>TOTAL</b>	12	9	-	6	-	6	8	-
<b>AVERAGE</b>	<b>3</b>	<b>3</b>	-	<b>3</b>	-	<b>3</b>	<b>2.75</b>	-

### XIV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO4, PO6, PO7	SEE Exams	PO1, PO2, PO4, PO6, PO7.	Assignments	PO1, PO4	Seminars	PO 2, PO 6, PO 7.
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

### XV. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

### XVI. SYLLABUS

<b>UNIT-I</b>	<b>THE FINANCE FUNCTION</b>
Nature and scope, evolution of finance function , new role in the contemporary scenario , goals of finance function, maximizing vs. satisfying, profit vs. wealth vs. welfare, the agency relationship and costs, risk-return trade off, concept of time value of money ,future value and present value.	
<b>UNIT-II</b>	<b>THE INVESTMENT DECISION</b>
Investment decision process, developing cash flow, data for new projects, capital budgeting techniques :traditional and discounted cash flow methods: payback period method, average rate of return method, net present value method, profitability index method, internal rate of return method (problems), the net present value vs. internal rate return; approaches for reconciliation, capital	

budgeting decision under conditions of risk and uncertainty.	
<b>UNIT-III</b>	<b>CAPITAL STRUCTURE DECISIONS</b>
<p>Cost of capital: concept and measurement of cost of capital, debt vs. equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.</p> <p>Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning Per Share Analysis (problems).</p>	
<b>UNIT-IV</b>	<b>DIVIDEND DECISIONS</b>
<p>Dividends and value of the firm ,Relevance of dividends, MM hypothesis, Factors determining dividend policy, dividends and valuation of the firm, the basic models. Declaration and payment of dividends, bonus shares, rights issue, share-splits, and major forms of dividends: cash and bonus shares, The theoretical backdrop: dividends and valuation, Major theories centered on the works of Gordon and Walter models (problems). A brief discussion on dividend policies of Indian companies.</p>	
<b>UNIT-V</b>	<b>WORKING CAPITAL MANAGEMENT</b>
<p>Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Management of cash, basic strategies for cash management, cash budget (problems) , cash management techniques/processes; management of receivables and management of inventory (problems), the importance of current assets management in working capital planning, planning of working capital, financing of working capital through bank finance and trade credit, recommendations of Tandon and Daheja committee on working capital, cases.</p>	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1 Chandra, Prasanna, “Fundamentals of Financial Management”, McGraw-Hill Education, 9th Edition, 2020.</li> <li>2. Rajesh Kothari, “Financial Management a contemporary Approach”, Sage publications, 1st Edition, 2017.</li> <li>3. Srivastava, “Financial Management”, Himalaya Publication House, Mumbai, 6th Edition, 2016.</li> <li>4. Prasanna Chandra, “Financial Management Theory and Practice”, McGraw Hill, New Delhi, 9th Edition, 2015.</li> <li>5. I.M. Pandey, “Financial Management”, Vikas Publishing House, New Delhi, 11th Edition, 2015.</li> <li>6. Brigham, E. F. and Ehrhardt. M. C. “Financial Management Theory and Practice”, Cengage Learning, USA, 15th Edition, 2015.</li> <li>7. I.M. Pandey, “Financial Management”, Vikas Publishing House Publications, 10th Edition, 2010.</li> <li>8. Jonathan Berk, Peter De Marzo and Ashok Thampy, “Financial Management”, Pearson Publications, 4th Edition, 2010.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South- Western Publications, 10th Edition, 2006.</li> <li>2. Vishwanath S. R., “Corporate Finance Theory and Practice”, Sage Publications, 2nd Edition, 2007.</li> <li>3. Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill,</li> <li>4. 7th Edition, 2005.</li> <li>5. Sudershana Reddy, “Financial Management”, HPH Publications, 6th Edition, 2010.</li> <li>6. Rajiv Srivastava and Anil Misra, “Financial Management”, Oxford Higher Education Publications, 4th Edition, 2009.</li> </ol>	

## XVII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be Covered	COs	Reference
1	Definition, nature, scope and evolution of finance function.	CO1	T-1, R-2
2	New role of finance function in the contemporary scenario.	CO1	T-2, R-2
3	Goals of finance function.	CO1	T-1, R-2
4	Maximizing profit Vs wealth Vs welfare maximization.	CO1	T-1, R-2
5	The agency relationship and costs	CO1	T-2, R-2
6	Basic finance function concept i.e., risk return trade-off.	CO1	T-1, R-1
7	Concept of time value of money.	CO1	T-2, R-2
8	Concept of future value and present value.	CO1	T-1, R-2
9	Investment decision process.	CO2	T-2, R-2
10	Developing cash flow, data for new projects.	CO2	T-1, R-2
11	Capital budgeting techniques- traditional and discounted cash flow methods.	CO2	T-1, R-2
12	Net present value Vs Internal rate of return debate.	CO2	T-2, R-2
13	Approaches for reconciliation.	CO2	T-1, R-2
14	Capital budgeting decision under conditions of risk and uncertainty.	CO2	T-2, R-2
15	Concept and measurement of cost of capital. Debt Vs Equity.	CO2	T-1, R-1
16	Cost of equity.	CO3	T-2, R-2
17	Cost of preference shares.	CO3	T-1, R-2
18	Cost of retained earnings.	CO3	T-2, R-2
19	Weighted average cost of capital and marginal cost of capital.	CO3	T-2, R-1
20	Importance of cost of capital in capital budgeting decisions.	CO3	T-2, R-2
21	Capital structure Vs financial structure.	CO4	T-1, R-1
22	Over and under capitalizations.	CO4	T-2, R-2
23	Financial leverage.	CO4	T-1, R-2
24	Operating leverage and composite leverage.	CO4	T-1, R-1
25	Earnings before interest and tax.	CO4	T-1, R-1
26	Earnings per share analysis	CO4	T-2, R-1
27	Break even analysis of financial leverage.	CO4	T-1, R-1

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
28	The Modigliani miller theory.	CO4	T-1, R-2
29	Net Income theory of Financial Management	CO4	T-1, R-1
30	Traditional theory and NOI theory		
31	Dividends and value of the firm.	CO5	T-1, R-1
32	Relevance of dividends, the MM hypothesis.	CO5	T-1, R-1
33	Factors determining dividend policy.	CO5	T-2, R-1
34	Dividends and valuation of the firm, the basic models.	CO5	T-1, R-1
35	Declaration and payment of dividends, bonus shares, Rights issue, share-splits.	CO5	T-1, R-1
36	Major forms of dividends: cash and bonus shares.	CO5	T-1, R-1
37	Major theories cantered on the works of GORDON, WALTER and LITNER.	CO5	T-1, R-2
38	A brief discussion on dividend policies of Indian companies.	CO5	T-1, R-1
39	Components of working capital, gross vs. net working capital.	CO6	T-1, R-1
40	Determinants of working capital needs.	CO6	T-1, R-1
41	The operating cycle approach.	CO6	T-1, R-1
42	Management of cash	CO6	T-1, R-2
43	Functions, characteristics of cash management	CO6	T-1, R-2
44	Basic strategies for cash management	CO6	T-1, R-2
45	Problems on the cash budget.	CO6	T-1, R-1
46	Problems on the cash budget	CO6	T-1, R-1
47	Problems on the cash budget	CO6	T-1, R-1
48	Management of receivables and management of inventory.	CO6	T-2, R-1
49	The importance of current assets management in working capital planning.	CO6	T-1, R-1
50	working capital planning mechanisms	CO6	T-1, R-1
51	Planning of working capital.	CO6	T-1, R-1
52	Working Capital strategies	CO6	T-1, R-1
53	Financing of working capital through bank finance	CO6	T-2, R-1
54	Financing of working capital through trade credit	CO6	T-2, R-1
55	Recommendations of Tendon committee on working capital.	CO6	T-2, R-1
56	Recommendations of other committees on working capital.	CO6	T-2, R-1

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
57	Discussion of Case studies on Unit 1		
58	Discussion of Case studies on Unit 2		
59	Discussion of Case studies on Unit 3		
60	Discussion of Case studies on Unit 4		
61	Discussion of Case studies on Unit 5		
62	Discussion of Question Bank Unit 1		
63	Discussion of Question Bank Unit 2		
64	Discussion of Question Bank Unit 3		
65	Discussion of Question Bank Unit 4		
66	Discussion of Question Bank Unit 5		

**Prepared By:**

Dr. Vara Lakshmi Thavva, Professor

**HOD, MBA**





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTION

<b>Course Title</b>	MARKETING MANAGEMENT				
<b>Course Code</b>	CMBD16				
<b>Programme</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	CORE				
<b>Regulation</b>	IARE – MB23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	--	4	--	--
<b>Course Coordinator</b>	Dr. K Jagannayaki, Professor				

#### I. COURSE OVERVIEW:

This course imparts the skills to make effective decision making with respect to the various marketing function including assessing marketing opportunities and also develop them to formulating marketing strategies along with implementation plans. Course topics include market-oriented strategic planning, marketing research and information systems, buyer behavior, target market selection, competitive positioning, product and service planning and managing pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, media, direct marketing, and sales promotions. Through a combination of interactive discussions, and applies mar topics to consumer and business-to-business products, services, and non-profit organizations.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
--	--	--	--	--

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Marketing Management	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

## V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment(CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 12 marks. **There could be a maximum of two sub divisions in a question.**

The expected percentage of cognitive level of the questions is broadly based on the criteria given in Table: 1.

Table 1: The expected percentage of cognitive level of questions in SEE.

Percentage of Cognitive Level	Blooms Taxonomy Level
0 %	Remember
33.33 %	Understand
16.67%	Apply
16.67 %	Analyze
16.67%	Evaluate
16.67 %	Create

### Continuous Internal Assessment (CIA):

For each theory course the CIA shall be conducted by the faculty / teacher handling the course. CIA is conducted for a total of 40 marks, with 30 marks for Continuous Internal Examination (CIE), 05 marks for Assignment and 05 marks for Alternative Assessment Tool (AAT). **Two CIE Tests are Compulsory** and sum of the two tests, along with the scores obtained in the assignment and AAT shall be considered for computing the final CIA of a student in a given course.

The CIE Tests/Assignment /AAT shall be conducted by the course faculty with due approval from the HOD. Advance notification for the conduction of Assignment and AAT is mandatory and the responsibility lies with the concerned course faculty.

Table 2: Assessment pattern for Theory Courses

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--		100 Marks

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

**Assignment:**

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

**Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to the each course teacher in that semester.

**Alternative Assessment Tool (AAT):**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. The AAT may include, **Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

**VI. COURSE OBJECTIVES:**

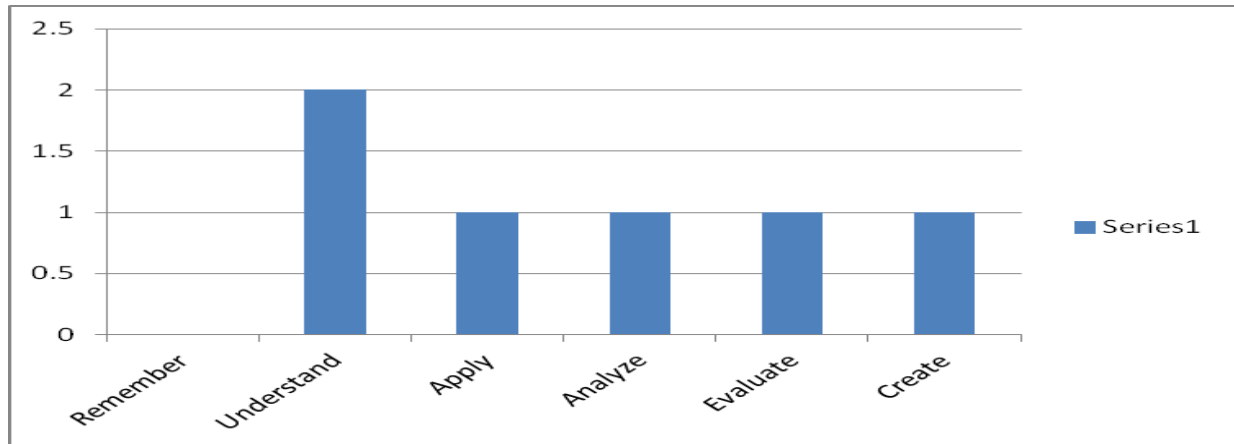
<b>The students will try to learn:</b>	
I	Core concepts of marketing and the role of marketing in business and society.
II	Aspects of consumer behavior and consumer decisions.
III	Conduction of market segmentation, targeting, and positioning analysis.
IV	Distribution, promotion, and communication strategies into an action plan.
V	Various pricing strategies as well as contemporary issues in marketing.

