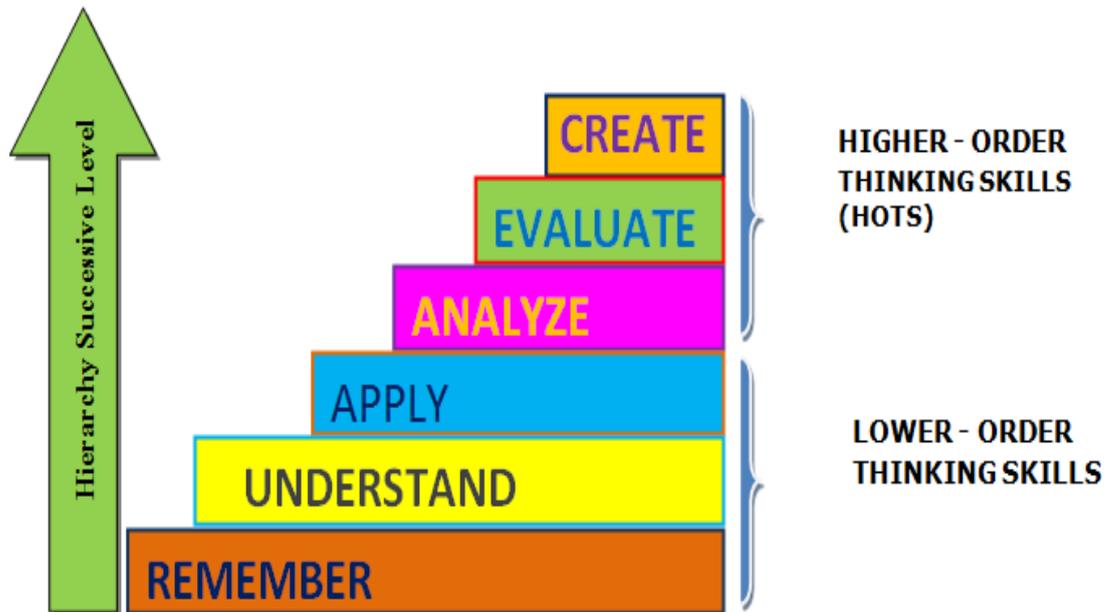


# COURSE DESCRIPTOR BOOKLET

## MASTER OF BUSINESS ADMINISTRATION

(Accredited by NBA)

### R-16 REGULATIONS



## BLOOM'S TAXONOMY OF LEARNING OUTCOMES

*.....Moving Towards Perfection in Engineering*



## INSTITUTE OF AERONAUTICAL ENGINEERING

(AUTONOMOUS)

Approved by AICTE: Affiliated to JNTUH and Accredited by NAAC with 'A' Grade  
Dundigal, Hyderabad - 500 043

## *Vision*

The Vision of the department is to excel in management education and research by nurturing the youth to become global management leaders.

## *Mission*

We intend to empower the capabilities of the young managers to face various challenges in the global community by raising their acquired skills and knowledge.

In pursuit of excellence, we provide training and development activities, cultivate research skills, enhance entrepreneurship abilities and offer employability in multi-domain business organizations.

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***Program Education Objectives and Outcomes***

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*As Per NBA Norms Post June, 2015*  
*Semester: I-I, I-II, II-I, II-II*

# Part – I

## PROGRAM EDUCATIONAL OBJECTIVES AND OUTCOMES

First version 22 July, 2014

**Program Educational Objectives, Program Outcomes and Assessment Criteria** (Approved by DAC MBA on 3/9/2014):

**Master of Business Administration Department Advisory Council:** The Master of Business Administration Department Advisory Council (MBADAC) include a diverse group of experts from academic and industry, as well as alumni representation. The Advisory Board meets annually, or as needed, for a comprehensive review of the Master of Business Administration Department strategic planning and programs. The Advisory Council meets with administration, faculty and students and prepares a report, which is presented to principal. In each visit, the Department of Master of Business Administration responds to the report indicating improvements and amendments to the program.

### 1. PROGRAM EDUCATIONAL OBJECTIVES, OUTCOMES AND ASSESSMENT CRITERIA

#### Learning Outcomes, Assessment Criteria

The educational aims of a module are statements of the broad intentions of the teaching team. They indicate the objectives that the teaching team intends to cover and the learning opportunities that are necessary to be available to the student. A learning outcome is a statement that indicates the content that a learner (student) is expected to know, understand and/or be able to do at the end of a period of learning. It is advisable to express learning outcomes with the common prefix:

‘On completion of (the period of learning e.g. module), the student is expected to be able to...’

Generally, learning outcomes do not specify curriculum, but more general areas of learning. It is not possible to prescribe precisely how specific a learning outcome statement should be. There is a balance to be struck between the degree of specificity in a learning outcome statement and that achieved by the assessment criteria. If there are too many learning outcomes for a module, then either they are becoming assessment criteria or they are specifying too much curricular detail. The curriculum should be described in the range statement. Too few learning outcomes are unlikely to provide sufficient information on the course. As a guide, there should be between 4 and 8 learning outcomes for a course.

The Program Educational Objectives (PEOs) of the Master of Business Administration department are broad statements or road maps describing career and professional objectives that intend the post-graduates to achieve through this program.

## 2. **P.G – MASTER OF BUSINESS ADMINISTRATION PROGRAM**

### **EDUCATIONAL OBJECTIVES**

To focus on each individual career aspirations, IARE MBA is focusing on both Professional and Behavioral fitness of the students. Professional Fitness contains Career fitness and Subject proficiency and Behavioral fitness focuses on Communicational proficiency along with core competencies to fit in any organization. A post graduate of Institute of Aeronautical Engineering in Master of Business Administration discipline should have a successful career in management or a related field, and within two years, should attain the following:

### **PROGRAM EDUCATIONAL OBJECTIVES:**

#### **PEO1. Managerial Skills**

To impart adequate knowledge of management theories and concepts to enhance research and learning for continuous growth and development.

#### **PEO2. Professional Effectiveness and Contribution to Society**

To provide the learners with exposure to solve business situations using management tools, to analyze and create newer opportunities in industry.

#### **PEO3. Professional Education**

To achieve appropriate communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.

#### **PEO4. Exercising Leadership**

To demonstrate the ability to maintain knowledge of emerging technologies to address the critical needs of the seamless strategic business operations

These objectives are quite broad by intention, as Master of Business Administration post graduates may seek further education or work in diverse areas. To make these objectives meaningful, they may be demonstrated by performance, actions, or achievements.

- i. **To prepare the students who will be able to attain a solid foundation in Master of Business Administration fundamentals with an attitude to pursue managerial skills.**
  - ❑ Make the students to understand their aptitude to choose the correct path of study which leads to higher qualifications and heights in the chosen field.
  - ❑ Should be prepared to undergo rigorous training in their fields of working.
  - ❑ Be capable of utilizing the solid foundation obtained at institute to apply successfully in solving the real time management problems.
  - ❑ Students need to have creative thinking processes that are acquired through good training to find solutions to business problems.

**ii. To prepare the students to function professionally in an increasingly international and rapidly changing world due to the advances in management and concepts and to contribute to the needs of the society.**

- ❑ Adoptability and accommodative mind set to suit modern world and changing economies.
- ❑ By working hard in the chosen field and sharing the professional experience at different forums within and outside the country.
- ❑ Desirable to be a member of various professional societies (IMA, AIMA, AIMS and etc.) to keep yourself abreast with the state-of-the-art professionalism.
- ❑ Should continue additional education in a broad range of subjects other than management may be needed in order to meet professional challenges efficiently and effectively.
- ❑ Continuous interaction with educational and research institutions or industrial research labs.
- ❑ Have a sound foundation of knowledge within a chosen field and achieve good depth and experience of practice in it.
- ❑ Able to relate knowledge within chosen field to larger problems in society and able to appreciate the interaction between management and society.
- ❑ Strong grasp of quantitative reasoning and an ability to manage complexity and ambiguity.
- ❑ To conduct research, and design, develop, test and oversee the development of management systems for global upliftment.
- ❑ Applying professional knowledge to solve technical problems and develop products and services that benefit the society.
- ❑ A management student shall contribute to the society by research, design and development, testing and evaluation, application by strategies, maintenance by service, management and other functions like sales, customer service and etc.

**iii. To prepare the students who will be able to excel, in their careers by being a part of success and growth of an organization, with which they are associated.**

- ❑ To achieve this, the focus should not be limited to a managerial curriculum and even to the class room.
- ❑ Continuing professional education by attending short term in courses design to update managerial skills.
- ❑ A lifelong commitment to learning new and specialized information.
- ❑ Should accept first person responsibility and should take the initiative in carrying out the work.
- ❑ Should be determined for the duty and dedicated to work and have passion for that.
- ❑ Be delight at work with a positive attitude.
- ❑ Should be a detailed worker so that one can be relied by the organization.

iv. **To prepare the students to acquire and exercise excellent leadership qualities, at various levels appropriate to their experience, to address issues in a responsive, ethical, and innovative manner.**

- ❑ Gives ample opportunity to work in diverse fields to acquire leadership roles in professional circles outside the workplace.
- ❑ Should keep in mind that the opportunities may change with the times.
- ❑ Should be prepared for creative solo and collaborative brainstorming sessions.
- ❑ Be able to inspire the team with selfless motivation and attitude to achieve success.
- ❑ Ability to think laterally or at-least have a flexibility of thought and make choices based on the requirement for situation.

The department of Master of Business Administration periodically reviews these objectives and as part of this review process, encourages comments from all interested parties including current students, alumni, prospective students, faculty those who hire or admit our post graduates to other programs members of related professional organizations, and colleagues from other educational institutions.

### **3. P.G - MASTER OF BUSINESS ADMINISTRATION PROGRAM OUTCOMES**

A post graduate of the Master of Business Administration Program Outcomes will demonstrate:

#### **PROGRAM OUTCOMES:**

##### **PO1. Managerial Skills**

Apply knowledge of management theories and practices to solve business problems

##### **PO2. Decision-making Skills**

Foster Analytical and critical thinking abilities for data-based decision making

##### **PO3. Ethics**

Ability to develop Value based Leadership ability

##### **PO4. Communication Skills**

Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business

##### **PO5. Leadership Skills**

Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment

##### **PO6. Entrepreneurial Skills**

Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs

##### **PO7. Strategic analysis**

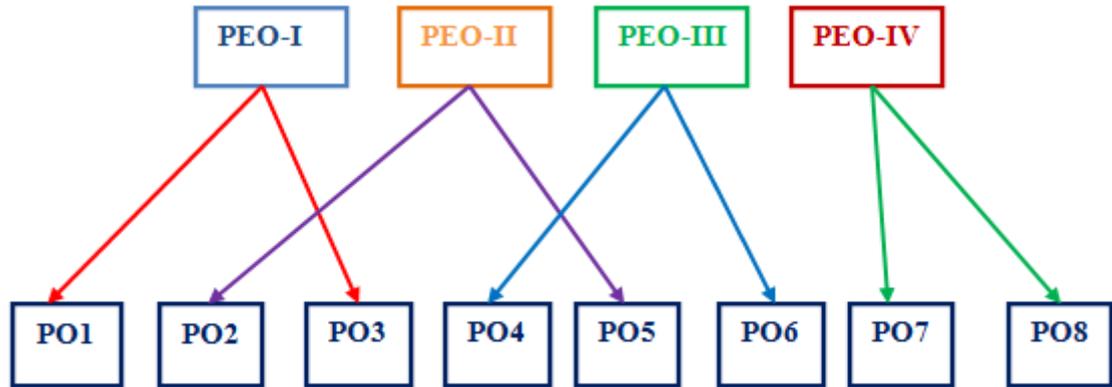
Ability to conduct strategic analysis using theoretical and practical applications

**PO8. Technology Skills**

Inculcate and develop technical skills to face the competitive world successfully

**4. MAPPING OF PROGRAM EDUCATIONAL OBJECTIVES TO PROGRAM OUTCOMES**

The following Figure shows the correlation between the PEOs and the POs



The following Table shows the correlation between the Program Educational Objectives and the Program Outcomes

S No	Program Educational Objectives	Program Outcomes
I	To impart adequate knowledge of management theories and concepts to enhance research and learning for continuous growth and development	<p><b>PO1</b> <b>Managerial Skills</b> Apply knowledge of management theories and practices to solve business problems</p> <p><b>PO3</b> <b>Ethics</b> Ability to develop Value based Leadership ability</p>
II	To provide the learners with exposure to solve business situations using management tools, to analyze and create newer opportunities in industry.	<p><b>PO2</b> <b>Decision-making Skills</b> Foster Analytical and critical thinking abilities for data-based decision making</p> <p><b>PO5</b> <b>Leadership Skills</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment</p>
III	To achieve appropriate communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship	<p><b>PO4</b> <b>Communication Skills</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business</p> <p><b>PO6</b> <b>Entrepreneurial Skills</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs</p>
IV	To demonstrate the ability to maintain knowledge of emerging technologies to address the critical needs of the seamless strategic business operations	<p><b>PO7</b> <b>Strategic analysis</b> Ability to conduct strategic analysis using theoretical and practical applications</p> <p><b>PO8</b> <b>Technology Skills</b> Inculcate and develop technical skills to face the competitive world successfully career paths, to be an entrepreneur, and a zest for higher studies.</p>

## 5. RELATION BETWEEN THE PROGRAM OUTCOMES AND PROGRAM EDUCATIONAL OBJECTIVES

A broad relation between the Program Educational Objectives and the Program Outcomes is given in the following table:

PEOs →		(1)	(2)	(3)	(4)	
		Managerial Skills	Professional Effectiveness And Contribution to Society	Professional Education	Exercising Leadership	
POs ↓	PO 1	Managerial Skills	3			
	PO 2	Decision-making Skills		3		
	PO 3	Ethics	2			
	PO 4	Communication Skills			3	
	PO 5	Leadership Skills		3		
	PO 6	Entrepreneurial Skills			3	
	PO 7	Strategic analysis				3
	PO 8	Technology Skills				3

**Relationship between Program Outcomes and Program Educational Objectives**  
**Key: 3 = Highly Related; 2 = Supportive**

### Note:

- The assessment process can be direct or indirect.
- The direct assessment will be through interim assessment by the faculty or by industry / technology experts.
- The indirect assessment on the other hand could be by students through course outcomes, department associations, exit interviews, employer's survey, alumni survey, infrastructure survey etc.
- Frequency of assessment can be once in a semester and justified by the program coordinator.



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>MANAGEMENT AND ORGANIZATION BEHAVIOR</b>				
Course Code	<b>CMB001</b>				
Programme	<b>MBA</b>				
Semester	<b>I</b>				
Course Type	<b>CORE</b>				
Regulation	<b>IARE-R16</b>				
Course Structure	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	3	-	3	-	-
Chief Coordinator	Ms. B Tejaswini ,Assistant Professor, MBA Department.				
Course Faculty	Ms. B Tejaswini ,Assistant Professor, MBA Department.				

#### I. COURSE OVERVIEW:

The course focuses on the objectives, importance of management, management concepts, organization study of management principles and practices with the study of human behavior within organizations. The focus will be upon translation of management and organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organization. This course will provide a good foundation for students intending to study in any major, as the main objective of this course is to provide students with the essential content and experiences they need to become a motivating student, successful manager and an effective employee in any type of work they do in the future. By taking the course students will understand themselves and other people at work and will be able to learn how to create effective work groups to be successful in life.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBO06	II	HUMAN RESOURCE MANAGEMENT

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
MANAGEMENT AND ORGANIZATION BEHAVIOR	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes(POs)		Level	Proficiency assessed by
PO1	<b>Managerial skills:</b> Apply knowledge of management theories and practices to solve business problems	3	Assignments
PO3	<b>Ethics:</b> Ability to develop Value based Leadership ability.	2	Assignments
PO5	<b>Leadership skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Seminar
PO6	<b>Entrepreneurial and Innovation skills:</b> Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	3	GuestLectures
PO7	<b>Strategic skills:</b> Ability to conduct strategic analysis using theoretical and practical applications.	3	GuestLectures

3 = High; 2 = Medium; 1 = Low

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Understand management with confidence.
II	Interpret and analyze the organization behavior and growth of different companies
III	Appreciate and use latest techniques of management as means of business communication.
IV	Use the techniques and arriving at conclusions from strategy information for the purpose of decision making
V	Analyze different types of organization charts which are very useful for knowing positions of business concern.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB001.01	CO 1	Identify and understand the objectives, importance and the development of the various theories of management.	PO 1	3
CMB001.02	CO 2	Familiarize with history of the management and enhance with the latest theories.	PO 1	3
CMB001.03	CO 3	Analyze the various problems and Evaluate various methods in decision making to arrive at alternative solutions.	PO 3	2
CMB001.04	CO 4	Discuss about plans and the planning process to analyze and compare different plans and make effective planning.	PO 3	2
CMB001.05	CO 5	Gain the knowledge of processes used in developing the various organizational designs.	PO 5	2
CMB001.06	CO 6	Understand the group dynamics and demonstrate skills required for working in group's relation between authority power and influence.	PO 5	2
CMB001.07	CO 7	Demonstrate the authority and use power to influence people to get the work done through proper communication and control.	PO 6	3
CMB001.08	CO 8	Explain importance of organizational behavior personality theories, perception and individuals.	PO 1	3

CMB001.09	CO 9	Illustrate the behavior of individuals and groups in organizations in terms of Organizational behavior theories, models and concepts.	PO1	3
CMB001.10	CO 10	Elucidate various group decision making process and types.	PO5	2
CMB001.11	CO 11	Enhance the various leadership styles and the role of leaders in a decision making Process and Analyze management organization and administration.	PO5	2
CMB001.12	CO 12	Apply various types of theories (Maslow's needs theory, two factor theory of motivation, valance theory and other relevant theory of motivation.	PO7	3

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3							
CO 3			3					
CO 4			3					
CO 5					2			
CO 6					2			
CO 7						3		
CO 8	3							
CO 9	3							
CO 10					2			
C11					2			
C12							3	

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

**X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO1,PO 2, PO 5, PO 6, PO 7	SEE Exams	PO1,PO 2, PO 5, PO 6, PO 7	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>Unit-I</b>	<b>HISTORY OF MANAGEMENT</b>
Theories of management: classical, scientific, administrative, behavioral, management sciences theories, systems and contingency theory..	
<b>Unit-II</b>	<b>PROBLEM SOLVING, DECISION MAKING AND PLANNING</b>
Problem solving and decision making, classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, select the most feasible plan, implement decision and control, plans, types of plans, steps involved in planning process...	
<b>Unit-III</b>	<b>ORGANIZING AND CONTROLLING</b>
Principles of organizing organizational design, relation between authority, Power and influence. Organizational functional and control systems, types of controls	
<b>Unit-IV</b>	<b>INDIVIDUAL AND GROUP BEHAVIOR</b>
Importance of organizational behavior, personality theories, perception, perception and individual decision making, formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types..	
<b>Unit-V</b>	<b>LEADERSHIP, MOTIVATION AND ORGANIZATIONAL STRUCTURE</b>
Leadership theories, power and politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, existence relatedness and growth (ERG )theory, McClelland's needs theory, valance theory and other relevant theories of motivation.	
<b>Text Books:</b>	
1 Robert N Lussier, "Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning", First Edition, Pearson, 2012. 2. Dilip Kumar Battacharya," Principles of Management", Pearson, 2012 3 Harold Koontz, Heinz Wehrich, A.R.Aryasri, "Principles of Management", TMH, 2010	
<b>Reference Books:</b>	
1 V.S.P.Rao, "Management Text and Cases", Excel, Second Edition, 2012. 2. K.Anbuvelan, "Principles of Management", University Science Press, First Edition, 2013 3 .Andrew DuBrin, "Management Essentials", Cengage Learning, "9E, International Edition", 2012	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-5	Meaning, definitions, importance, limitations of management and meaning of organization.	CO 1	T1:22.5
6-8	Objectives, significance of scientific management and different stages in the management.	CO 2	T1:22.5 R1:2.4
9-11	Limitations of individual interest and group interest of the person in the organization	CO 2	T1:22.6 R1:2.6
12-15	Psychology needs esteem needs social needs with suitable examples..	CO 3	T1:22.7 R1:4.4