**VII. COURSE OUTCOMES:**

<b>After successful completion of the course, students will be able to:</b>		
<b>Course Outcomes</b>		<b>Knowledge Level (Bloom's Taxonomy)</b>
CO 1	Illustrate the marketing concepts and information system skills to evaluate current business events in the Industry.	Understand
CO 2	Analyze consumer markets, customer value, product and brand development to increase customer satisfaction.	Analyze

CO 3	Integrate the concepts of consumer and business market segmentation for effective product design and development.	Understand
CO 4	Apply the concept of market target and positioning to establish the image of a brand.	Apply
CO 5	Develop marketing channels, promotional mix and sales promotion strategies to set a business apart from its competitors.	Create
CO 6	Appraise pricing-related strategies, and developing marketing trends to maximize sales growth.	Evaluate

**COURSE KNOWLEDGE COMPETENCY LEVEL**



**VIII. PROGRAM OUTCOMES:**

Program Outcomes	
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.
PO 2	<b>Decision-making Skills:</b> Foster Analytical and critical thinking abilities for data-based decisionmaking.
PO 3	<b>Ethics:</b> Ability to develop Value based Leadership ability.
PO 4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
PO 6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.
PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.

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PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.

#### IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	CIE/AAT
PO2	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	3	CIE/AAT
PO3	<b>Ethics:</b> Ability to develop Value based Leadership ability	2	Assignments
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Seminar/ Conferences/ Research papers
PO5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team Environment.	2	
PO6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	
PO7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	3	CIE/AAT

3 = High; 2 = Medium; 1 = Low

#### X. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	-	√	√	√	√	-
CO 2	√	√	-	√	√	-	√	-
CO 3	√	√	√	√	√	√	√	-
CO 4	√	√	-	√	√	-	√	-
CO 5	√	√	-	√	-	√	√	-
CO 6	√	√	√	√	√	-	√	-

**XI. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT:**

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO1	Understand (knowledge) the basic concepts of marketing <b>to promote the products effectively and satisfy the consumer needs.</b>	2
	PO 2	Analyze the marketing concepts <b>to formulate and implement strategic decisions in the changing marketing environment.</b>	3
	PO4	Understand the marketing philosophies <b>to analyze changing marketing environment.</b>	2
	PO5	Identify the potential customers through market research to provide qualitative products efficiently to their customers.	2
	PO 6	Adapt (knowledge) various kinds of market research methods <b>to identify the needs of the customers from time to time.</b>	2
	PO7	Procure (knowledge) Marketing Information systems to maintain database for organizational growth.	3
CO 2	PO1	Understand the consumer markets to assess consumer behaviour in changing marketing scenario.	2
	PO 2	Ascertain (knowledge) the market core concepts for providing qualitative goods <b>to value customers with brand loyalty.</b>	3
	PO4	Acquire (knowledge) about consumers' taste and <b>preferences to enhance products and brands.</b>	2
	PO 5	Identify (knowledge) the role of marketing managers <b>to strengthen their business in changing scenarios.</b>	2
	PO 7	Analyze various (knowledge) marketing strategies <b>to promote products for sustainable growth.</b>	3
CO 3	PO1	Understand (knowledge) and analyze consumer behavior and demographics to identify potential market segments.	2
	PO2	Evaluate different market segments based on size, potentiality and growth to attract new consumers.	3
	PO3	Apply(Knowledge) business ethics to strengthen customer base	2
	PO4	Integrate the concept of market segmentation, targeting and positioning <b>to establish the image of a brand.</b>	3
	PO5	Able to lead teams to enhance customer loyalty and brand image.	2
	PO 6	Apply (knowledge) the marketing concepts mapping with the organizational goals <b>to support the requirements of customers.</b>	2
	PO 7	Focus on market segmentation <b>to fit the products to the target group of customers.</b>	2
CO 4	PO1	Understand (knowledge) the role of perceptual mapping in positioning strategy <b>to identify the components of successful positioning strategies.</b>	2
	PO2	Apply (knowledge) product positioning strategies for dissemination of total market <b>to secure a sound customer base.</b>	3
	PO4	Use real-world examples of positioning maps in various industries to avail competitive advantages and market opportunities.	3
	PO5	Evaluate the effectiveness of different product positioning strategies to achieve marketing objectives and secure major market share with dynamic leadership.	2
	PO 7	Apply (knowledge) the marketing concepts <b>to categorize the entire market strategically.</b>	3
CO 5	PO1	Understand and apply the role of intermediaries in the distribution process <b>to reach target markets effectively.</b>	2
	PO 2	Interpret (Knowledge) the various channels of marketing <b>to make products available to the customers.</b>	3
	PO4	Utilize metrics and analytics <b>to measure the ROI (return on investment) of promotional campaigns.</b>	2
	PO 6	Understand (Knowledge) the promotion mix concepts <b>to achieve competitive advantage.</b>	2

	<b>PO 7</b>	Apply (Knowledge) a critical analysis strategically <b>to ascertain the channel effectiveness.</b>	3
<b>CO 6</b>	<b>PO1</b>	Understand (knowledge) the fundamentals of interpersonal communication to develop effective communication skills for building rapport, establishing trust, and resolving conflicts in personal interactions.	2
	<b>PO 2</b>	Observe (Knowledge) the pricing strategies and sales promotion techniques <b>to maximize the company's optimum sales.</b>	2
	<b>PO3</b>	Demonstrate professionalism and ethical behavior in personal communication, in respect of confidentiality and boundaries.	2
	<b>PO 4</b>	Analyze different kinds of marketing structures with effective marketing communication channels <b>to satisfy the market demand in time.</b>	2
	<b>PO5</b>	Adapt communication styles and techniques, feedback mechanisms to continuously improve personal communication effectiveness.	2
	<b>PO7</b>	Employ technology tools and platforms to enhance personal communication efficiency and effectiveness, while being mindful of potential drawbacks and limitations.	3

## XII. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
		2	3	3	3	5	3	4
<b>CO 1</b>	2	3	-	2	2	2	3	-
<b>CO 2</b>	2	3	-	2	2	-	3	-
<b>CO 3</b>	2	3	2	2	2	2	3	-
<b>CO 4</b>	2	2	-	2	2	-	3	-
<b>CO 5</b>	2	2	-	3	-	2	3	-
<b>CO 6</b>	2	2	2	2	3	-	3	-

## XIII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
		2	3	3	3	5	3	4
<b>CO 1</b>	100.00	100.00	-	66.66	40.00	66.66	75.00	-
<b>CO 2</b>	100.00	100.00	-	66.66	40.00	-	75.00	-
<b>CO 3</b>	100.00	100.00	66.66	66.66	40.00	66.66	75.00	-
<b>CO 4</b>	100.00	66.66	-	66.66	40.00	-	75.00	-
<b>CO 5</b>	100.00	66.66	-	100.00	-	66.66	75.00	-
<b>CO 6</b>	100.00	66.66	66.66	66.66	60.00	-	75.00	-

**XIV. COURSE ARTICULATION MATRIX (PO MAPPING)**

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  –No correlation; **2** –  $40\% < C < 60\%$  –Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight; **3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	-	3	2	3	3	-
CO 2	3	3	-	3	2	-	3	-
CO 3	3	3	3	3	2	3	3	-
CO 4	3	3	-	3	2	-	3	-
CO 5	3	3	-	3	-	3	3	-
CO 6	3	3	3	3	3	-	3	-
<b>TOTAL</b>	18	18	6	18	11	9	15	-
<b>AVERAGE</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2.2</b>	<b>3</b>	<b>3</b>	-



## XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1,PO2 PO7	SEE Exams	PO1,PO2, PO7	Assignments	PO3	Seminars	PO4, PO5,PO6
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-	-	-	-	-	-	-

## XVI. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

## XVII. SYLLABUS

<b>MODULE - I</b>	<b>INTRODUCTION TO MARKETING AND MARKET RESEARCH (09)</b>
Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, and Changing Marketing landscape, Market Research -Definition of Marketing Research, Marketing Research process, Marketing Information systems, Marketing Research & Ethics, International Marketing Research.	
<b>MODULE - II</b>	<b>ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX (10)</b>
Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development, New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.	
<b>MODULE - III</b>	<b>DESIGNING A CUSTOMER DRIVEN STRATEGY (08)</b>
Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning, positioning maps, product positioning strategies.	
<b>MODULE - IV</b>	<b>DISTRIBUTION DECISIONS, PROMOTIONS AND COMMUNICATION STRATEGIES (10)</b>
Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication-communication process, communication promotion mix, factors affecting the promotion mix.	
<b>MODULE - V</b>	<b>PRICING DECISION AND PERSONAL COMMUNICATION (10)</b>
Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, rural marketing, BOP, relationship marketing, digital marketing, social media marketing, post-modern marketing, market sustainability and ethics, global marketing, green marketing.	
<b>Text books</b>	
<ol style="list-style-type: none"> <li>1. Iacobucci, Dawn. “Marketing management”, Cengage Learning, 6th edition, 2021.</li> <li>2. Park, Seohee. “Marketing Management”, Vol. 3. Seohee Academy, 6th edition, 2020.</li> <li>3. Kotler, P., Armstrong, G., Agnihotri, P. K., and Haque, E. “Principles of Marketing: A South Asian Perspective”, Pearson Education Prentice Hall of India, 17th edition, 2018.</li> <li>4. Philip Kotler, Gray Armstrong, “Principles of Marketing”, Pearson Education, 15th edition,</li> </ol>	

<p>2016.</p> <p>6. Lamb, Hair, Sharma, McDaniel, “Principles of Marketing”, a South Asian Perspective Cengage Learning, 2016.</p> <p>7. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, “Marketing”, Oxford University Press, Asian Edition, 2015.</p>
<b>References</b>
<p>1. Ramaswamy Namakumari, “Marketing Management”, TMH, 5th edition, 2013.</p> <p>2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, “Principles of Marketing, South Asian perspective”, Pearson Education, 13th edition, 2012.</p> <p>3. K.Karunakaran, “Marketing Management”, Himalaya Publishing House, 2nd edition, 2012.</p> <p>4. Rajan Saxena, “Marketing Management”, TMH, 4th edition, 2013.</p>
<b>Web References:</b>
<p>1. <a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf</a></p> <p>2. <a href="http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf">http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf</a></p>
<b>E-Text Books:</b>
<p>1. <a href="http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf">http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf</a></p> <p>2. <a href="http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing">http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing</a></p> <p>3. <a href="https://ipsedu.in/downloads/MBABooks/principles-of-marketing-philip-kotler">https://ipsedu.in/downloads/MBABooks/principles-of-marketing-philip-kotler</a></p> <p>4. <a href="http://solr.bccampus.ca:8001/bcc/file/ddbe3343-9796-4801-3191/Marketing">http://solr.bccampus.ca:8001/bcc/file/ddbe3343-9796-4801-3191/Marketing</a></p> <p>5. <a href="https://htbiblio.yolasite.com/resources/Marketing">https://htbiblio.yolasite.com/resources/Marketing</a></p>