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
16-18	Different types of theories with suitable examples.	CO 3	T1:22.7 R1:4.10
19-21	Definition, meaning, merits, demerits of management and systems theory	CO 4	T1:22.8 R1:4.15
22-24	Classification theories with suitable examples.	CO 4	T1:22.9 R1:5.4
25-32	Definitions, meaning, definition, advantages and disadvantages of decision making..	CO 5	T1:22.9 R1:5.8
33-35	Definitions, meaning, definition, advantages and disadvantages of decision making.	CO 5	T1:23.10 R1:6.8
36-38	Definitions, meaning, advantages of decision structure	CO 5	T1:23.10 R1:6.13
39-42	Definitions, meaning, objectives, limitations, methods decision making model	CO 6	T1:23.9 R1:7.5
43-45	Definitions decision making process and steps in model	CO 6	T1:23.10 R1:7.5
46-48	Procedure of decision making and most feasible situations in planning ,	CO 7	T1:23.10 R1:8.1
49-51	Differences between decision making model and structure	CO 8	T1:23.1 R1:9.2
52-54	Meaning of decision structure and differences between rational methods	CO 9	T1:23.1 R1:9.4
55-58	Impact, objectives of decision making and control.	CO 10	T1:23.1 R1:9.9
59-63	Discuss v rooms' model and participation of decision making.	CO 11	T1:23.1
64 -68	Meaning and advantages of decision making.	CO 11	T1:23.1
56-58	Definitions, meaning, advantages of decision structure	CO12	T1:23.1
69-71	Definitions management and organization and criteria	C012	T1:23.1
72-74	Definition, meaning and the significance of decision making..	CO12	T1:23.1
75-78	Meaning, advantages and disadvantages opportunities in decision making	C012	T1:23.1

#### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	To improve standards and analyze the concepts.	Seminars	PO 1
2	Conditional probability, Sampling distribution, correlation, regression analysis and testing of hypothesis	Seminars	PO 5
3	Encourage students to solve real time applications and prepare towards competitive examinations.	Assignments	PO 2

**Prepared by:**  
Ms. B Tejaswini, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>FINANCIAL ACCOUNTING AND ANALYSIS</b>			
<b>Course Code</b>	<b>CMB002</b>			
<b>Programme</b>	MBA			
<b>Semester</b>	I			
<b>Course Type</b>	<b>CORE</b>			
<b>Regulation</b>	IARE - R16			
<b>Course Structure</b>	<b>Lectures</b>	<b>Tutorials</b>	<b>Practical Work</b>	<b>Credits</b>
	3	-	-	3
<b>Chief Coordinator</b>	Dr. J.S.V. GOPAL SHARMA, Professor, MBA			
<b>Course Faculty</b>	Dr. J.S.V. GOPAL SHARMA, Professor, MBA			

#### I. COURSE OVERVIEW:

The course focuses on the objectives, 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 enable students to understand earning position and financial position of business concern. Financial statements are very useful to the business concerns to interpret and analyze the financial growth of different companies. This course includes appreciate and use financial statements as means of business communication. This course uses the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
UG	-	-	Fundamentals Financial Accounting.

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Financial Accounting and Analysis	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

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

Program Outcomes (POs)		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.	2	Seminars.
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments.

Program Outcomes (POs)		Strength	Proficiency assessed by
PO7	Strategic Skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2	Seminars

3 = High; 2 = Medium; 1 = Low

#### VII. COURSE OBJECTIVES :

The course should enable the students to:	
I.	Develop an insight of principles of accounting and utilization of financial information for decision making and forward planning for future.
II.	Understand financial statements for knowing earning capacity and financial position of the business concern with confidence
III.	Demonstrate the financial growth of different companies and make analysis of financial accounts.
IV.	Describe the significance of financial statements as means of business communication.
V.	Design and Use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

#### VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB002.01	CO 1	Understand and elucidate the objectives, importance of financial accounting and different types of accounting concepts and conventions.	PO1	2
CMB002.02	CO 2	Discuss different types and principles of personal, impersonal accounts, importance and preparation of journal and ledger.	PO1	2
CMB002.03	CO 3	Describe the significance and preparation of trial balance and final accounts.	PO1	2
CMB002.04	CO 4	Recognize the causes of depreciation and methods of charging depreciation on fixed assets.	PO2	2
CMB002.05	CO 5	Explain the objectives, significance and different methods of inventory valuation and goodwill valuation.	PO2	2
CMB002.06	CO 6	Illustrate the features, merits, demerits and classification of shares and debentures.	PO2	2
CMB002.07	CO 7	Analyze and explain the issue of shares at par, discount, premium, forfeiture of shares and issue of debentures.	PO2	2
CMB002.08	CO 8	Evaluate the factors which are influencing on working capital management.	PO4	2
CMB002.09	CO 9	Identify the significance, limitations and preparation of statement of sources and application of funds and cash flow statement (AS3).	PO4	2
CMB002.10	CO10	Demonstrate the importance, limitations and types of financial statements as means of business communication to find the financial soundness of the firm.	PO4	2
CMB002.11	CO11	Enumerate and elucidate the importance and role of different types of financial statements for the purpose of strategic decisions.	PO7	2

CMB002.12	CO12	Examine and interpret the importance, limitations and various types' of financial ratios in view of decision making	PO7	2
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3 = High; 2 = Medium; 1 = Low

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2							
CO 2	2							
CO 3	2							
CO 4		2						
CO 5		2						
CO 6		2						
CO 7		2						
CO 8				2				
CO 9				2				
CO 10				2				
CO 11							2	
CO 12							2	

3 = High; 2 = Medium; 1 = Low

**X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO1,PO2, PO4, PO7.	SEE Exams	PO1,PO2, PO4, PO7.	Assignments	PO4	Seminars	PO2, PO7.
Laboratory Practices	-	Guest Lecture	PO1	Mini Project	-	Certification	-
Term Paper							

**XI. ASSESSMENT METHODOLOGIES - INDIRECT**

√	ASSESSMENT OF COURSE OUTCOMES (BY FEEDBACK, ONCE)	√	STUDENT FEEDBACK ON FACULTY (TWICE)
X	ASSESSMENT OF MINI PROJECTS BY EXPERTS		

**XII. 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 PROCESS OF ACCOUNTING</b>
Books of original record: journal and subsidiary books, ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments; valuation of fixed assets, tangible vs. intangible assets and methods of depreciation: depreciation concept, depreciation of fixed assets, methods of depreciation, their impact on measurement of business accounting	

<b>UNIT– III</b>	<b>INVENTORY VALUATION</b>
Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Issue of shares and debentures: entries for issue of shares.  Forfeiture issue of shares at discount and premium; alteration of share capital and reduction of share capital, issue and redemption of debentures.	
<b>UNIT– IV</b>	<b>FINANCIAL ANALYSIS</b>
Statement of changes in working capital, funds from operations, paid cost and unpaid costs; distinction between cash profits and book profits; preparation and analysis of cash flow statement and funds flow statement.	
<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; liquidity, leverage, solvency and profitability ratios, du Pont chart, accounting standards issued by the institute of chartered accounts of India (ICAI).	
<b>TEXT BOOKS</b>	
<ol style="list-style-type: none"> <li>1. Harony, J. and I. Swary, Quarterly Dividends and Earnings Announcements, Second edition, 1981</li> <li>2. Altman, E.I. and Kishore, “the Default Experience of U.S. Bonds”, Working Paper, Salomon Center. 1999.</li> <li>3. Jayaprakash Sugavanam, Bharathy Jayaprakash, Palanisamy Saravanan, “Strategic Financial Management” Oxford, 1<sup>st</sup>, 2014.</li> </ol>	
<b>REFERENCES</b>	
<ol style="list-style-type: none"> <li>1. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008</li> <li>2. M Y Khan, “Financial Services”, Tata McGraw-Hill, 12<sup>th</sup> Edition, 2012.</li> </ol>	

### XIII. 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>
1	Meaning, definitions, functions, importance and limitations of financial accounting.	CO1	T1
2	Objectives, significance of financial accounting and different stages in the accounting cycle.	CO1	T1
3	Limitations of financial accounting and different meanings of the single entry and double entry systems.	CO1	T1
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
5	Different types of convention of full disclosure, convention of materiality, convention of conservatism and convention of consistency with suitable examples.	CO1	T1
6	Definition, meaning, merits, demerits of double entry system and differences between double entry system and single entry systems.	CO1	T1,T4
7	Classification of accounts and principles of personal and impersonal accounts with suitable examples.	CO2	T1,T4
8	Definitions, meaning, definition, advantages and disadvantages of journal. Write different types of subsidiary journals.	CO2	T1,T4
9-10	Definitions, meaning, advantages of ledger and uses of purchases, sales, purchase returns and sales returns journals. Journal entries, ledger accounts and subsidiary books.	CO2	T1

<b>Lecture No</b>	<b>Topics to be covered</b>	<b>Course Outcomes</b>	<b>Reference</b>
11	Definitions, meaning, objectives, limitations, methods of preparing trial balance and significance of trial balance. Show trial balance.	CO2	T1,T4
12	Definitions of depreciation, the causes of deprecation and factors influencing on depreciation.	CO3	T1,T4
13	Accounting procedure of charging depreciation under fixed installment method, diminishing balance method, annuity method, sinking fund method.	CO3	T1,T4
14	Differences between fixed installment method and diminishing balance method.	CO4	T1
15	Meaning of capital and revenue expenditure and differences between capital and revenue expenses.	CO4	T1
16	Impact, objectives of deprecation and need for providing depreciation.	CO5	T1
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.	CO5	T1,T4
18	Meaning and advantages of trading account. Valuation of fixed assets. Problems on trading account.	CO5	T1
19	Definitions of profit and loss account and the significance of profit and loss account. Problems on profit and loss account.	CO6	T1
20	Definition, meaning and the significance of Balance sheet. Problems on final accounts with adjustments.	CO6	T1
21	Meaning, advantages and disadvantages of first in first out method. Problems on stores ledger under FIFO method.	CO6	T2
22	Meaning, advantages and disadvantages of last in first out method. Problems on stores ledger under LIFO method.	CO7	T2
23	Meaning, advantages and disadvantages of simple average method. Prepare stores ledger under simple average method.	CO7	T2
24	Meaning, advantages and disadvantages of weighted average method. Prepare stores ledger under weighted average method.	CO7	T2
25	Definitions and different methods of inventory valuation. Problems on stores ledger under different methods.	CO7	T2
26	Objectives of inventory valuation. Problems on stores ledger under different methods.	CO8	T2,T4
27	Meaning of goodwill and different methods of valuation of goodwill. Problems on different methods of valuation of goodwill.	CO8	T1
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.	CO8	T1
29	Meaning, different types and issue of debentures and redemption of debentures Problems on issue of shares.	CO9	T1
30	Definitions, meaning, significance and limitations of funds flow statement. Problems on funds flow and cash flow statements.	CO9	T3
31	Definitions, meaning, significance and limitations of cash flow statement. Problems on funds flow and cash flow statements.	CO10	T3
32	Factors which are influenced on working capital requirement.	CO10	T3

Lecture No	Topics to be covered	Course Outcomes	Reference
33	Differences between cash flow and funds flow statements. Problems on funds flow and cash flow statements.	CO10	T3
34	Differences between funds flow and Balance sheet. Problems on funds flow and cash flow statements.	CO11	T3,T4
35	Differences between funds flow and income statement. Problems on funds flow and cash flow statements.	CO11	T3,T4
36	Meaning, different types and importance of working capital. Problems on funds flow and cash flow statements.	CO11	T3,T4
37	Definitions, meaning and significance of Financial statement analysis. Problems on different types of financial statements.	CO12	T2,T4
38	Definitions and limitations of financial statements and types of financial statements.	CO12	T2,T4
39	Definitions, meaning, significance and limitations of ratio analysis	CO12	T2
40	Meaning, uses and different types of liquidity ratios. Problems on different types of liquidity Ratios.	CO12	T2
41	Meaning, uses and different types of activity ratios. Determination of different types of activity ratios.	CO12	T2
42	Meaning, uses and different types of capital structure ratios. Determination of different types of capital structure Ratios.	CO12	T2
43	Meaning, uses and different types of Profitability ratios. Determination of different types of Profitability ratios.	CO12	T2, T4
44	Determination of liquidity Ratios and profitability ratios.	CO12	T2
45	Determination of activity ratios and capital structure ratios.	CO12	T2

### XIII. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	Different types of accounting concepts, conventions, and principles of personal and impersonal accounts.	Seminars / Guest Lectures.	PO3, PO5, PO11
2	Advantages and limitations of funds flow statement and cash flow statement.	Seminars / Guest Lectures.	PO3, PO5, PO11, PO9
3	Significance, limitations and types of financial statements as means of business communication.	Seminars / Guest Lectures.	PO2, PO3, PO5, PO9
4	Importance and limitations and classification of financial ratios.	Seminars / Guest Lectures.	PO2, PO3, PO5, PO9

**Prepared by:**  
Dr. J.S.V. Gopal Sharma, Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>MANAGERIAL ECONOMICS</b>				
<b>Course Code</b>	<b>CMBB03</b>				
<b>Programme</b>	I MBA				
<b>Semester</b>	I				
<b>Course Type</b>	Core				
<b>Regulation</b>	IARE-R16				
<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>Chief Coordinator</b>	Mr. M Ramesh, Assistant Professor, MBA				
<b>Course Faculty</b>	Mr. M Ramesh, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

This course helps to understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning. Topics: the role of integrated marketing communications, organizing for advertising and promotion, consumer behavior perspective, the communication process, promotional objectives and budgets, creative strategy, media planning and strategy, broadcast/print & support media, direct marketing, sales promotions, PR and publicity, personal selling, international promotion, business-to-business promotions, and regulations and ethics.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
UG	-	-	Basic knowledge of Economics

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Managerial Economics	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

This AAT enables faculty to design own assessment patterns during the CIA. The AAT converts the classroom into an effective learning centre. The AAT may include tutorial hour/classes, seminars, assignments, term paper, open ended experiment, five minutes video, etc.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	<b>Seminars</b>
<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	<b>Guest lectures</b>
<b>PO4</b>	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	<b>Seminars</b>
<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**

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Illustrate the application of economic theory and methodology as an alternative in managerial decisions in an organization
II	Apply the knowledge of demand, demand elasticity & demand forecasting by using statistical techniques for any hypothetical enterprise.
III	Explain the relevance of cost behavior analysis & costs that are useful for managerial decision making and Break Even Point (BEP) of an enterprise.
IV	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB003.01	CO 1	Apply economic principles and methodologies to key management decisions within the organizations and foster the goals of the organization	PO 1	2
CMB003.02	CO 2	Identify the nature and scope of managerial economics in the modern business.	PO 1,PO4	2
CMB003.03	CO 3	Understand the fundamentals of managerial economics such as demand, production, price and supply which helps them in doing business effectively.	PO2	2
CMB003.04	CO 4	Know about the marketing research approaches to demand estimation in demand forecasting and its function in an organization.	PO 2	2
CMB003.05	CO 5	Evaluate benefit/cost, life cycle and breakeven analyses on one or more economic alternatives.	PO 2	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB003.06	CO 6	Analyze various forms of production function like Isoquant and Isocost and finding out optimal combinations of inputs including the Cobb-Douglas function.	PO 3	1
CMB003.07	CO 7	Discuss the economies of scale, diseconomies of scale, economies of scope, and cost complementarities, and how each affects the cost of production	PO 3	1
CMB003.08	CO 8	Examine the cost function and differences between short-run and long-run cost function.	PO 4	2
CMB003.09	CO 9	Demonstrate the cost efficient method of producing components which are better sourced from other companies.	PO 4,PO3	2
CCMB003.10	CO 10	Recognize the industry structure at firm level to develop production strategies with profit maximization.	PO 5	2
CMB003.11	CO 11	Elucidate the basic market models of perfect competition, imperfect competition, and how price and output are determined in each model	PO 5	2

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

#### **IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2							
CO 2	2			2				
CO 3		2						
CO 4		2						
CO 5		2						
CO 6			1					
CO 7			1					
CO 8				2				
CO 9				2				
CO 10			1		2			
CO 11					2			

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1, PO2, PO 3, PO4,PO5	SEE Exams	PO1, PO2, PO 3, PO4,PO5	Assignments	PO2, PO4	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT – I</b>	<b>INTRODUCTION TO MANAGERIAL ECONOMICS:</b>
Definition, nature and scope, Relationship with other areas in economics, production management, marketing, finance and personnel, Operations research, The role of managerial economist, Basic economic principles- the concept of opportunity cost, incremental concept, scarcity, marginalize, Equip marginalize, time perspective, discounting principle, risk and uncertainty.	
<b>UNIT – II</b>	<b>THEORY OF DEMAND:</b>
Demand Analysis, Elasticity of demand-types and significance of elasticity of demand, Demand estimation, Marketing research approaches to demand estimation, Need for forecasting, forecasting techniques, Supply Analysis, Supply function, the law of supply, elasticity of supply.	
<b>UNIT – III</b>	<b>PRODUCTION ANALYSIS:</b>
Production function, Production function with one and two variables, Cobb-Douglas production function, Marginal rate of technical substitution Iso-quants and Iso-costs, returns to scale and returns to factors, economies of scale, Innovations and global competitiveness.	
<b>UNIT – IV</b>	<b>COST THEORY AND ESTIMATION:</b>
Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, overall cost leadership.	
<b>UNIT – V</b>	<b>MARKET STRUCTURE AND PRICING PRACTICES:</b>
Features and types of different competitive situations, price- output determination in perfect competition, monopoly, monopolistic competition and oligopoly both the long run and short run; pricing philosophy.	
<b>Text Books:</b>	
1. Craig H. Petersen. Cris Lewis and Sudhir K. Jain: “Managerial Economics”, Pearson, 14 <sup>th</sup> Edition 2012	
2. Dominick Salvatore Managerial Economics, Oxford, 7 <sup>th</sup> Edition, 2012.	
3. Geetika, “Managerial Economics”, TMH, 2 <sup>nd</sup> Edition, 2012	
<b>Reference Books:</b>	
1. G S Gupta, Managerial Economics, TMH, 2 <sup>nd</sup> Edition ,	
2. D.M.Mithani, Managerial Economics theory and applications, Himalaya Publishing House, 5 <sup>th</sup> Edition, 2015	

### XIII. COURSE PLAN:

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

Lecture No.	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Acquire knowledge of basic terms related to managerial economics	CO 1	T1:11.5 R1:2.3
3-4	Understand managerial economics relationship with other areas	CO 1	T1:22.5 R1:2.4
5-6	Explain the importance of managerial economist	CO2	T1:23.6 R1:2.6
7-9	Understand the basic economic principles	CO 2	T1:22.7 R1:4.4
10-12	Understand the relationship between quantity demanded and price of product	CO 3	T1:22.7 R1:4.10
13-15	Explain various approaches to demand estimation	CO 3	T1:23.8 R1:4.15
16-18	Identify the methods to estimate demand in an organisation	CO 4	T1:22.9 R1:5.4
19-20	Understand relationship between price and quantity supply	CO 4	T1:22.9 R1:5.8
22-24	Understand the change in output with change in inputs	CO 5	T1:23.10 R1:6.8
25-27	Understand the measurement of demand in numerical	CO 6	T1:23.10 R1:6.13
28-30	Analyze the benefits obtained by expanding production	CO6	T1:23.9 R1:7.5
31-32	Understand the concepts of cost and the factors affecting cost	CO 7	T1:23.10 R1:7.5
33-35	Analyze the relationship between output and cost	CO7	T1:23.10 R1:8.1
36-38	Recall the different cost concepts to minimize cost	CO 8	T1:23.1 R1:9.2
39-41	Acquire knowledge of market and its structure	CO 9	T1:23.1 R1:9.4
42-45	Analyze the relationship between output and price in the market	CO 10	T1:23.1 R1:9.9
46-48	Understand the price and pricing philosophy	CO6	T1:23.1 R1:9.10

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S.No	Description	Proposed actions	Relevance with POs
1	Optimum planning of integrated marketing communication	Seminars	PO 1
2	Marketing engineering harnesses marketing data and knowledge to facilitate decision making.	Guest lectures	PO 4

**Prepared by:**

Mr. M Ramesh, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>BUSINESS LAW AND BUSINESS ENVIRONMENT</b>				
Course Code	CMB004				
Programme	MBA				
Semester	I				
Course Type	Core				
Regulation	IARE - R16				
Course Structure	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	3	-	3	-	-
Chief Coordinator	Ms. K. Lakshmi Revathi, Assistant Professor, MBA				
Course Faculty	Ms. K Lakshmi Revathi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

The course will make them learn the basic theory of Business law encompasses all of the laws that dictate how to form and run a business. This includes all of the laws that govern how to start, buy, manage and close or sell any type of business. Business laws establish the rules that all businesses should follow. Business law addresses the different types of business organizations. There are laws regarding how to properly form and run each type. This includes laws about entities such as corporations, partnerships and limited liability companies.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
UG	-	-	Mercantile Law	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Business Law and Business Environment	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