#### XVIII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be covered	Course Outcomes	Reference
<b>OBE DISCUSSION</b>			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
<b>CONTENT DELIVERY (THEORY)</b>			
1	Introduction - Marketing	CO1	T-1, R-1
2	Importance and scope of Marketing	CO1	T-1, R-1
3	Core Marketing Concepts	CO1	T-1, R-1
4	Marketing Philosophies	CO1	T-1, R-1
5	Marketing Environment	CO1	T-1, R-1
6	Marketing Strategies & Plans, and Changing Marketing landscape	CO1	T-1, R-1
7	Market Research -Definition of MR	CO1	T-1, R-1
8	Marketing Research process	CO1	T-1, R-1
9	Marketing Information systems	CO1	T-1, R-1
10	Marketing Research & Ethics	CO1	T-1, R-1
11	International Marketing Research.	CO1	T-1, R-1

12	Decision Making	CO2	T-1, R-1
13	Building Customer Value	CO2	T-1, R-1
14	Analyzing Consumer Markets	CO2	T-1, R-1
15	Consumer Behavior – Cultural, Social & Personal Factors	CO2	T-2, R-2
16	Developing products & brands	CO2	T-2, R-2
17	Product levels; classifying products, product range,	CO2	T-2, R-2
18	Product line & product mix	CO2	T-2, R-2
19	Product Life Cycles	CO2	T-2, R-2
20	New product development, New Service Development,	CO2	T-2, R-2
21	Stages of Product/ Service innovation development	CO2	T-2, R-2
22	The process of adoption, Branding.	CO2	T-2, R-2
23	Market segmentation -Introduction	CO3	T-2, R-2
24	STP Process	CO3	T-2, R-2
25	Segmentation of consumer market, Business market	CO3	T-2, R-2
26	Requirement for effective segmentation	CO3	T-2, R-2
27	Selecting target market segmentation	CO3	T-2, R-2
28	Market targeting	CO3	T-2, R-2
29	Evaluating market segmentation	CO3	T-2, R-2
30	Positioning - Introduction	CO4	T-2, R-2
31	Positioning	CO4	T-1, R-1
32	Repositioning Strategies	CO4	T-1, R-1
33	Positioning maps	CO4	T-1, R-1
34	Product positioning strategies	CO4	T-1, R-1
35	Product positioning strategies	CO4	T-1, R-1
36	Contemporary issues in Positioning	CO4	T-1, R-1
37	Marketing Channels -Introduction	CO5	T-1, R-1
38	Channel intermediates and functions	CO5	T-1, R-1
39	Channel structure	CO5	T-1, R-1
40	Channel for consumer products, business and industrial products	CO5	T-1, R-1
41	Alternative channel	CO5	T-1, R-1
42	Channel strategy decisions	CO5	T-1, R-1

43	The promotional mix	CO5	T-1, R-1
44	Advertising	CO5	T-2, R-1
45	Public relations	CO5	T-2, R-1
46	Sales promotion	CO5	T-2, R-1
47	Personal selling	CO5	T-2, R-1
48	Direct and online Marketing	CO5	T-2, R-1
49	Marketing communication	CO5	T-2, R-1
50	Communication process	CO5	T-2, R-1
51	Communication promotion mix	CO5	T-1, R-1
52	Factors affecting the promotion mix.	CO5	T-1, R-1
53	Importance of price	CO6	T-1, R-1
54	Cost determinant of price, markup pricing,	CO6	T-1, R-1
55	Profit maximization pricing, break even pricing	CO6	T-1, R-1
56	Pricing strategies, ethics of pricing strategy, product line pricing	CO6	T-1, R-1
57	WOM, rural marketing, BOP, relationship marketing	CO6	T-1, R-1
58	Digital marketing, social media marketing, post-modern marketing	CO6	T-1, R-1
59	Market sustainability and ethics	CO6	T-1, R-1
60	Global marketing, green marketing	CO6	T-1, R-1
<b>QUESTION BANK DISCUSSION</b>			
61	Question Bank Discussions Unit 1	CO 1	T-1, R-1
62	Question Bank Discussions Unit 2	CO 2	T-1, R-1
63	Question Bank Discussions Unit 3	CO 3,4	T-1, R-1
64	Question Bank Discussions Unit 4	CO 5	T-1, R-1
65	Question Bank Discussions Unit 5	CO 6	T-1, R-1

**Prepared by:**  
**Dr. K Jagannayaki, Professor**

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	ENTREPRENEURSHIP DEVELOPMENT				
<b>Course Code</b>	CMBD17				
<b>Program</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	CORE				
<b>Regulation</b>	MB23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Course Coordinator</b>	Ms. K.L.Revathi, Assistant Professor				

#### I. COURSE OVERVIEW:

The purpose of the course is to acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, for analysing and understanding business situations in entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities. The objective of the course is, further on, to develop the ability of analysing various aspects of entrepreneurship—especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Entrepreneurship Development	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

#### V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking all the CIA examinations.

##### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or 'choice will be drawn from each module. Each question carries 12 marks.

**The emphasis on the questions is broadly based on the following criteria:**

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

##### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

##### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

##### Assignment:

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It

must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

### Management Talk:

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

### Alternative Assessment Tool (AAT) / Quiz:

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

### Definitions and Terminology / Quiz:

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

## VI. COURSE OBJECTIVES:

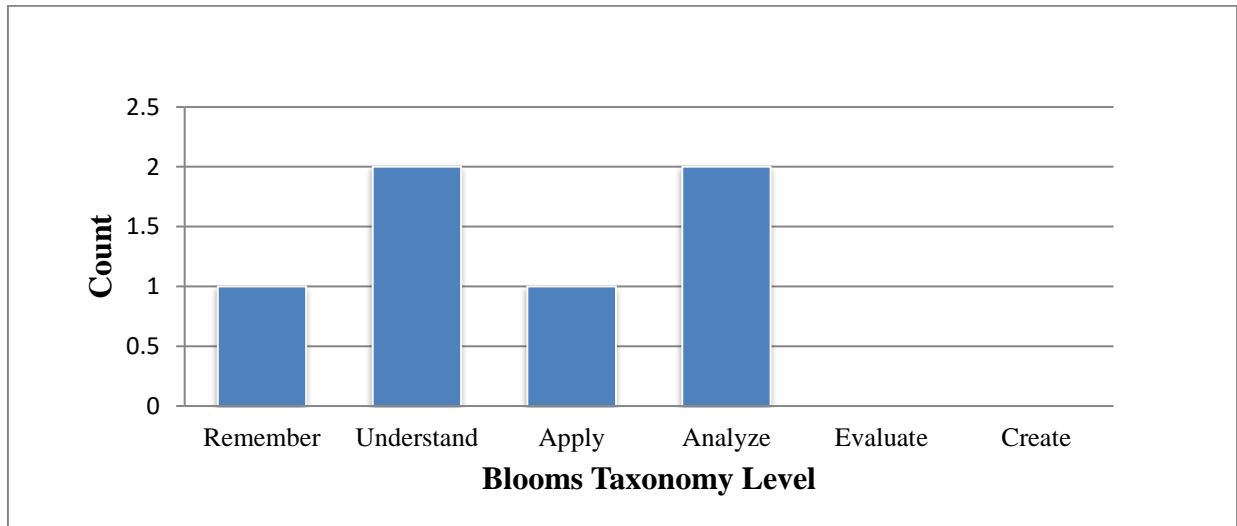
The students will try to learn:	
I	The historical evolution and contemporary significance of entrepreneurship, including its impact on economic development and societal change.
II	The various types of entrepreneurs, their roles, and the functions they perform within the entrepreneurial ecosystem, to comprehend the diverse approaches to entrepreneurship.
III	Competencies related to entrepreneurial mindset, stress management, and motivation, in order to navigate the challenges and opportunities inherent in the entrepreneurial journey.
IV	The strategies and techniques for launching entrepreneurial ventures, including corporate entrepreneurship, idea generation, and feasibility analysis, to effectively identify and pursue entrepreneurial opportunities.

## VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Comprehend the historical evolution of entrepreneurship and its contemporary trends, discerning its impact on economic development.	Understand
CO 2	Analyze the individual traits and motivations essential for entrepreneurial success, identifying the role of stress and ego in entrepreneurial behavior.	Analyze

CO 3	Evaluate various methods for identifying entrepreneurial opportunities and fostering creativity and innovation in venture creation.	Remember
CO 4	Assess different approaches to initiating ventures, including starting new ventures, acquiring existing ones, and franchising.	Understand
CO 5	Understand the significance of intellectual property protection and conduct feasibility analysis to evaluate the viability of entrepreneurial ventures.	Analyze
CO 6	Develop strategic planning skills necessary for entrepreneurial success, including business stabilization and growth strategies.	Understand

### COURSE KNOWLEDGE COMPETENCY LEVELS



### VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Assignments
PO2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO4	<b>Ethics:</b> An ability to understand professional and ethical responsibility.	3	Assignments
PO5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.	3	Assignments
PO6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	3	Seminars
PO7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	2	Seminars

3 = High; 2 = Medium; 1 = Low

### IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	-	√	√	√	-	-



CO 2	-	√	-	-	√	√	-	-
CO 3	√	√	-	-	√	√	-	-
CO 4	√	-	-	√	-	√	-	-
CO 5	√	√	-	-	-	√	√	-
CO 6	-	-	-	-	-	√	√	-

## X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	<b>Recollect (knowledge)</b> the basic concept of entrepreneurship concepts and to an extent appreciate (understand) the importance of <b>entrepreneurial mind set to promote the organized economy system and solve the business problems.</b>	1
	PO 2	<b>Describe (knowledge)</b> the importance of approaches for <b>business developments in the context of risk return decisions.</b>	3
	PO 4	<b>Interpret (knowledge)</b> about the evolution of entrepreneurship <b>to the development of the global economic aspects of business.</b>	2
	PO 5	<b>Enumerate (market trends)</b> the twenty first century trends in entrepreneurship <b>to lead themselves and others in the competition world.</b>	4
	PO 6	<b>Enhance (Skills)</b> entrepreneurial mind set and behavior <b>to demonstrate the skills and issues related to entrepreneurs to develop as entrepreneur.</b>	3
CO 2	PO 2	<b>Comprehend</b> and achieve entrepreneurial personality by developing good <b>communicational aspects with stakeholders.</b>	3
	PO 5	<b>Recognize (knowledge)</b> the contribution of ethical aspects by its functional <b>strategic principles and methodology</b>	3
	PO 6	<b>Explore (Creativity and Innovation)</b> the entrepreneurial ventures by <b>identifying the entrepreneurial skills.</b>	3
CO 3	PO 1	<b>Apply (knowledge)</b> the identified opportunities <b>to the technical analysis of the launching entrepreneurial ventures.</b>	2
	PO 2	<b>Recognize</b> the importance of imagination and creativity in implementing <b>strategies of the venture maintenance.</b>	3
	PO 5	<b>Develop (Skills)</b> the ideas generation by finding market gaps <b>to achieve the organizational goals.</b>	3
	PO 6	<b>Stabilize (strategies)</b> the corporate entrepreneurship <b>to take competitive advantage of entrepreneurship.</b>	3
CO 4	PO 1	<b>Construct</b> the managerial models in the franchising activities <b>to communicate with the investors.</b>	1
	PO 4	<b>Examine</b> the significance of new ventures <b>to understand the business activities.</b>	3