Alternative assessments shall be conducted twice in a semester consisting of seminars and assignments and Marks shall be awarded considering the average of two alternative assessments for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO2</b>	<b>Decision making skills:</b> An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.	3	Lectures
<b>PO3</b>	<b>Ethics:</b> Ability to develop value based leadership ability.	3	Guest Lectures
<b>PO4</b>	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
<b>PO8</b>	<b>Technology skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	2	Guest Lectures / Seminars

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

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Demonstrate knowledge in strengthening the organization, empowering individuals and promoting accountability and ownership principles
II	Recognize the people for new challenges make change happen, seek and act on opportunities and improve and enhance the way things are done
III	Provide leaders and managers with clear insights on how to effectively motivate people through corporate culture or organizational change.
IV	Understand the intricate relationship between the strategic business plan of the organization and the role of organization development.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB004.01	CO 1	Understand the main source of law regulating contracts in India, The Indian Contract Act, 1872.	PO 4, PO 8	3
CMB004.02	CO 2	Identify the importance of Indian Contract Act embodied the simple and elementary rules relating to Sale of goods and Partnership.	PO 2, PO 3, PO 4, PO 8	3
CMB004.03	CO 3	Discuss about Companies Act which enables company formation by registration, and the responsibilities of companies, their directors and secretaries.	PO 2, PO 8	3
CMB004.04	CO 4	Gain and insight into winding up of the company latest amendments and changes and guidelines.	PO 3, PO 4, PO 8	3
CMB004.05	CO 5	Analyze Business laws in India including The Consumer Protection Act, 1986 which deals with Consumer Dispute Redressal Forums at local and national levels. (Negotiable instruments act 1881).	PO 2, PO 3,	3
CMB004.06	CO 6	Comprehend the legal protection to mercantile instruments and the issues in negotiation of instruments.	PO 4	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB004.07	CO 7	Understand the Information Technology Act of 2000, (According to 2017 amendments also) the primary law for e-commerce Regulation in India and its amendments to provide explicit legal recognition of electronic transactions.	PO 8	3
CMB004.08	CO 8	Interpret the industrial policies since independence, industrial policy of 1991, PESTEL model and adapt business to the developments.	PO 2, PO 3, PO 4, PO 8	3
CMB004.09	CO 9	Perceive fiscal policy, Monetary policy, export and import (EXIM) policy, Foreign Direct Investment (FDI) in India and acquaint with latest developments.	PO 2, PO 3, PO 4	3
CMB004.10	CO 10	Discern the environmental factors influencing business and capability to implement appropriate adjustments and ensure smooth running of business.	PO 2, PO 8	3
CMB004.11	CO 11	Understand and analyze Structure, major components of balance of payments, causes for dis-equilibrium in balance of payments.	PO 2	3
CMB004.12	CO 12	Impact of new economic policy on balance of payments, recent trends.	PO 2, PO 4	3

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

#### **IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcomes	PROGRAM OUTCOMES			
	PO 2	PO 3	PO 4	PO 8
CO.01			3	3
CO.02	2	3	3	2
CO.03	3		2	
CO.04		3	3	2
CO.05	2	3	-	
CO.06			3	
CO.07				3
CO.08	2	3	3	2
CO.09	3	3	3	
CO.10	3			2
CO.11	3			
CO.12	3		2	

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 2, PO 3, PO 4,PO 8	SEE Exams	PO 2, PO 3, PO 4,PO 8	Assignments	PO 2,PO 3, PO 4,PO 8	Seminars	PO 1, PO 2, PO 3, PO4, PO8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES – INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>LAW OF CONTRACT – 1872</b>	<b>Classes:08</b>
Nature of contract and essential elements, types of contracts, unlawful and illegal agreements, contingent contracts, performance and discharge of contracts, remedies for breach of contract, indemnity and guarantee, latest amendments.		
<b>UNIT-II</b>	<b>COMPANIES ACT ESTABLISHED YEAR 1956</b>	<b>Classes: 09</b>
<b>Companies Act, 1956:</b> Steps and procedure for incorporation of the company, company management, appointment of directors, Powers, duties and liabilities of directors; company meetings, resolutions, winding up of a company, latest amendments, companies amendment act 2013, changes and guidelines.		
<b>UNIT-III</b>	<b>BASIC BUSINESS REGULATIONS</b>	<b>Classes: 10</b>
Negotiable Instruments Act 1881, Negotiable instruments: Promissory note, bills of exchange, cheques, Definitions and characteristics of cheques. Types of endorsements discharge of parties, latest amendments. ).		
<b>UNIT-IV</b>	<b>INTRODUCTION TO BUSINESS ENVIRONMENT</b>	<b>Classes:10</b>
Macro environment analysis (PESTEL Model); Industrial policies: A brief review of industrial policies since independence, industrial policy of 1991 and recent developments, fiscal policy, monetary policy, export and import (EXIM) policy, Foreign Direct Investment (FDI) in India.		
<b>UNIT-V</b>	<b>BALANCE OF PAYMENTS</b>	<b>Classes:08</b>
Structure, major components of balance of payments, causes for dis equilibrium in balance of payments, correction measures, impact of new economic policy on balance of payments, recent trends.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. RSN Pillai, Bagavathi, “Business Law”, S.Chand, 2013.</li> <li>2. N.D.Kapoor, “Mercantile Law”, Sultan Chand and Sons, latest edition.</li> <li>3. S.S. Gulshan, “Mercantile Law”, 2/e, Excel Books, latest edition</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Dr. Vivek Mittal “Business Environment: Text and Cases” Excel Books, 2011.</li> <li>2. Rajkumar “International Business Environment: Text and Cases” Excel Books, 2012.</li> </ol>		

<ol style="list-style-type: none"> <li>3. K.Ashwathappa “Essentials of Business Environment: Text, Cases and Exercises”, HPH, 2011.</li> <li>4. Francis Cherunilam “Business Environment: Text and Cases”, HPH, 2012.</li> <li>5. David W Conklin “Cases in the Environment of Business” , Sage, 2009.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.slideshare.com">http://www.slideshare.com</a></li> <li>2. <a href="http://www.human capital.com">http://www.human capital.com</a></li> <li>3. <a href="http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environment.pdf">http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environment.pdf</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE">https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE</a></li> <li>2. <a href="http://www.ebooks.com/subjects/business-business-law-ebooks/172/">http://www.ebooks.com/subjects/business-business-law-ebooks/172/</a></li> </ol>

### XIII. COURSE PLAN:

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

Lecture No.	Learning Objectives	Topics to be covered	Reference
1-5	Understand the different between agreement and a contract.	CO 1	T1
6-8	Understand the illegal agreements and performance agreements.	CO 1	T1
9-11	Understand the performance and discharge of contract and discuss breach of contract.	CO 1	T1
12-15	Discuss sale of goods act, 1930	CO 2	T1
16-18	Explain the meaning and regulations to partnership firm and accountabilities and responsibilities of partners.	CO 2	T1
19-21	Apply different logic of company strategies in law regulations.	CO 3	T1
22-24	Understand and build the company management and powers of the company.	CO 3	T1
25-32	Identify the redundant terms company latest amendments.	CO 4	T1
33-35	Apply the companies amendment act 2013 in cases.	CO 4	T1
36-38	Discuss consumer protection law and it's presence in India.	CO 5	T1
39-42	Explain Consumer Dispute Redressal Forums at local and national levels.	CO 5	T1
43-45	Discuss negotiable instrument act and analyze the characteristics of cheques.	CO 6	T1
46-48	Learn the types of endorsements and discharge of parties.	CO 7	T1
49-51	Understand how macro environment is useful in industrial level.	CO 8	T1
52-54	Analyze the fiscal policy and monetary policy.	CO 9	T1
55-58	Understand EXIM policy and FDI.	CO 10	T2

**XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S NO</b>	<b>DESCRIPTION</b>	<b>PROPOSED ACTIONS</b>	<b>RELEVANCE WITH POs</b>
1	Ethical values	Seminars	PO 5
2	Amendments of various acts	Seminars/ Industrial Visit	PO 3
3	Inclusion of tax related issues to create awareness on our country's economic conditions	Seminars/ Guest Lectures	PO 2

**Prepared by:**

Ms. K Lakshmi Revathi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	STATISTICS FOR MANAGEMENT				
Course Code	CMB005				
Programme	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE-R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Ms. MD.Azra, Assistant Professor				
Course Faculty	Ms. MD Azra, Assistant Professor				

#### I. COURSE OVERVIEW:

This course helps to improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and 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 management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions. Through a combination of interactive discussions, and applies marketing topics to consumer and business-to-business products, services, and nonprofit organizations.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Statistics For Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

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50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Seminar
PO 2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Assignments
PO 4	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments
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	3	Seminar

3 = High; 2 = Medium; 1 = Low

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets.
II	Applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning, product offering.
III	Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
IV	Analyze the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB005.01	CO 1	Recognize the significance, limitations, origin and development of statistics.	PO 1	2
CMB005.02	CO 2	Acquire the knowledge about different managerial applications of statistics in various fields in modern times and analyze the use of computers in statistics.	PO 1	2
CMB005.03	CO 3	Discuss various types of measures of central tendency and measures of dispersion..	PO 2	3
CMB005.04	CO 4	Analyze the different types of coefficient of skewness and the coefficient of variation.	PO 2	3
CMB005.05	CO 5	Understand the tabulation and classification of data to draw effective solutions for solving problems.	PO 2	3
CMB005.06	CO 6	Demonstrate the diagrammatical and graphical representation of data by using different dimensional diagrams.	PO 2	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB005.07	CO 7	Examine the differences between univariate, bi variate and multi variate data.	PO4	2
CMB005.08	CO 8	Apply different types of small sample tests and techniques of ANOVA..	PO4	2
CMB005.09	CO 9	Analyze correlation analysis and different types of coefficient of correlation.	PO4	2
CMB005.10	CO 10	Describe the regression analysis, time series analysis and trend analysis of data..	PO 6	3
CMB005.11	CO 11	Know the characteristics, uses and different types of index numbers.	PO 6	3
CMB005.12	CO12	Identify the significance and computation procedure of tests of adequacy and consumer price indices.	PO6	3

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

#### IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2							
CO 2	2							
CO 3		3						
CO 4		3						
CO 5		3						
CO 6		3						
CO 7				2				
CO 8				2				
CO 9				2				
CO 10						3		
CO 11						3		
CO 12						3		

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

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO2, PO4, PO6	SEE Exams	PO1,PO2, PO4, PO6	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO STATISTICS</b>
Overview, origin and development and managerial applications of statistics and branches of the study, statistics and computers, limitations of statistics.	
<b>UNIT-II</b>	<b>MEASURES OF CENTRAL TENDENCY</b>
Mean, median, mode, geometric mean and harmonic mean, dispersion, range ,quartile deviation, mean deviation; co-efficient of variation skewness: Karl pearson co-efficient of skewness, bowleys co-efficient of skewness, kelleys co-efficient of skewness; theory and problems, discussion on direct and indirect methods of solving the problems.	
<b>UNIT-III</b>	<b>TABULATION OF UNIVARIATE</b>
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.	
<b>UNIT-IV</b>	<b>SMALL SAMPLE TESTS</b>
T-Distribution: properties and applications, testing for one and two means, paired t-test; 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; 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	
<b>UNIT-V</b>	<b>REGRESSION ANALYSIS</b>
Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients; Time Series Analysis: Components, models of time series additive, multiplicative and mixed models; Trend analysis: Free hand curve, semi averages, moving averages, least square methods; Index numbers: introduction, characteristics and uses of index numbers, types of index numbers, un weighted price indices, weighted price indices, tests of adequacy and consumer price indexes.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.</li> <li>2. Beri, "Business Statistics", 2015, 1st Ed, TMH.</li> <li>3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.</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.</li> <li>2. J. K Sharma, "Business Statistics", 2nd Ed. Pearson, 2015.</li> </ol>	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Overview, origin and development	CO 1	T1:22.5
3-4	Managerial applications of statistics, branches of the study,statistics	CO 2	T1:22.5
5-6	computers, limitations of statistics	CO 2	T1:22.6 R1:2.6
7-9	Mean, median, mode, geometric mean and harmonic mean	CO 3	T1:22.7 R1:4.4

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
10-12	Dispersion, range ,quartile deviation, mean deviation	CO 3	T1:22.7 R1:4.10
13-15	co-efficient of variation skewness: Karl pearson co-efficient of skewness, bowleys co-efficient of skewness	CO 4	T1:22.8 R1:4.15
16-18	kelleys co-efficient of skewness; theory and problems, discussion on direct and indirect methods of solving the problems	CO 4	T1:22.9 R1:5.4
19-20	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	CO 5	T1:22.9 R1:5.8
22-24	T-Distribution: properties and applications, testing for one and two means, paired t-test; analysis of variance:	CO 5	T1:23.10 R1:6.8
25-28	one way and two way ANOVA(with and without interaction),chi-square distribution: test for a specified population variance	CO 5	T1:23.10 R1:6.13
29-31	test for goodness of fit, test for independence of attributes; correlation analysis: scatter diagram, positive and negative correlation, limits for coefficient of correlation, KarlPearson's coefficient of correlation.	CO 6	T1:23.9 R1:7.5
32-34	spearman's rank correlation, concept of multiple and partial correlation	CO 6	T1:23.10 R1:7.5
35-37	Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.	CO 7	T1:23.10 R1:8.1
38-40	Time Series Analysis: Components, models of time series additive, multiplicative and mixed models; Trend analysis	CO 8	T1:23.1 R1:9.2
41-44	Free hand curve, semi averages, moving averages, least square methods; Index numbers: introduction.	CO 9	T1:23.1 R1:9.4
45-48	characteristics and uses of index numbers, types of index numbers, un weighted price indices,weighted price indices	CO 10	T1:23.1 R1:9.9
49-52	Tests of adequacy and consumer price indexes.	CO 11	T1:23.1 R1:9.10

#### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	To improve standards and analyze the concepts.	Seminars	PO 1
2	Conditional probability, Sampling distribution, correlation, regression analysis and testing of hypothesis	Seminars	PO 4
3	Encourage students to solve real time applications and prepare towards competitive examinations.	Assignments	PO 2

**Prepared by:**  
Ms.Md.Azra,Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	MANAGEMENT OF TECHNOLOGY				
Course Code	CMBBO6				
Programme	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE-R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Ms K Lakshmi Revathi, Assistant Professor, MBA				
Course Faculty	Ms K Lakshmi Revathi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

The course will make them learn the basic theory of Business law encompasses all of the laws that dictate how to form and run a business. This includes all of the laws that govern how to start, buy, manage and close or sell any type of business. Business laws establish the rules that all businesses should follow. Business law addresses the different types of business organizations. There are laws regarding how to properly form and run each type. This includes laws about entities such as corporations, partnerships and limited liability companies

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management of Technology	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
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CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	Type of Assessment		
Type of Assessment	CIE Exam	Quiz / AAT	
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Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

This AAT enables faculty to design own assessment patterns during the CIA. The AAT converts the classroom into an effective learning centre. The AAT may include tutorial hour/classes, seminars, assignments, term paper, open ended experiment, five minutes video, MOOCs etc.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Seminar
PO2	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	2	Assignments
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Guest lectures
PO5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Seminar
PO6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Seminar
PO7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	1	Assignments
PO8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	3	Guest lectures

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Manage the selection and initiation of individual projects and of portfolios of projects in the enterprise.
II	Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management.
III	Demonstrate effective project execution and control techniques that result in successful projects.
IV	Conduct project closure activities and obtain formal project acceptance.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB015.01	CO 1	Understand the main source of conceptual learning skills in today's business environment.	PO1	2
CMB015.02	CO 2	Analyze financial performance of an organization to evaluate the organizational decisions with consideration of the political, legal and ethical aspects of business.	PO1	2
CMB015.03	CO 3	Assess strengths, weaknesses, opportunities and threats of the business environment	PO2	2
CMB015.05	CO 5	Recognize the diversity of types of innovation, innovators and innovation settings.	PO4	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB015.06	CO 6	Evaluate functions using various types of nature and extent of technological change and innovation	PO4	3
CMB015.07	CO 7	Critically assess and explain key current issues in our understanding of innovation as a field of study.	PO5	2
CMB015.08	CO 8	Analyze and articulate ideas in group settings to a range of audiences to demonstrate effective writing skills, active listening skills and foster open communication.	PO6	2
CMB015.09	CO 9	Understand and articulate ethical issues of making decisions consistent with societal and organizational standards.	PO6	2
CMB015.10	CO 10	Recognizing the need for technology and demonstrating a desire for continuous change process.	PO7	1
CMB015.11	CO 11	Anticipate the local and global impact of decisions to remain current in technological development and aspects of current issues, local, national, and international.	PO7	1
CMB015.12	CO 12	Analyze the leadership, motivation, and feedback to team members .	PO8	3

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2							
CO 2	2							
CO 3		2						
CO 4		2						
CO 5				3				
CO 6				3				
CO 7					2			
CO 8						2		
CO 9						2		
CO 10							1	
CO 11							1	
CO 12								3

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO 2, PO5, PO 6, PO7	SEE Exams	PO1,PO2, PO5, PO 6, PO7	Assignments	PO2, PO7	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>TECHNOLOGICAL INNOVATION:</b>
The need for a conceptual approach, technological innovation as a conversion process factors contributing to successful technological innovation. Strategies for research and development : research and development as a business, resource allocation to research and development, research and development strategy in the decision making process, selection and implementation of research and development strategy, research and development and competitive advantage, new product development techniques for Creative problem solving.	
<b>UNIT-II</b>	<b>FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT:</b>
Financial evaluation of research and development projects: the need for cost effectiveness, financial forecasts, risk as a factor in financial analysis, project selection formulae and allocation of resources, DCF and other techniques of evaluating research and development ventures.	
<b>UNIT-III</b>	<b>RESEARCH AND DEVELOPMENT</b>
Program planning and control, portfolio planning, project planning and control, project termination, resource allocation and management. New product development: new product development as a competitive strategy, market research for developing new Products. Commercialization of research outcomes, industrial design, product architecture and design for manufacture, developing indigenous substitute for raw materials.	
<b>UNIT-IV</b>	<b>TECHNOLOGICAL FORECASTING FOR DECISION MAKING</b>
The definition of technological forecasting, forecasting, system inputs and outputs, classification of forecasting techniques, organization for technological, forecasting, current status.	
<b>UNIT-V</b>	<b>TRANSFER OF TECHNOLOGY</b>
Transfer of technology: modes of technology transfer, price of technology transfer, negotiation for price Of management of technology.	
<b>Text Books:</b>	
1. Lucy C. Morse , Daniel L. Babcock : Managing Engineering and Technology (6th Edition),PersonKhandwala: Corporate Creativity, TMH, 2015. 2. Norma Harrison and Samson: Technology management Text and cases, TMH.	
<b>Reference Books:</b>	
1. RamaswamyNamakumari, “Marketing Management”, TMH 5 <sup>th</sup> Edition, 2013. 2. McGraw Hill, Boston, 2015.	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Understand the different between conceptual approach and technology.	CO 1	T1:22.5 R1:2.3
3-4	Understand the technological innovation and conversion of successful technological strategies.	CO 2	T1:22.5 R1:2.4
5-6	Understand the research development and types of allocation in business.	CO 2	T1:22.6 R1:2.6
7-9	Learn the development of business development ideas in resource allocation	CO 3	T1:22.7 R1:4.4
10-12	Apply different logic of company strategies in financial analysis.	CO 3	T1:22.7 R1:4.10
13-15	Understand and build the company management..	CO 4	T1:22.8 R1:4.15
16-18	Identify the redundant terms company latest amendments in technology.	CO 4	T1:22.9 R1:5.4
19-20	Apply the company's design in architecture and management functions.	CO 5	T1:22.9 R1:5.8
22-24	Understand the technological forecasting	CO 5	T1:23.10 R1:6.8
25-28	Understand the modes of technology transfer.	CO 5	T1:23.10 R1:6.13
29-31	Analyze the analysis of development strategy.	CO 6	T1:23.9 R1:7.5
32-34	Analyze the characteristics of forecasting current status.	CO 6	T1:23.10 R1:7.5
35-37	Learn the types of substitute for raw materials.	CO 7	T1:23.10 R1:8.1
38-40	Understand how macro environment is useful in industrial level.	CO 8	T1:23.1 R1:9.2
41-44	Analyze the development techniques in creative problem solving.	CO 9	T1:23.1 R1:9.4
45-48	Understand the project selection formulae and allocation of resources.	CO 10	T1:23.1 R1:9.9
49-52	Illustrate the causes of techniques of evaluating research and development ventures.	CO 11	T1:23.1 R1:9.10

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. No	Description	Proposed actions	Relevance with POs
1	Study of technological innovation.	Seminars	PO 1
2	Historical reasons of R&D and new product development.	Guest lectures	PO 4