	<b>PO 6</b>	<b>Ability (Skills)</b> to improve innovative ventures to <b>establish an enterprise.</b>	3
<b>CO 5</b>	<b>PO 1</b>	<b>Derive</b> the existence possibility of legal decisions in <b>meeting the practical solutions of the organization.</b>	1
	<b>PO 2</b>	<b>Promote the</b> intellectual property protections for <b>entrepreneurial establishment decisions.</b>	3
	<b>PO 6</b>	<b>Differentiate</b> the entrepreneurial plans for industry and competitors declaration to analyze the <b>managerial strategies in the funding business environment.</b>	3
	<b>PO 7</b>	<b>Outline</b> the contribution of sources of finance to meet the <b>funding activities of the enterprises.</b>	2
<b>CO 6</b>	<b>PO 6</b>	<b>Explain</b> the strategic perspectives with <b>appropriate implementable strategies.</b>	3
	<b>PO 7</b>	<b>Examine</b> the strategies in building, growth and venture management while implementing the managerial decisions of businesses.	3

#### XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	1	3	-	2	4	3	-	-
<b>CO 2</b>	-	3	-	-	3	3	-	-
<b>CO 3</b>	2	3	-	-	3	3	-	-
<b>CO 4</b>	1	-	-	3	-	3	-	-
<b>CO 5</b>	1	3	-	-	-	3	2	-
<b>CO 6</b>	-	-	-	-	-	3	3	-

#### XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
<b>CO 1</b>	50.00	100.00	-	66.66	80.00	100.00	-	-
<b>CO 2</b>	-	100.00	-	-	60.00	100.00	-	-
<b>CO 3</b>	100.00	100.00	-	-	60.00	100.00	-	-
<b>CO 4</b>	50.00	-	-	100.00	-	100.00	-	-
<b>CO 5</b>	50.00	100.00	-	-	-	100.00	50.00	-
<b>CO 6</b>	-	-	-	-	-	100.00	75.00	-

### XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  – No correlation; **2** –  $40\% < C < 60\%$  – Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight; **3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	2	3	-	3	3	3	-	-
CO 2	-	3	-	-	3	3	-	-
CO 3	3	3	-	-	3	3	-	-
CO 4	2	-	-	3	-	3	-	-
CO 5	2	3	-	-	-	3	2	-
CO 6	-	-	-	-	-	3	3	-
<b>TOTAL</b>	9	12	-	6	9	18	5	-
<b>AVERAGE</b>	<b>2.25</b>	<b>3</b>	-	<b>3</b>	<b>3</b>	<b>3</b>	<b>2.5</b>	-

### XIV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1,PO2, PO4, PO5, PO6, PO7	SEE Exams	PO1,PO2, PO4, PO5, PO6, PO7.	Assignments	PO1, PO4, PO5	Seminars	PO 2, PO 6, PO 7.
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

### XV. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

### XVI. SYLLABUS

<b>UNIT-I</b>	<b>UNDERSTANDING ENTREPRENEURIAL MIND-SET</b>
The revolution impact of entrepreneurship - The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs - Approaches to entrepreneurship - Process approach - Role of entrepreneurship in economic development - Twenty first century trends in entrepreneurship.	
<b>UNIT-II</b>	<b>ENTREPRENEURIAL PERSONALITY</b>
The individual entrepreneurial mind-set and Personality- The entrepreneurial journey - Stress and the entrepreneur - the entrepreneurial ego – Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behaviour, Entrepreneurial competencies.	

<b>UNIT-III</b>	<b>LAUNCHING ENTREPRENEURIAL VENTURES</b>
Corporate Entrepreneurial Mind-set, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship Opportunities identification- Finding gaps in the market place – techniques for generating ideas.	
Entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures - Creating new ventures - Acquiring an Established entrepreneurial venture – Franchising - advantage and disadvantages of Franchising.	
<b>UNIT-IV</b>	<b>LEGAL CHALLENGES&amp;FEASIBILITY ANALYSIS</b>
Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.	
<b>UNIT-V</b>	<b>STRATEGIC PERSPECTIVES IN ENTREPRENEURSHIP</b>
Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.	
<b>Textbooks:</b>	
<ol style="list-style-type: none"> <li>1.Sharma, Sangeeta. “Entrepreneurship development”, PHI Learning Pvt. Ltd., 7<sup>th</sup> Edition, 2021.</li> <li>2. Akino, Susan. "SMEs and Entrepreneurship Development Determinants in Practice: Case of Uganda." Handbook of Research on Sustaining SMEs and Entrepreneurial Innovation in the Post-COVID-19 Era”, IGI Global, 5<sup>th</sup> Edition, 2021.</li> <li>3. S.S.Khanka, “Entrepreneurship Development”, S. Chand Publications, 5<sup>th</sup> Edition, 2015.</li> <li>4. Bruce R. Barringer/ R.Duane Ireland. “Entrepreneurship Successfully launching new ventures”, Pearson, 4<sup>th</sup> Edition, 2015.</li> <li>5. S.S. Khanka “Entrepreneurial Development” S. Chand Company Ltd, 4<sup>th</sup> Edition, 2012</li> <li>6. D F Kuratko and T V Rao, “Entrepreneurship- A South-Asian Perspective”, Cengage Learning, 2012.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Sangeeth Sharama, “Entrepreneurship Development”. PHI learning private limited, 2<sup>nd</sup> Edition, 2013.</li> <li>2. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises “, Pearson Publications, 2<sup>nd</sup> Edition, 2012.</li> </ol>	

## **XVII. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
1	The revolution impact of entrepreneurship	CO1	T-1, R-2
2	The evolution of entrepreneurship	CO1	T-2, R-2
3	Functions of Entrepreneurs	CO1	T-1, R-2
4	Types of entrepreneurs	CO1	T-1, R-2
5	Approaches to entrepreneurship	CO1	T-2, R-2
6	Process approach	CO1	T-1, R-1

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
7	Role of entrepreneurship in economic development	CO1	T-2, R-2
8	Twenty first century trends in entrepreneurship	CO1	T-1, R-2
9	The individual entrepreneurial mind-set and Personality	CO2	T-2, R-2
10	The entrepreneurial journey	CO2	T-1, R-2
11	Stress and the entrepreneur	CO2	T-1, R-2
12	The entrepreneurial ego	CO2	T-2, R-2
13	Entrepreneurial motivations	CO2	T-1, R-2
14	Motivational cycle	CO2	T-2, R-2
15	Entrepreneurial motivational behavior	CO2	T-1, R-1
16	Entrepreneurial competencies	CO2	T-2, R-2
17	Corporate Entrepreneurial Mind-set	CO3	T-1, R-2
18	The nature of corporate entrepreneur	CO3	T-2, R-2
19	Conceptualization of corporate entrepreneurship Strategy	CO3	T-2, R-1
20	Sustaining corporate entrepreneurship	CO3	T-2, R-2
21	Opportunities identification	CO3	T-1, R-1
22	Finding gaps in the market place	CO3	T-2, R-2
23	Techniques for generating ideas	CO3	T-1, R-2
24	Entrepreneurial Imagination and Creativity	CO4	T-1, R-1
25	The nature of the creativity process	CO4	T-1, R-1
26	Innovation and entrepreneurship	CO4	T-2, R-1
27	Methods to initiate Ventures	CO4	T-1, R-1
28	Creating new ventures	CO4	T-1, R-2
29	Acquiring an Established entrepreneurial venture	CO4	T-1, R-1
30	Acquiring an Established entrepreneurial venture	CO4	T-1, R-1
31	Franchising	CO4	T-1, R-1
32	Advantage and disadvantages of Franchising	CO4	T-1, R-1
33	Intellectual property protection	CO5	T-2, R-1
34	Patents, Copyrights	CO5	T-1, R-1
35	Trademarks and Trade secrets	CO5	T-1, R-1
36	Avoiding trademark pitfalls	CO5	T-1, R-1
37	Feasibility Analysis	CO5	T-1, R-2
38	Industry and competitor analysis	CO5	T-1, R-1
39	Formulation of the entrepreneurial Plan	CO5	T-1, R-1
40	The challenges of new venture start-ups	CO5	T-1, R-1

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
41	Developing an effective business model	CO5	T-1, R-1
42	Sources of finance	CO5	T-1, R-2
43	Critical factors for new venture development	CO5	T-1, R-1
44	The Evaluation process	CO5	T-2, R-1
45	Strategic planning - Strategic actions	CO6	T-1, R-1
46	Strategic positioning- Business stabilization	CO6	T-1, R-1
47	Building the adaptive firms	CO6	T-2, R-1
48	Understanding the growth stage	CO6	T-2, R-1
49	Internal growth strategies and external growth strategies	CO6	T-1, R-1
50	Strategic planning	CO6	T-2, R-1
51	Understanding the growth stage	CO6	T-2, R-1
52	Internal growth strategies and external growth strategies,	CO6	T-1, R-1
53	Unique managerial concern of growing ventures	CO6	T-2, R-1
54	Initiatives by the Government of India to promote entrepreneurship	CO6	T-2, R-1
55	Social and women entrepreneurship.	CO6	T-1, R-1
56	Industry and competitor analysis	CO6	T-2, R-1
57	Formulation of the entrepreneurial Plan	CO6	T-2, R-1
58	The challenges of new venture start-ups	CO6	T-1, R-1
59	Developing an effective business model	CO6	T-2, R-1
60	Sources of finance - Critical factors for new venture development - The Evaluation process	CO6	T-2, R-1
<b>QUESTION BANK DISCUSSION</b>			
66	Discussion of Question Bank Unit 1		
67	Discussion of Question Bank Unit 2		
68	Discussion of Question Bank Unit 3		
69	Discussion of Question Bank Unit 4		
70	Discussion of Question Bank Unit 5		

**Prepared by:**  
Ms. K L Revathi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTION

<b>Department</b>	<b>MASTER OF BUSINESS ADMINISTRATION</b>				
<b>Course Title</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>				
<b>Course Code</b>	<b>CMBD18</b>				
<b>Program</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	Core				
<b>Regulation</b>	MB23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	--	4	-	-
<b>Course Coordinator</b>	Mr. N Suresh, Assistant Professor				

#### I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### II. COURSE OVERVIEW:

The course focuses on the importance of management, management concepts, and management Practices with the study of human behavior within organizations. The primary goal of this course is to provide knowledge on advanced leadership roles in modern organization. This course will create Awareness of various information system solutions like ERP, CRM, Data warehouses and the issues in successful implementation of technologies in any organization.

#### III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management Information System And ERP	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

## V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations.

### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or 'choice will be drawn from each module. Each question carries 12 marks.

### The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

### Assignment:

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

### Management Talk:

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.



### Alternative Assessment Tool (AAT) / Quiz:

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.