**Prepared by:**

Ms K Lakshmi Revathi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	HUMAN RESOURCE MANAGEMENT				
<b>Course Code</b>	CMB006				
<b>Programme</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	CORE				
<b>Regulation</b>	IARE-R16				
<b>Course Structure</b>	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
<b>Chief Coordinator</b>	Dr. M Vani, Professor				
<b>Course Faculty</b>	Dr. M Vani, Professor				

#### I. COURSE OVERVIEW:

This course introduces an approach to managing human resource, it supports long term business goals and outcomes with a strategic overall framework and it also looks at business strategy, human capital management and business performance. Proactive management of the employees of a company or organization. Strategic human resource management includes typical human resource components such as Employee training and selection, Human resource planning, Organizational behavior, Employee diversity Management principles, and also involves working with employees in a collaborative manner to boost retention, improve the quality of the work experience, and maximize the mutual benefit of employment for both the employee and the employer. The main objective is to set organizational goals, utilization of human resource, compensation plan, labor relations, compensation & benefits, evaluation standards and to formulate Human resource plans. This course is presented to students by power point projections, lecture notes, course handouts, assignments and subjective tests. Implications of legal and global environments are appraised and current issues such as diversity training, sexual harassment policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	-	II	Human Resource Management

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Human Resource Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Level	Proficiency assessed by
<b>PO1</b>	<b>Managerial skills:</b> Apply knowledge of management theories and practices to solve business problems	3	Lectures and Assignments.
<b>PO2</b>	<b>Decision making skills:</b> Foster Analytical and critical thinking abilities for data-based decision making solution.	3	Lectures and Assignments
<b>PO3</b>	<b>Ethics:</b> Ability to develop Value based Leadership ability.	1	Seminar
<b>PO4</b>	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminar
<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	Lectures and Assignments

3 = High; 2 = Medium; 1 = Low

## VII. SYLLABUS:

<b>Unit-I</b>	<b>INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</b>
Objectives of human resource management, human resource objectives, human resource activities, challenges of human resource management, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment, strategic and human resource planning, human resource planning process, human resource information systems, assessment of human resource requirements, human resource functions and policies.	
<b>Unit-II</b>	<b>RECRUITMENT AND SELECTION</b>
The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting, selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, job offer, induction and placement	
<b>Unit-III</b>	<b>TRAINING AND DEVELOPMENT</b>
Introduction to training, the training process, training methods, management development, individual, group. Organizational techniques, evaluation of training and development	
<b>Unit-IV</b>	<b>PERFORMANCE APPRAISAL</b>
The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.	
<b>Unit-V</b>	<b>INTEGRATION</b>
Quality of work life, quality circles, industrial disputes ,causes and remedial measures, collective bargaining, the management of conflicts, sources of grievances, the grievance procedure, guidelines for handling grievances, welfare services, separation..	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1 Robert N Lussier, "Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning", First Edition, Pearson, 2012.</li> <li>2. Dilip Kumar Battacharya,"Principles of Management", Pearson, 2012</li> <li>3 Harold Koontz, Heinz Weihrich, A.R.Aryasri, "Principles of Management", TMH, 2010</li> </ol>	

<b>Reference Books:</b>
1 V.S.P.Rao, “Management Text and Cases”, Excel, Second Edition, 2012. 2. K.Anbuvelan, “Principles of Management”, University Science Press, First Edition, 2013 3 Andrew DuBrin, “Management Essentials”, Cengage Learning, “9E, International Edition”, 2012
<b>Web References</b>
1. <a href="http://www.csb.gov.hk/english/publication/files/e-hrmguide.pdf">http://www.csb.gov.hk/english/publication/files/e-hrmguide.pdf</a> 2. <a href="http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf">http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf</a>
<b>E-Text Books</b>
1. <a href="https://www.free-ebooks.net/ebook/Human-Resources-Management-Course">https://www.free-ebooks.net/ebook/Human-Resources-Management-Course</a> 2. <a href="http://www.e-booksdirectory.com/listing.php?category=439">http://www.e-booksdirectory.com/listing.php?category=439</a>

## VII. COURSE OBJECTIVES:

<b>The course should enable the students to:</b>	
I	Understand the international management and human resource planning..
II	Describe the information about global business.
III	Analyze about relation and carrier of management
IV	Demonstrate the human resource practices and their positive influence on the company’s bottom line..
V	Develop the organization to stand in the competitive world

## VIII. COURSE OUTCOMES (COs):

CO Code	CO’s	At the end of the course, the student will have the ability to:	PO’s Mapped	Strength of Mapping
CMBB15.01	CO 1	Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock. Understanding of different tools used in forecasting and planning human resource needs.	PO 4	3
CMBB15.02	CO 2	Analyze the international human resource management models, concept, pool’s adaptation of harvard model, the brewster and bournois model and comparative employment policy	PO 4	3
CMBB15.03	CO 3	Recognize the significance of convergence theory, marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV) and masculinity.	PO 3	1
CMBB15.04	CO 4	Use and explore the social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, employee recruitment, selection, and retention plans and processes.	PO 1	3
CMBB15.05	CO 5	Demonstrate the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.	PO 4	3
CMBB15.06	CO 6	Identify the advantages and disadvantages of induction processes for new incumbents in a role..	PO 4	3
CMBB15.07	CO 7	Evaluate the development of global managers, concept, essential qualities of global literate leader , communication and interpersonal Relations.	PO 5	3

CMBB15.08	CO 8	Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, succession planning and managerial stimulation's.	PO 5	2
CMBB15.09	CO 9	Demonstrate appropriate implementation, monitoring and assessment procedures of training.	PO 3	1
CMBB15.10	CO 10	Familiarize the different interview processes and the advantages and disadvantages of the different types of interviews and the preparation of employment offers	PO5	2
CMBB15.11	CO11	Recognize the methods and practices of international compensation, employee satisfaction, behavioral a humanistic psychology and organic theories of human resource management	PO4	3
CMBB15.12	CO12	Analyze the international industrial relation issues and performance management, the concepts of international compensation and employee satisfaction	PO4	3

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				3				
CO 2				3				
CO 3			1					
CO 4	3							
CO 5				3				
CO 6				3				
CO 7					2			
CO 8					2			
CO 9			1					
CO 10					2			
CO11				3				
CO!2				3				

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO 2, PO 3, PO 4, PO 5	SEE Exams	PO1,PO 2, PO 3, PO 4, PO 5	Assignmen ts	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI ASSESSMENT METHODOLOGIES - INDIRECT

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

## XI. COURSE PLAN:

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

Lecture No.	Topics to be covered	Course Outcomes (COs)	Reference
1	Meaning, definitions, objectives human resource management.	CO 1	T1
2	The concept of human resource activates and challenges	CO 1	T1
3	Concepts of job analysis and job design	CO 1	T1
4	The concept of data collection, description, specifications, design and redesign, job rotation and job enlargement	CO 2	T1
5	To know how to resource of planning process and information systems	CO 2	T1
6	To discuss the recruitment and selection process	CO 2	T1
7	The concept of human resource requirements, functions and policies	CO 2	T1
8	The concept of recruitment process and methods of recruitment	CO 2	T1
9-10	Meaning of realistic job preview, recruiting and selection process	CO 3	T1
11	The concept of types of test, interview process and types of interviews and it's errors	CO 3	T1
12	Importance of conducting the interview and their effectiveness	CO 3	T1
13	Importance of references and background verification	CO 3	T1
14	The concept of medical evaluation and job offer, induction and placement	CO 4	T1
15	Differences of training process and methods	CO 4	T1
16	The concept of recruitment and selection process	CO 4	T1
17	Discussing the management development and their individual group	CO 4	T1
18	The concept of organizational techniques	CO 5	T1
19	Characteristics of evaluation of training and development	CO5	
20	H.R. strategy planning for global organizations.	CO5	T1
21	HRM approaches in global companies.		T1
22	Developing Global Managers, Global literate leader.	CO 5	T1

23	The concept, essential qualities of global literate leader, communication and interpersonal Relations.	CO 6	T1
24	The training, career development, succession planning, managerial stimulations	CO 6	T1
25	Background of Europe, the institutions of the European Community (E.C.)	CO 6	T1
26	The council of ministers, the commission, the court of justice.	CO 6	T1
27	The parliament, the social charter, E.C.	CO 7	T1
28	Introduction, lifetime employment of Japans Employee management.		T1
29	The characteristics, importance, limitations of Japans Employee management.	CO 7	T1
30	The concept of seniority wage system.	CO 7	T1
31	The relevance of Japanese Management in Indian Context.	CO 7	T1
32	Japanese management in Indian Context- case study.	CO 8	T1
33	The concept of scientific management.	CO 8	T1
34	Definition and concept of behavioral a humanistic psychology.	CO 8	T1
35	Organic theories of management.	CO 8	T1
36	The practice of HRM in American organizations.	CO 9	T1
37	The encouragement of union avoidance.	CO 9	T1
38	Transforming unionized industrial relations.	CO 9	T1
39	The importance of transforming unionized industrial relations.	CO 9	T1
40	The concept of international compensation.	CO 10	T1
41	The principles of international compensation.	CO 10	T1
42	Methods and practices of international compensation.	CO 10	T1
43	International compensation and employee satisfaction.	CO11	T1
44	Case study on international compensation and employee satisfaction	CO 11	T1
45	The differences between scientific management and behavioral humanistic psychology.	CO 11	T1
46	Examine case study on transforming unionized industrial relations.	CO 12	T1
47	Examine the importance of behavioral a humanistic psychology.	CO 12	T1

## XII. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	Oobjectives, scope of international human resource management, cultural and reality shock, international human resource management models , concept, pool's adaptation of Harvard model, the Brewster, bournois model, case study and comparative employment policy	Seminars / Guest Lectures.	PO3, PO5,
2	Social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining, motivating techniques, case study,	Seminars / Guest Lectures.	PO3, PO5

	cultural literacy and human resource information system in global business		
3	Developing Global Managers, Global literate leader: concept, essential qualities, communication and interpersonal relations, training, career development, succession planning and managerial stimulation's.	Seminars / Guest Lectures.	PO2, PO3, PO5
4	Scientific management, behavioural an humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming unionized industrial relations and case study.	Seminars / Guest Lectures.	PO2, PO3,

**Prepared By:**

Dr T. Srinivasa Rao, Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>OPERATIONS MANAGEMENT</b>				
<b>Course Code</b>	CMB007				
<b>Programme</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	Core				
<b>Regulation</b>	IARE - R16				
<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>Chief Coordinator</b>	Ms. Azra, Assistant professor, MBA				
<b>Course Faculty</b>	Ms. Azra, Assistant professor, MBA				