### Definitions and Terminology / Quiz:

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

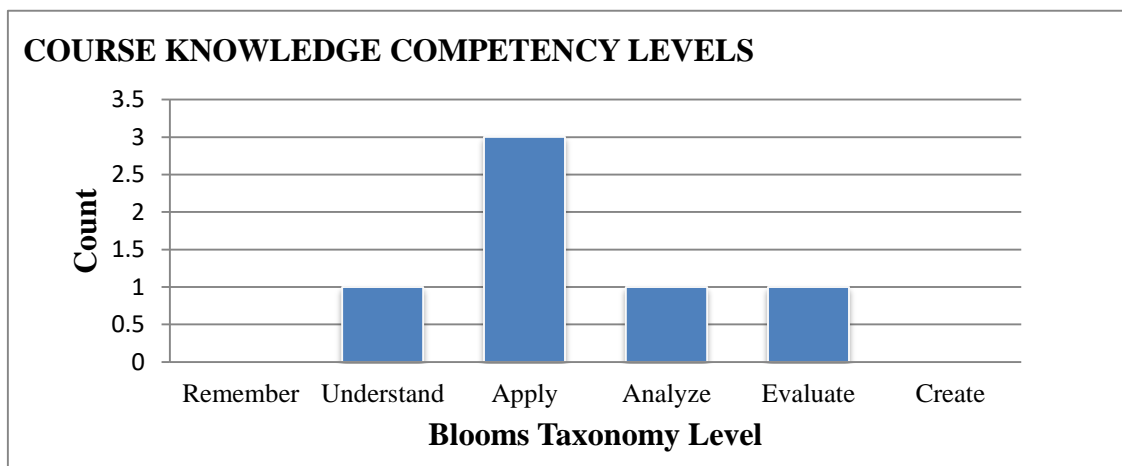
First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

## VI. COURSE OBJECTIVES (COs):

<b>The students will try to learn:</b>	
I	How to increase the effectiveness and decision making process for managers
II	Compression between computer system and decision support system to help the department in their daily work and solve problems.
III	How to solve new and non-repeated problems in the business decision making process.
IV	MIS is helpful in controlling costs by giving information about idle time, labour turnover, wastages and losses and surplus capacity

## VII. COURSE OUTCOMES (COs):

<b>After successful completion of the course, students will be able to:</b>		
	<b>Course Outcomes</b>	<b>Knowledge Level (Bloom's Taxonomy)</b>
CO 1	Discuss the importance of Management Information Systems (MIS) in modern organizations to facilitate decision-making processes.	Understand
CO 2	Evaluate the impact of E-commerce on business operations to analyze potential market expansion and revenue generation.	Evaluate
CO 3	Apply various System Development Models to plan and execute information system projects effectively.	Apply
CO 4	Utilize Computer Assisted Software Engineering (CASE) tools effectively to streamline overall quality of information system projects.	Apply
CO 5	Make use of systems analysis and design to develop effective information systems solutions.	Apply
CO 6	Analyze the legal and ethical implications of cybercrime to mitigate risks and protect organizational assets.	Analyze



### VIII. PROGRAM OUTCOMES:

<b>Program Outcomes (POs)</b>	
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.
PO 2	<b>Decision-making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	<b>Ethics:</b> Ability to develop Value based Leadership ability.
PO 4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
PO 6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.
PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.

### IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

<b>Program Outcomes</b>		<b>Strength</b>	<b>Proficiency Assessed by</b>
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	3	Seminars
<b>PO2</b>	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	2	Lectures
<b>PO5</b>	<b>Leadership skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Assignments
<b>PO8</b>	<b>Technical skills:</b> Inculcate and develop technical skills to face competitive world successfully	3	Seminars

**3 = High; 2 = Medium; 1 = Low**

### X. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	√	-	-	-	-	-	-	√
CO 2	√	√	-	-	-	-	-	-
CO 3	-	-	-	-	-	-	-	√
CO 4	-	√	-	-	-	-	-	-
CO 5	-	√	-	-	√	-	-	-
CO 6	-	-	-	-	√	-	-	√

### XI. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course outcomes	PO'S	Justification for mapping(students will be able to do)	No of key competencies
CO 1	PO1	Describe the meaning, definition, nature, scope, goals of management information system that helps to solve organizational problems.	3
	PO8	Define the structure and classification of management information system that helps in problem identification	2
CO 2	PO1	Explain Electronic commerce, enterprise resource planning systems that helps to take decision in selection, creation of computer based systems.	3
	PO2	Examine the role of decision support system that helps managers in decision making by accessing large volumes of information generated.	2
CO3	PO8	Determine Information system planning, acquisition that develops technical skills to achieve competitive advantage.	2
CO 4	PO2	Enumerate the maintenance of information system to satisfy organizational and user requirements.	2
CO 5	PO5	Analyze System development stages that help to transform the idea of a project into functional and operational structure.	2
	PO8	Demonstrate systems analysis that helps to resolve issues in the organization.	2
CO 6	PO8	Examine the concept of cybercrime by using technical skills to achieve competitive advantage.	2

## XII. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	-	-	-	-	-	-	2
CO 2	2	2	-	-	-	-	-	-
CO 3	-	-	-	-	-	-	-	2
CO 4	-	2	-	-	-	-	-	-
CO 5	-	2	-	-	3	-	-	-
CO 6	-	-	-	-	3	-	-	2

## XIII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes/ No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100%	-	-	-	-	-	-	100%
CO 2	100%	66.66%	-	-	-	-	-	-
CO 3	-	-	-	-	-	-	-	100%
CO 4	-	66.66%	-	-	-	-	-	-
CO 5	-	66.66%	-	-	60.00%	-	-	100%
CO 6	-	-	-	-	60.00%	-	-	100%

## XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  – No correlation; **2** –  $40\% < C < 60\%$  – Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight; **3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	-	3
CO 2	3	3	-	-	-	-	-	-

<b>CO 3</b>	-	-	-	-	-	-	-	3
<b>CO 4</b>	-	3	-	-	-	-	-	
<b>CO 5</b>	-	3	-	-	3	-	-	3
<b>CO 6</b>	-	-	-	-	3	-	-	3
<b>TOTAL</b>	6	9	-	-	6	-	-	12
<b>AVERAGE</b>	3	3	0	0	3	0	0	3

#### **XV. ASSESSMENT METHODOLOGY - DIRECT**

CIE Exams	PO1,PO2, PO5, PO8	SEE Exams	PO1,PO2, PO5, PO8	Assignments	PO1,PO2, PO5, PO8	Seminars	PO1,PO2, PO5, PO8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

#### **XVI. ASSESSMENT METHODOLOGY - INDIRECT**

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

#### **XVII. SYLLABUS**

<b>Unit-I</b>	<b>INTRODUCTION</b>
Management information system importance, definition, nature and scope of management information system, structure and classification of management information system, information and systems concept, types of information, information systems for competitive advantage.	
<b>Unit -II</b>	<b>BUSINESS APPLICATIONS OF INFORMATION SYSTEM</b>
Electronic commerce, enterprise resource planning systems, decision support system, Business intelligence and knowledge management system.	
<b>Unit -III</b>	<b>MANAGEMENT OF INFORMATION SYSTEM</b>
Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.	
<b>Unit -IV</b>	<b>BUILDING OF INFORMATION SYSTEMS</b>
System development stages, system development approaches, systems analysis and design, Requirement determination, strategies for requirement determination, structured analysis tools, system design, design objectives, conceptual design, design methods and detailed system design.	
<b>Unit -V</b>	<b>INTRODUCTION TO CYBER CRIME</b>
Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.	

<p><b>Textbooks:</b></p> <ol style="list-style-type: none"> <li>1. Rainer, R. Kelly, and Brad Prince, "Introduction to information systems", John Wiley &amp; Sons, 4<sup>th</sup>Edition, 2021.</li> <li>2. Laudon &amp; Laudon, "Management Information Systems", Pearson, 12<sup>th</sup>Edition, 2015.</li> <li>3. Murthy, "Management Information System, Himalaya", 9<sup>th</sup>Edition, 2013.</li> <li>4. S.A.Kelkar, Software Project Management-A Concise Study, PHI, 3<sup>rd</sup>Edition, 2012.</li> <li>5. James O'Brien &amp; George Marakas, "Management Information Systems", McGraw Hill, 10<sup>th</sup>Edition,2011.</li> <li>6. David M. Kroenke, "Experiencing MIS", Prentice Hall, 4<sup>th</sup>Edition, 2011.</li> <li>7. D P Goyal, Management Information Systems, Managerial Perspective, MacMillan, 3<sup>rd</sup>Edition,2010.</li> </ol>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Ken Laudon, Jane P. Laudon, Management Information Systems, Pearson education, 15<sup>th</sup>Edition, 2015.</li> <li>2. Jennifer L Bayuk, Jason Healey, Paul Rohmeyer, Marcus H.Sachs, Jeffrey Schmidt, Joseph Weiss, Cyber security Policy Guidebook, Wiley, 1<sup>st</sup>Edition,2012.</li> <li>3. A K Gupta, Sharma "Management of Systems" Macmillan, 1<sup>st</sup>Edition, 2012.</li> </ol>
<p><b>Web References:</b></p> <ol style="list-style-type: none"> <li>1. <a href="http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf">http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf</a></li> <li>2. <a href="http://www.pitt.edu/~druzdzel/psfiles/dss.pdf">http://www.pitt.edu/~druzdzel/psfiles/dss.pdf</a></li> </ol>
<p><b>E-Text Books:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download">https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download</a></li> <li>2. <a href="http://link.springer.com/book/10.1007%2F978-3-540-48713-5">http://link.springer.com/book/10.1007%2F978-3-540-48713-5</a></li> <li>3. <a href="https://www.jerrypost.com/Books/MISBook/Bookfiles5/Chapters/MISPost-Preface-500.pdf">https://www.jerrypost.com/Books/MISBook/Bookfiles5/Chapters/MISPost-Preface-500.pdf</a></li> <li>4. <a href="https://www.researchgate.net/profile/Javed-Saani/publication/340647719_Management_Information_Systems/links/5eb7f7fe299bf1287f782bb5/Management-Information-Systems.pdf">https://www.researchgate.net/profile/Javed-Saani/publication/340647719_Management_Information_Systems/links/5eb7f7fe299bf1287f782bb5/Management-Information-Systems.pdf</a></li> <li>5. <a href="https://repository.dinus.ac.id/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_Management_Information_Sysrem_13th_Edition_.pdf">https://repository.dinus.ac.id/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_Management_Information_Sysrem_13th_Edition_.pdf</a></li> </ol>

### **XVIII. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
<b>OBE DISCUSSION</b>			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
<b>CONTENT DELIVERY (THEORY)</b>			
1	Management information system importance,	CO 1	T1
2	Management information system definition, nature	CO 1	T1
3	scope of management information system	CO 1	T1
4	structure of management information system	CO 1	T1
5	classification of management information system	CO 1	T1
6	Information and systems concept	CO 1	T1
7	Types of information	CO 1	T1

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
8	Information systems for competitive advantage.	CO 1	T1
9	Dis advantages for Competitive	CO 1	T1
10	Scope of management systems	CO 1	T1
11	Problem solving and case study of Unit 1	CO 1	T1
12	Business applications of information system	CO 2	T1
13	Introduction to Business Applications	CO 2	T1
14	Electronic commerce	CO 2	T1
15	Enterprise resource planning systems	CO 2	T1
16	Introduction to Decision support system	CO 2	T1
17	Decision support system	CO 2	T1
18	Business intelligence	CO 2	T1
19	Decision supporting systems management	CO 2	T1
20	Knowledge management system	CO 2	T1
21	Problem solving and case study of Unit 2	CO 2	T1
22	Information System Planning	CO 3	T1
23	System Acquisition	CO 3	T1
24	Systems Implementation.	CO 3	T1
25	System Development Models	CO 4	T1
26	Water Fall Model	CO 4	T1
27	System Development Lifecycle	CO 4	T1
28	V-Model	CO 4	T1
29	Computer Assisted and Software Engineering Tools	CO 4	T1
30	Models system development	CO 4	T1
31	Development software	CO 4	T1
32	Software Engineering Tools	CO 4	T1
33	Prototype Iterative Model	CO 4	T1
34	Evaluation & Maintenance	CO 4	T1
35	Problem solving and case study of Unit 3	CO 4	T1
36	System development stages,	CO 5	T1
37	System development approaches	CO 5	T1
38	Systems analysis	CO 5	T1

Lecture No	Topics to be Covered	COs	Reference
39	Systems analysis and design,	CO 5	T1
40	Requirement determination	CO 5	T1
41	Strategies for requirement determination	CO 5	T1
42	Structured analysis tools	CO 5	T1
43	System design	CO 5	T1
44	design objectives	CO 5	T1
45	Conceptual design,	CO 5	T1
46	Design methods	CO 5	T1
47	Detailed system design	CO 5	T1
48	Problem solving and case study of	CO 5	T1
49	Cyber Space	CO 6	T1
50	Cyber Law;;;	CO 6	T1
51	E-Business	CO 6	T1
52	E-Consumers	CO 6	T1
53	Spam, Phishing.	CO 6	T1
54	Cyber Crime and Information Security	CO 6	T1
55	Threats and Vulnerabilities	CO 6	T1
56	Inter-networks Security Defenses,	CO 6	T1
57	Other Security Measures	CO 6	T1
58	System Control and Audit,	CO 6	T1
59	Block chain	CO 6	T1
60	Problem solving and case study of Unit 5	CO 6	T1
<b>OBE DISCUSSION</b>			
61	Question Bank Discussions Unit 1	CO 1	T-1, R-2
62	Question Bank Discussions Unit 2	CO 2	T-1, R-1
63	Question Bank Discussions Unit 3	CO 3,CO 4	T-1, R-2
64	Question Bank Discussions Unit 4	CO 5	T-1, R-1
65	Question Bank Discussions Unit 5	CO 6	T-2, R-2

**Prepared By:**  
Mr. N. Suresh, Assistant Professor

**HOD, MBA**





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTION

<b>Course Title</b>	<b>QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS</b>				
<b>Course Code</b>	<b>CMBC20</b>				
<b>Program</b>	MBA				
<b>Semester</b>	SECOND				
<b>Course Type</b>	Core				
<b>Regulation</b>	MB23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	--	4	--	--
<b>Course Coordinator</b>	Mrs. S Shireesha, Assistant Professor				

#### I. COURSE OVERVIEW:

The primary objective of this course is to provide the basic tools of operations research in solving the management problems using mathematical approach for decision making, and study how to assign jobs to workers, enhance the profit to companies by applying different methods of operation research. The course consists of assignment problems, queuing theory, decision theory, and PERT & CPM. These concepts help the student in taking decisions for business.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBC05	I	Statistics for Management

#### III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Quantitative Analysis for Business Decisions	70 Marks	30 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

## V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations.

### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each modules carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with either ' \_ or 'choice will be drawn from each module. Each question carries 12 marks.

### The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 2), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 2: Assessment pattern for CIA

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

### Assignment:

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

### Management Talk:

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

### Alternative Assessment Tool (AAT) / Quiz:

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.

### Definitions and Terminology / Quiz:

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

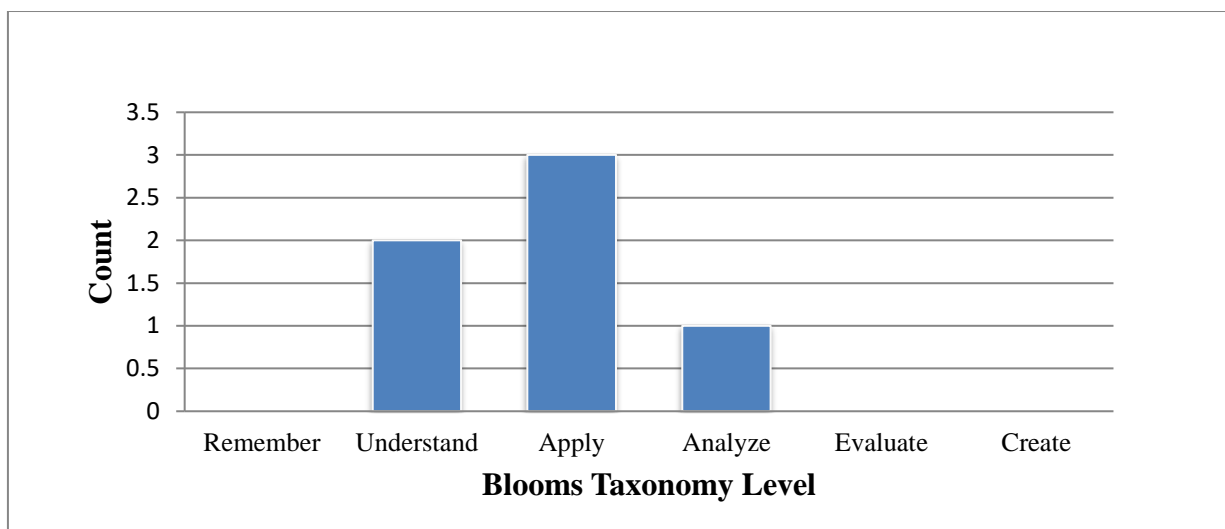
## VI. COURSE OBJECTIVES:

The students will try to learn:	
I	Impart knowledge in concepts, tools and techniques of quantitative methods to optimize the solutions.
II	Apply quantitative tools to articulate real-world situations to identify, analyse and practice strategic decisions to counter the consequences.
III	Formulate the mathematical model of complex situation and apply quantitative techniques constructively to build more productive systems.
IV	Effectively communicate ideas, explain procedures and interpret results and solutions for the managerial problems.

## VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
	Course Outcomes	Knowledge Level (Bloom's Taxonomy)
CO 1	Explain various concepts and techniques of operations research and linear programming and their applicability in business situations for optimized solutions.	Understand
CO 2	Solve variety of problems such as assignment, transportation, travelling salesman to deal with real time business problems.	Apply
CO 3	Discuss network analysis techniques for presenting information about time and resources to aid in project planning, scheduling, and control.	Understand
CO 4	Identify the tools of Project management to coordinate and control all project activities in an efficient and cost-effective manner.	Apply
CO 5	Execute decision-making approaches and tools in decision-making environments to interpret the results under various operational constraints of an organization.	Analyze
CO 6	Implement the quantitative metrics of queuing models to examine the performance of queuing systems.	Apply

## COURSE KNOWLEDGE COMPETENCY LEVELS



### VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	1	Assignments
<b>PO2</b>	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
<b>PO5</b>	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3	CIE/AAT
<b>PO7</b>	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	3	Seminars

**3 = High; 2 = Medium; 1 = Low**

### IX. MAPPING OF EACH CO WITH PO(s):

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
<b>CO 1</b>	√	√	-	-	-	-	-	-
<b>CO 2</b>	-	√	-	-	√	-	√	-
<b>CO 3</b>	-	√	-	-	-	-	√	-
<b>CO 4</b>	-	√	-	-	√	-	√	-
<b>CO 5</b>	-	√	-	-	-	-	√	-
<b>CO 6</b>	√	√	-	-	-	-	-	-

## X. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	<b>Recollect (knowledge)</b> the basic concept of operation Research and to an extent appreciate (understand) the techniques of quantitative methods and their applicability.	2
	PO 2	<b>Describe (knowledge)</b> the importance of linear programming in business situations to build a model and give Solutions that are applied.	2
CO 2	PO 2	<b>Select</b> appropriate problems of assignment, transportation, travelling salesman to implement in real-world situations.	2
	PO 5	<b>Make use of</b> assignment and travelling salesman problems to Identify ability of employees and drive their performance.	3
	PO 7	<b>Recognize (knowledge)</b> the importance of assignment and transportation problems to solve with various techniques for best management solutions.	2
CO 3	PO 2	<b>Choose</b> techniques of network analysis in finding solutions for project planning and control	2
	PO 7	<b>Explain</b> the impact of CPM & PERT in the project management domestically and nationally to get optimized solutions.	3
CO 4	PO 2	<b>Construct</b> the managerial models in the Project management activities to get optimized solutions.	2
	PO 5	<b>Explain</b> the importance of cost control techniques of project management for effective utilisation of resources and achieve organizational goals.	3
	PO 7	<b>Select</b> appropriate techniques of Project management to control all project activities in an efficient manner.	2
CO 5	PO 2	<b>Explain</b> the qualitative and quantitative methods for decision making to determine the price to control cost with appropriate implantable strategies.	3
	PO 7	<b>Recognize</b> the importance of decision-making approaches with implementable decision-making environments and interpret the results under various operational constraints	3
CO 6	PO 1	<b>Identify</b> the queuing models for effective utilization of resources with appropriate applicable strategies.	2
	PO 2	<b>Examine</b> the queuing models in system to implement appropriate managerial decisions of businesses.	2

## XI. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	2	-	-	-	-	-	-
CO 2	-	2	-	-	3	-	2	-

CO 3	-	2	-	-	-	-	3	-
CO 4	2	-	-	-	3	-	2	-
CO 5	-	3	-	-	-	-	3	-
CO 6	2	2	-	-	-	-	-	-

## XII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	75.00	-	-	-	-	-	-
CO 2	-	75.00	-	-	60.00	-	50.00	-
CO 3	-	75.00	-	-	-	-	75.00	-
CO 4	100.00	-	-	-	60.00	-	50.00	-
CO 5	-	100.00	-	-	-	-	75.00	-
CO 6	100.00	75.00	-	-	-	-	-	-

## XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  –No correlation;

**2** –  $40\% < C < 60\%$  –Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight;

**3** –  $60\% \leq C < 100\%$  – Substantial /High

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	-	3	-	-	-	-
CO 2	-	3	-	-	3	-	2	-
CO 3	-	3	-	-	-	-	3	-
CO 4	3	-	-	3	3	-	2	-
CO 5	-	3	-	-	-	-	3	-
CO 6	3	3	-	-	-	-	-	-
<b>TOTAL</b>	9	15	-	6	3	-	10	-
<b>AVERAGE</b>	<b>3</b>	<b>3</b>	-	<b>3</b>	<b>3</b>	-	<b>2.50</b>	-

#### XIV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO5, PO7	SEE Exams	PO1, PO2, PO5, PO7.	Assignments	PO1, PO5	Seminars	PO 2, PO 5, PO 7.
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

#### XV. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

#### XVI. SYLLABUS

<b>UNIT- I</b>	<b>LINEAR PROGRAMMING</b>
Operation Research – Introduction, Models, Areas of Application. Linear Programming (L.P.): Mathematical Formulation of L.P. problem. Graphical Method and Special Cases: Alternative optimal solutions, Unbounded solutions, Infeasible solutions. Simplex Method – Concept of slack, surplus & artificial variables. Manual solutions of L.P.P. upto 3 iterations. Minimization & Maximization Problems.	
<b>UNIT-II</b>	<b>ASSIGNMENT AND TRANSPORTATION MODEL</b>
Algorithm for solving assignment model, Hungarian,,s method for solving assignment problem, variations of assignment problem: multiple optimal solutions, Maximization case in assignment problem. Unbalanced assignment problem and travelling salesman problem.  Transportation problem: mathematical model of transportation problem, methods for finding initial feasible solution: northwest corner Method, least cost method, Vogel,,s approximation method, test of optimality by Modi Method, various transportation Problems like unbalanced supply and demand and degeneracy.	
<b>UNIT-III</b>	<b>NETWORK ANALYSIS</b>
Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks finding earliest times, latest times and floats for events and activities.  Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis.	
<b>UNIT- IV</b>	<b>DECISION THEORY</b>
Introduction, ingredients of decision problems, decision making under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.	
<b>UNIT – V</b>	<b>QUEUING THEORY</b>
Queuing structure and basic components of a queuing model, distributions in queuing model, Differences in queuing model with FCFS, queue discipline, single and multiple service station with finite and infinite population.	

<b>Text books</b>
1. J.K. Sharma, —Operations Research", Theory and applications, MacMillan, 5th Edition, 2013. 2. R. Pannervselvam, "Operations Research", PHI, 3rd Revised Edition, 2012.
<b>References</b>
1. Anand Sharma, —Quantitative Techniques for Decision Making , HPH, 1st Edition, 2010. 2. Prem Kumar Gupta —Introduction to Operations Research  S.Chand, 5th Edition, 2012. 3. K.L Schgel —Quantitative Techniques and Statistics , 3rd Revised Edition, 2012. 4. Hillier / Lieberman, "Introduction to operations research", 9th Edition, TMH, 2012. 5. Hamdy A Taha, "Operations Research: An Introduction", Pearson, 9th Edition, 2013.

## XVII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No	Topics to be Covered	COs	Reference
1	Operation Research Introduction and its Models	CO1	T-1, R-2
2	Operation Research –Areas of Application.	CO1	T-2, R-2
3	Opportunities and short comings of using an operation research model.	CO1	T-1, R-2
4	Linear Programming (L.P.): Mathematical Formulation of L.P. problem.	CO1	T-1, R-2
5	Linear Programming (L.P.): Graphical solution	CO1	T-2, R-2
6	Linear Programming (L.P.): special cases in Graphical solution	CO1	T-1, R-1
7	Structure of LPP, assumptions of LPP and Application areas of LPP.	CO1	T-2, R-2
8	Guidelines for formulation of LPP and formulation of LPP for different areas.	CO1	T-1, R-2
9	Simplex method and Maximization	CO1	T-2, R-2
10	Simplex method and Maximization	CO1	T-1, R-2
11	Simplex method and Minimization	CO1	T-1, R-2
12	Converting primal LPP to dual LPP.	CO1	T-2, R-2
13	Algorithm for solving assignment model, Hungarian's method for solving assignment problem.	CO2	T-1, R-2
14	Assumptions and Basics of assignment problem	CO2	T-2, R-2
15	Assignment problem with Multiple optimal solutions	CO2	T-1, R-1
16	Assignment problem with Maximization case	CO2	T-2, R-2
17	Unbalanced assignment problem.	CO2	T-1, R-2
18	Travelling salesman problem.	CO2	T-2, R-2
19	Transportation problem: mathematical model of transportation problem.	CO2	T-2, R-1
20	Methods for finding initial feasible solution: Northwest corner method	CO2	T-2, R-2
21	Least cost method	CO2	T-1, R-1
22	Vogel's Approximation Method	CO2	T-2, R-2



<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
23	Test of optimality, Modi Method	CO2	T-1, R-2
24	Problems like unbalanced supply and demand, Degeneracy and its resolution.	CO2	T-1, R-1
25	Introductory concepts in network analysis	CO3	T-1, R-1
26	Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications	CO3	T-2, R-1
27	Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications	CO3	T-1, R-1
28	Rules for Drawing Networks	CO3	T-1, R-2
29	Computations in Critical Path Method	CO3	T-1, R-1
30	Computations in Critical Path Method	CO3	
31	Computations in PERT networks finding earliest times, latest times and floats for events and activities.	CO4	T-1, R-1
32	Computations in PERT networks finding earliest times, latest times and floats for events and activities.	CO4	T-1, R-1
33	Computations in PERT networks finding earliest times, latest times and floats for events and activities.	CO4	T-2, R-1
34	Probability considerations in PERT networks;	CO4	T-1, R-1
35	Elementary PERT/ CPM – Cost Analysis,	CO4	T-1, R-1
36	Time-cost tradeoff in network analysis.	CO4	T-1, R-1
37	Introduction to decision theory	CO5	T-1, R-2
38	Ingredients of decision problems	CO5	T-1, R-1
39	Decision making under uncertainty	CO5	T-1, R-1
40	Decision making Cost of uncertainty, Decision making under risk	CO5	T-1, R-1
41	Decision making under perfect information	CO5	T-1, R-1
42	Introduction of decision tree	CO5	T-1, R-2
43	Rules to draw decision tree	CO5	T-1, R-2
44	Construction of decision tree	CO5	T-1, R-2
45	Decision analysis with fold back technique	CO5	T-1, R-1
46	Decision analysis with fold back technique	CO5	T-1, R-1
47	Queuing structure	CO6	T-1, R-1
48	Basic components of a queuing model.	CO6	T-2, R-1
49	Distributions in queuing model	CO6	T-1, R-1
50	Differences in queuing model with FCFS	CO6	T-1, R-1
51	Queue discipline, single service station with finite	CO6	T-1, R-1
52	Queue discipline, single service station with infinite population.	CO6	T-1, R-1
53	Queue discipline, single service station with infinite population	CO6	T-2, R-1
54	Multiple service stations with finite	CO6	T-2, R-1
55	Multiple service stations with infinite population.	CO6	T-2, R-1

<b>Lecture No</b>	<b>Topics to be Covered</b>	<b>COs</b>	<b>Reference</b>
56	Multiple service stations with infinite population.	CO6	T-2, R-1
57	Discussion of Case studies on Unit 1	CO1	
58	Discussion of Case studies on Unit 2	CO2	
59	Discussion of Case studies on Unit 3	CO3, CO4	
60	Discussion of Case studies on Unit 4	CO5	
61	Discussion of Case studies on Unit 5	CO5	
62	Discussion of Question Bank Unit 1	CO1	
63	Discussion of Question Bank Unit 2	CO2	
64	Discussion of Question Bank Unit 3	CO3, CO4	
65	Discussion of Question Bank Unit 4	CO5	
66	Discussion of Question Bank Unit 5	CO5	

**Prepared By:**  
Ms. S Shireesha, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	R-PROGRAMMING FOR BUSINESS ANALYTICS				
<b>Course Code</b>	CMBD20				
<b>Programme</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	OPEN				
<b>Regulation</b>	IARE – MB23				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	3	--	3	--	--
<b>Course Coordinator</b>	Ms D.Sandhya Rani, Assistant Professor				

#### I. COURSE OVERVIEW:

This course is designed to know the fundamental skills in R programming and data analysis for effective business decision-making. R is a powerful and widely used programming language for data analysis, and this course will focus on its application in the context of business analytics.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
--	--	--	--	--

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
R-Programming For Business Analytics	60 Marks	40 Marks	100

#### IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✓	Videos
✗	Open Ended Experiments						

## V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment(CIA) and 60 marks for Semester End Examination (SEE). Out of 40 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 12 marks. **There could be a maximum of two sub divisions in a question.**

The expected percentage of cognitive level of the questions is broadly based on the criteria given in Table: 1.

Table 1: The expected percentage of cognitive level of questions in SEE.

Percentage of Cognitive Level	Blooms Taxonomy Level
0 %	Remember
33.33 %	Understand
33.33 %	Apply
16.67 %	Analyze
16.67%	Evaluate
0 %	Create

### Continuous Internal Assessment (CIA):

For each theory course the CIA shall be conducted by the faculty / teacher handling the course. CIA is conducted for a total of 40 marks, with 30 marks for Continuous Internal Examination (CIE), 05 marks for Assignment and 05 marks for Alternative Assessment Tool (AAT). **Two CIE Tests are Compulsory** and sum of the two tests, along with the scores obtained in the assignment and AAT shall be considered for computing the final CIA of a student in a given course.

The CIE Tests/Assignment /AAT shall be conducted by the course faculty with due approval from the HOD. Advance notification for the conduction of Assignment and AAT is mandatory and the responsibility lies with the concerned course faculty.

Table 2: Assessment pattern for Theory Courses

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--		100 Marks

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

### Assignment:

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

**Management Talk:**

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to the each course teacher in that semester.

**Alternative Assessment Tool (AAT):**

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. The AAT may include, **Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

**Definitions and Terminology / Quiz:**

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

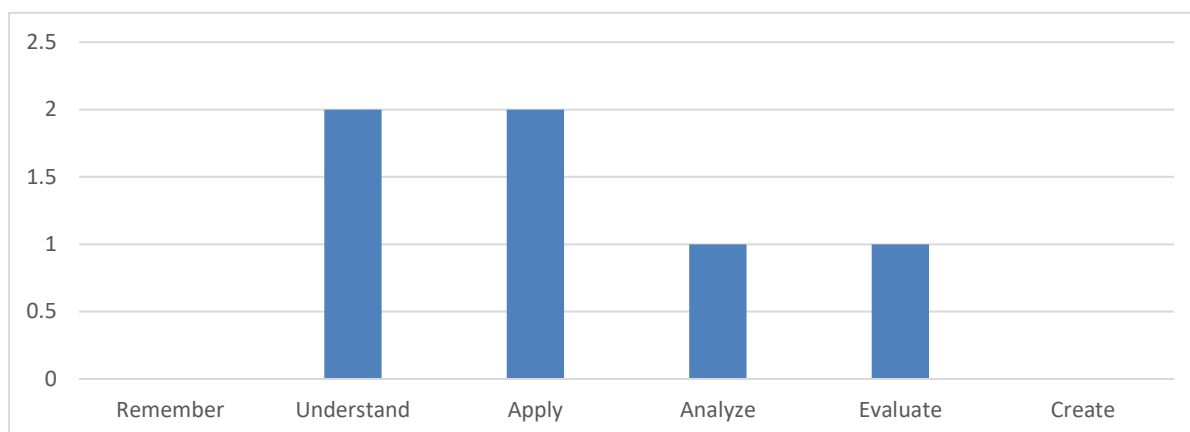
**VI. COURSE OBJECTIVES:**

The students will try to learn:	
I	The fundamentals of R programming and its significance in business analytics.
II	The mechanisms of import, clean, and preprocess data for analysis.
III	The basic statistical concepts and apply them to business data.
IV	How to formulate and test hypotheses to make data-driven business decisions.

**VII. COURSE OUTCOMES:**

After successful completion of the course, students will be able to:		
	Course Outcomes	Knowledge Level (Bloom's Taxonomy)
CO 1	Demonstrate a strong grasp of R programming language fundamentals, including data structures, variables, and functions.	Understand
CO 2	Create a wide range of data visualizations using R, and effectively communicate insights and findings through charts and graphs.	Apply
CO 3	Apply statistical techniques using R to analyze data, including descriptive statistics, hypothesis testing, and regression analysis.	Analyze
CO 4	Solve practical business problems by applying R to analyze and make data-driven decisions in various scenarios.	Evaluate
CO 5	Interpret data analysis results and translate them into actionable insights for business decision-makers.	Apply
CO 6	Enhance problem-solving skills, especially in the context of business analytics, to identify opportunities for improvement and innovation.	Understand

## COURSE KNOWLEDGE COMPETENCY LEVEL



## VIII. PROGRAM OUTCOMES:

Program Outcomes	
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.
PO 2	<b>Decision-making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	<b>Ethics:</b> Ability to develop Value based Leadership ability.
PO 4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
PO 6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.
PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.

## IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	CIE/AAT
PO2	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	3	CIE/AAT
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Seminar/ Conferences/ Research papers
PO6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	
PO7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	3	CIE/AAT
PO8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	3	Assignments

3 = High; 2 = Medium; 1 = Low

**X. MAPPING OF EACH CO WITH PO(s):**

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	√	√	-	√	-	-	√	-
CO 2	√	√	-	-	-	-	√	-
CO 3	√	√	-	-	-	-	-	√
CO 4	√	√	-	-	-	-	√	-
CO 5	√	√	-	√	-	√	√	-
CO 6	√	√	-	√	-	-	√	-

**XI. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT:**

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO1	Understand (knowledge) the basic concepts of R-programing <b>to assess importance of R in business operations.</b>	2
	PO 2	Use basic R syntax and data types <b>to formulate and implement strategic decisions in the dynamic business environment.</b>	3
	PO4	Understand the changing business patterns using R to solve complex business problems.	2
	PO7	Procure (knowledge) R-programming to maintain database for business development.	3
CO 2	PO1	Understand the data visualization to assess business in changing scenario.	2
	PO 2	Ascertain (knowledge) the CG plots for providing reliable data <b>to visualize business performance.</b>	3
	PO 7	Analyze various (knowledge) measures of statistical tools <b>to summarize business related data.</b>	3
CO 3	PO1	Understand (knowledge) and analyze probability <b>distributions to forecast business performance.</b>	2
	PO2	Apply (Knowledge) visual aids to highlight business performance.	2
	PO8	Make use of technical know-how <b>to strengthen business excellence.</b>	2
CO 4	PO1	Understand (knowledge) the hypothesis testing concepts <b>to solve business issues in real time.</b>	2
	PO2	Apply (knowledge) various hypothesis testing tools in business <b>to make effective decisions.</b>	3
	PO 7	Apply (knowledge) R-programming <b>to analyze the entire market strategically.</b>	3
CO 5	PO1	Understand and apply the regression <b>to identify the impact of one variable on the other.</b>	2
	PO 2	Interpret (Knowledge) model assessment and diagnostics of data, <b>to make available to the customers.</b>	3
	PO4	Utilize metrics and business analytics <b>to measure the ROI (return on investment).</b>	2
	PO 6	Understand (Knowledge) the promotion mix concepts <b>to achieve competitive advantage.</b>	2
	PO 7	Apply (Knowledge) a critical analysis technically <b>to ascertain the business effectiveness.</b>	3
CO 6	PO1	Understand (knowledge) the fundamentals of data mining <b>to maintain business data.</b>	2

	<b>PO 2</b>	Observe (Knowledge) the machine learning <b>to understand and business data without human intelligence.</b>	2
	<b>PO 4</b>	Analyze Support vector machines (SVM) and others <b>to satisfy the market demand in time.</b>	2
	<b>PO7</b>	Employ technology tools and platforms <b>to enhance operational excellence.</b>	3

## XII. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

Course Outcomes	Program Outcomes / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
		2	3	3	3	5	3	4
<b>CO 1</b>	2	3	-	2	-	-	3	-
<b>CO 2</b>	2	3	-	-	-	-	3	-
<b>CO 3</b>	2	3	-	-	-	-	-	1
<b>CO 4</b>	1	2	-	-	-	-	2	-
<b>CO 5</b>	2	2	-	3	-	2	2	-
<b>CO 6</b>	1	2	-	2	-	-	3	-

## XIII. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO):

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
		2	3	3	3	5	3	4
<b>CO 1</b>	100.00	66.67	-	66.67	-	-	75.00	-
<b>CO 2</b>	100.00	100.00	-	-	-	-	75.00	-
<b>CO 3</b>	100.00	100.00	-	-	-	-	-	50.00
<b>CO 4</b>	50.00	66.67	-	-	-	-	50.00	-
<b>CO 5</b>	100.00	66.67	-	100.00	-	66.67	50.00	-
<b>CO 6</b>	50.00	66.67	-	66.67	-	-	75.00	-

## XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the **low correlation**, **2** being **medium correlation** and **3** being **high correlation**.

**0** –  $0 \leq C \leq 5\%$  – No correlation; **2** –  $40\% < C < 60\%$  – Moderate.

**1** –  $5 < C \leq 40\%$  – Low/ Slight; **3** –  $60\% \leq C < 100\%$  – Substantial /High



Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	-	3	-	-	3	-
CO 2	3	3	-	-	-	-	3	-
CO 3	3	3	-	-	-	-	-	2
CO 4	2	3	-	-	-	-	2	-
CO 5	3	3	-	3	-	3	2	-
CO 6	2	3	-	3	-	-	3	-
<b>TOTAL</b>	16	18	-	9	-	3	13	2
<b>AVERAGE</b>	<b>2.67</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>2.6</b>	<b>2</b>

#### XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1,PO2 PO7	SEE Exams	PO1,PO2, PO7	Assignments	PO3	Seminars	PO4, PO5,PO6, PO8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-	-	-	-	-	-	-

#### XVI. ASSESSMENT METHODOLOGY - INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

#### XVII. SYLLABUS

MODULE - I	INTRODUCTION TO R AND RSTUDIO (08)
Introduction to R and R Studio, Installing R and R Studio, R Studio Interface, Basic R syntax and data types, Basic operations in R, Importing and exporting data, Data frames and data manipulation, Sub setting and filtering data, Data cleaning and transformation..	
MODULE - II	DATA VISUALIZATION WITH GGLOT2 (10)
Introduction to data visualization, Creating scatter plots, bar charts, and histograms, Customizing visualizations with ggplot2, Exploratory data analysis (EDA), Measures of central tendency and dispersion, Frequency distributions, Box plots and summary statistics, Data summarization and reporting.	

<b>MODULE - III</b>	<b>PROBABILITY, DISTRIBUTIONS AND HYPOTHESIS TESTING (09)</b>		
Probability concepts, Probability distributions (normal, binomial, etc.), Sampling distributions, Central Limit Theorem. Introduction to hypothesis testing, t-tests (one-sample, two-sample), Chi-squared tests, Type I and Type II errors.			
<b>MODULE - IV</b>	<b>LINEAR REGRESSION AND TIME SERIES ANALYSIS (10)</b>		
Simple linear regression, Multiple linear regression, Model assessment and diagnostics, Predictive modeling, Introduction to time series data, Time series decomposition, Forecasting techniques, Seasonal decomposition and analysis.			
<b>MODULE - V</b>	<b>DATA MINING AND MACHINE LEARNING (08)</b>		
Introduction to data mining and machine learning, Support vector machines (SVM), neural networks and deep learning, Model evaluation and hyper parameter tuning.			
<b>Text books</b>			
<ol style="list-style-type: none"> <li>1. "Efficient Data Manipulation with R" by Matt Dowle, Matt. Efficient Data Manipulation with R. Matt Dowle, 2019.</li> <li>2. "R for Data Science" by Hadley Wickham and Garrett Grolemund Wickham, Hadley, and Garrett Grolemund. R for Data Science. O'Reilly Media, 2017.</li> <li>3. "Business Analytics: Data Analysis &amp; Decision Making" by Christian Albright and Wayne Winston Albright, Christian, and Wayne Winston. Business Analytics: Data Analysis &amp; Decision Making. Cengage Learning, 2016.</li> <li>4. "Practical Data Science with R" by Nina Zumel and John Mount Zumel, Nina, and John Mount. Practical Data Science with R. Manning Publications, 2014.</li> <li>5. "R Graphics Cookbook" by Winston Chang Chang, Winston. R Graphics Cookbook. O'Reilly Media, 2012.</li> <li>6. "R Graphics" by Paul Murrell Murrell, Paul. R Graphics. Chapman and Hall/CRC, 2006.</li> </ol>			
<b>References</b>			
<ol style="list-style-type: none"> <li>1. "Text Mining with R: A Tidy Approach" by Julia Silge and David Robinson Silge, Julia, and David Robinson. Text Mining with R: A Tidy Approach. O'Reilly Media, 2017.</li> <li>2. "Practical Statistics for Data Scientists" by Andrew Bruce and Peter Bruce Bruce, Andrew, and Peter Bruce. Practical Statistics for Data Scientists. O'Reilly Media, 2017.</li> <li>3. "Data Science for Business" by Foster Provost and Tom Fawcett Provost, Foster, and Tom Fawcett. Data Science for Business. O'Reilly Media, 2013.</li> <li>4. "Applied Predictive Modeling" by Max Kuhn and Kjell Johnson Kuhn, Max, and Kjell Johnson. Applied Predictive Modeling. Springer, 2013.</li> </ol>			
<b>Web References:</b>			
<ol style="list-style-type: none"> <li>1. <a href="http://www.sanfoundry.com/best.reference-books.com">http://www.sanfoundry.com/best.reference-books.com</a></li> <li>2. <a href="http://www.managementhelp.org/management/theories.html">http://www.managementhelp.org/management/theories.html</a></li> </ol>			
<b>E-Text Books:</b>			
<ol style="list-style-type: none"> <li>1. <a href="http://www.bayt.com/en/specialities/q/33147/whatare.com">http://www.bayt.com/en/specialities/q/33147/whatare.com</a></li> <li>2. <a href="http://www.semesteratsea.org">http://www.semesteratsea.org</a></li> </ol>			

### **XVIII. COURSE PLAN:**

The course plan is meant as a guideline. Probably there may be changes.

<b>Lecture No</b>	<b>Topics to be covered</b>	<b>Course Outcomes</b>	<b>Reference</b>
<b>OBE DISCUSSION</b>			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		

CONTENT DELIVERY (THEORY)			
1	Introduction to R and R Studio	CO1	T-1, R-1
2	Installing R and R Studio	CO1	T-1, R-1
3	R Studio Interface	CO1	T-1, R-1
4	Basic R syntax and data types	CO1	T-1, R-1
5	Basic operations in R	CO1	T-1, R-1
6	Importing and exporting data	CO1	T-1, R-1
7	Data frames and data manipulation	CO1	T-1, R-1
8	Sub setting and filtering data	CO1	T-1, R-1
9	Data cleaning and transformation	CO1	T-1, R-1
10	Data cleaning and transformation	CO1	T-1, R-1
11	Introduction to data visualization	CO1	T-1, R-1
12	Creating scatter plots	CO2	T-1, R-1
13	bar charts, and histograms	CO2	T-1, R-1
14	Customizing visualizations with ggplot2	CO2	T-1, R-1
15	Exploratory data analysis (EDA)	CO2	T-2, R-2
16	Measures of central tendency and dispersion	CO2	T-2, R-2
17	Frequency distributions	CO2	T-2, R-2
18	Box plots and summary statistics	CO2	T-2, R-2
19	Data summarization	CO2	T-2, R-2
20	Data summarization and reporting	CO2	T-2, R-2
21	Probability concepts	CO2	T-2, R-2
22	Probability distributions (normal, binomial, etc.)	CO2	T-2, R-2
23	Probability distributions (normal, binomial, etc.)	CO3	T-2, R-2
24	Sampling distributions	CO3	T-2, R-2
25	Central Limit Theorem.	CO3	T-2, R-2
26	Introduction to hypothesis testing	CO3	T-2, R-2
27	t-tests (one-sample, two-sample)	CO3	T-2, R-2
28	Chi-squared tests	CO3	T-2, R-2
29	Type I and Type II errors.	CO3	T-2, R-2
30	Simple linear regression	CO4	T-2, R-2

31	Multiple linear regression	CO4	T-1, R-1
32	Model assessment and diagnostics	CO4	T-1, R-1
33	Predictive modeling	CO4	T-1, R-1
34	Introduction to time series data	CO4	T-1, R-1
35	Time series decomposition	CO4	T-1, R-1
36	Seasonal decomposition and analysis.	CO4	T-1, R-1
37	Introduction to data mining and machine learning	CO5	T-1, R-1
38	Introduction to data mining and machine learning	CO5	T-1, R-1
39	Introduction to machine learning	CO5	T-1, R-1
40	Introduction to machine learning	CO5	T-1, R-1
41	Introduction to machine learning	CO5	T-1, R-1
42	Support vector machines (SVM)	CO5	T-1, R-1
43	Support vector machines (SVM)	CO5	T-1, R-1
44	neural networks	CO5	T-2, R-1
45	neural networks and deep learning	CO5	T-2, R-1
46	Model evaluation	CO5	T-2, R-1
47	Model evaluation and hyper parameter tuning.	CO5	T-2, R-1
48	Support vector machines (SVM)	CO5	T-2, R-1
49	Support vector machines (SVM)	CO5	T-2, R-1
50	neural networks and deep learning	CO5	T-2, R-1
51	neural networks and deep learning	CO5	T-1, R-1
52	machine learning Concepts	CO5	T-1, R-1
53	machine learning Concepts	CO6	T-1, R-1
54	machine learning Types	CO6	T-1, R-1
55	machine learning Types	CO6	T-1, R-1
56	Supervised machine learning	CO6	T-1, R-1
57	Supervised machine learning	CO6	T-1, R-1
58	Unsupervised machine learning	CO6	T-1, R-1
59	Unsupervised machine learning	CO6	T-1, R-1
60	Model evaluation and hyper parameter tuning	CO6	T-1, R-1
QUESTION BANK DISCUSSION			

61	Question Bank Discussions Unit 1	CO 1	T-1, R-1
62	Question Bank Discussions Unit 2	CO 2	T-1, R-1
63	Question Bank Discussions Unit 3	CO 3,4	T-1, R-1
64	Question Bank Discussions Unit 4	CO 5	T-1, R-1
65	Question Bank Discussions Unit 5	CO 6	T-1, R-1

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