#### I. COURSE OVERVIEW:

This course is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share. As competition becomes fiercer in an increasingly open and global marketplace, a company's survival and growth become greatly contingent on its ability to run its operations efficiently and to exploit its resources productively.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB005	I	Statistics For Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Operations Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Alternative assessments shall be conducted twice in a semester consisting of seminars or assignments and Marks shall be awarded considering the average of two alternative assessments for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO 1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	1	Lectures
<b>PO 2</b>	<b>Decision-making Skills:</b> Foster Analytical and critical thinking abilities for data based decision making.	2	Lectures/ Assignment
<b>PO 7</b>	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	1	Seminars
<b>PO 8</b>	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	2	Assignment

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

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Understand the strategic role of operations management in creating and enhancing a firm's competitive advantages.
II	Analyze the key concepts, issues and different types of techniques of Operations Management in Both manufacturing and service organizations.
III	Know about the interdependence of the operations function with the other key functional areas of A firm.
IV	Apply analytical skills and problem-solving tools to the analysis of the operations problems.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB007:01	CO 1	Understand the role of operation system in total management system and its interface with other systems of functional areas	PO 1, PO 2	3
CMB007:02	CO 2	Illustrate the different types of processes planning, process design, production planning and control in organizations.	PO 1, PO 2, PO 7, PO 8	2
CMB007:03	CO 3	Describe the characteristics of process technologies and inter relationship between product life cycle and process life cycle.	PO 1, PO 7, PO 8	2
CMB007:04	CO 4	Explain aggregate planning, operating schedule and product sequencing.	PO 1, PO 2, PO 7, PO 8	3
CMB007:05	CO 5	Describe plant location, plant layout and various types of plant layouts	PO 1	3
CMB007:06	CO 6	Discuss the objectives, different types of maintenance system and replacement policies.	PO 2, PO 7, PO 8	2
CMB007:07	CO 7	Examine the standards, specifications of quality control, quality control tools and techniques.	PO 1, PO 2, PO 7	3
CMB007:08	CO 8	Determine different types of controlling measures for the products in organizations.	PO 2, PO 7, PO 8	2
CMB007:09	CO 9	Examine the uses and different methods of work measurement, computation of allowance and allowed time.	PO 1, PO 2, PO 7	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB007:10	CO 10	Describe the need, importance of material requirement planning and techniques for prioritization of materials.	PO 1, PO 2, PO 7	2
CMB007:11	CO 11	Classify the sources of supply of materials, performance of suppliers, make or buy decisions under various circumstances vendor rating.	PO 2, PO 7	3
CMB007:12	CO 12	Discuss the objectives and requirements of stores management and different types of inventory.	PO7, PO 8	2
CMB007:13	CO 13	Illustrate the different systems of inventory control like ABC, VED, FNSD analysis,	PO 1, PO 2, PO 7, PO 8	3
CMB007:14	CO 14	Discuss the importance of Variance analysis in cost reduction, concepts and procedures.	PO 2, PO 7, PO 8	2

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

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

Course Outcomes	Program Outcome's							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CMBB07:01	3	1						
CMBB07:02	2	2					2	2
CMBB07:03	2						1	3
CMBB07:04	3	3					3	3
CMBB07:05	3							
CMBB07:06		2					1	2
CMBB07:07	3	3					2	
CMBB07:08		2					2	1
CMBB07:09	3	2					3	
CMBB07:10	3	2					2	
CMBB07:11		3					3	
CMBB07:12							2	2
CMBB07:13	3	3					3	2
CMBB07:14		2					1	2

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 1, PO 2, PO 7, PO 8	SEE Exams	PO 1, PO2, PO7 PO 8	Assignments	PO 1, PO2, PO7, PO 8	Seminars	PO 1, PO 2, PO7, PO 8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES – INDIRECT

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

## XII. SYLLABUS

<b>UNIT -I</b>	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b>
Introduction to operations management, role of operations management in total management system, and interface between the operation systems and systems of other functional areas, process planning and process design, production planning and control: basic functions of production planning and control, production cycle, characteristics of process technologies, project, job shop, assembly, batch and continuous, inter relationship between product life cycle and process life cycle.	
<b>UNIT -II</b>	<b>SCHEDULING AND CONTROL OF PRODUCTION OPERATIONS</b>
Aggregate planning, operations scheduling and product sequencing: sequencing of products in multi-product multi stage situations, plant capacity and line balancing. Plant layout, different types of layouts, location and the factors influencing location. Maintenance management: objectives, failure concept, reliability, preventive and breakdown maintenance, replacement policies.	
<b>UNIT -III</b>	<b>QUALITY CONTROL</b>
Standards and specifications, quality assurance and quality circles, statistical quality control: control charts for variables, average, range and standard deviation. Control charts for attributes, fraction defective and number of defects, acceptance sampling plans, curve work study. Various techniques in the methods study for identifying the most appropriate method; Work measurement, its uses and different methods, computation of allowance and allowed time	
<b>UNIT -IV</b>	<b>MATERIALS MANAGEMENT</b>
Need and importance of materials management-materials requirement planning materials budgeting-techniques for prioritization of materials-sources of supply of materials ,selection, evaluation and performance of suppliers make or buy decisions and its implications under various circumstances vendor rating , determinants of vendor rating, concept of waste management.	
<b>UNIT -V</b>	<b>STORES MANAGEMENT</b>
Objectives of stores management, requirements for efficient. Management of stores, safety stock inventory control, different systems of inventory control types of inventory. Costs systems of inventory control ABC, VED and FNSD analyses. Value analysis, importance in cost reduction, concepts and procedures	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Aswathappa K. and Sridhara Bhat, “Production and Operations Management”, 2010, HPH.</li> <li>2. Stevenson J. William, “Operations Management”, 2009, 9<sup>th</sup> Ed. Tata McGraw-Hill.</li> <li>3. KanishkaBedi, “Production and Operations Management”, 2007, 2<sup>nd</sup> Ed,Oxford University Press.</li> </ol>	

**Reference Books:**

1. James R Evans, David A. Collier, "Operations Management", 2007, Cengage Learning
2. Upendra Kachru, "Production and Operations Management", 2010, Excel Books

**XIII. COURSE PLAN:**

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Describe the concept of Production and operations management	CO 1	T1,T2
3-4	Understand the use of different processes designs in manufacturing and production industries	CO 2	T2
5-6	Discuss the concept and its benefits and know about its functions and Identify the significance of production cycle in industries	CO 3	T3
7-8	Discuss different types of production	CO 3	T1,T3
9-11	Illustrate product life cycle and process life cycles	CO 3	T2
12-13	Understand the stages in sequencing of products	CO 4	T1
14-16	Understand the concepts of plant capacity and line balancing	CO 4	T2
17-18	Discuss different types of layouts in productions	CO 5	T3,T1
19-21	To acquire the knowledge of material management different types of maintenance	CO 6	T1
22-23	Analyze the quality control techniques	CO 7	T2
24-25	Evaluate the different types of graphs	CO 8	T3
26-27	Understand the concept of work study	CO 9	T3,T2
28-29	Understand the concept of method study	CO 9	T2
30-33	Analyze statistical control charts	CO 9	T1,T2
34-35	Describe materials management	CO 10	T2
36-37	Understand about the different techniques	CO 11	T3
28-29	Discuss about the selection of materials	CO 11	T1,T2
40	Understand about the make or buy concept	CO 11	T1
41	Discuss the concept of waste management	CO 12	T1,T2
42	Discuss the objectives of stores management	CO 12	T3
43	Understand the concept of safety stock inventory	CO 13	T1
44	Understand the Costs systems of inventory control.	CO 13	T1,T3
45	Understand the different concepts and procedures	CO 14	T1

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S. no</b>	<b>Description</b>	<b>Proposed actions</b>	<b>Relevance with POs</b>
1	Project evaluation techniques	Seminars	PO 1, PO 2, PO 7
2	Inventory controlling measures and also cost reduction techniques.	Seminars / Guest Lectures	PO 1, PO 2, PO 7

**Prepared by:**

Ms. MD Azra, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	FINANCIAL MANAGEMENT			
Course Code	CMB008			
Programme	MBA			
Semester	II			
Course Type	CORE			
Regulation	IARE - R16			
Course Structure	Lectures	Tutorials	Practical Work	Credits
	3	-	-	3
Chief Coordinator	Dr. J.S.V. Gopal Sharma, Professor, MBA			
Course Faculty	Dr. J.S.V. Gopal Sharma, Professor, MBA			

#### 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:

Level	Course Code	Semester	Prerequisites
PG	CMBB02	I	Accounting for management

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Financial Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Assignments
<b>PO2</b>	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
<b>PO4</b>	<b>Ethics:</b> An ability to understand professional and ethical responsibility.	3	Assignments
<b>PO7</b>	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	2	Seminars
<b>PO8</b>	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	1	Seminars

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I.	Provide support for decision making and to monitor their decisions for any potential financial implications.
II.	Learn and implement the financial management strategies for effective utilization of financial resources in optimum manner.
III.	Ensure the availability of relevant and reliable financial and non-financial information for the purpose of wealth and profit maximization.
IV.	Focus on wealth maximization rather than profit maximization to achieve the objectives of finance function
V.	Develop the skills to analyze the impact of various financing alternatives on the wealth maximization / valuation of the firm

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB008.01	CO1	Describe the meaning, definitions, nature and scope of financial management.	PO1	2
CMB008.02	CO2	Identify the goals, evolution and functions of financial management.	PO1	2
CMB008.03	CO3	Examine the new role of finance function in contemporary scenario.	PO1	2
CMB008.04	CO4	Illustrate the differences between profit maximization and wealth maximization.	PO2	3
CMB008.05	CO5	Demonstrate the concepts of risk return trade off, time value, future value and present value of money.	PO2	3
CMB008.06	CO6	Discuss the meaning, definitions, characteristics and importance of investment decisions.	PO4	3
CMB008.07	CO7	Apply the methods and principles of capital budgeting.	PO4	3
CMB008.08	CO8	Predict the investment decision process and significance of capital budgeting.	PO7	2

CMB008.09	CO9	Explain the term capital budgeting decision under risk and uncertainty and methods of capital budgeting techniques.	PO7	2
CMB008.10	CO10	Determine the concept and measurement of cost of	PO8	1
CMB008.11	CO11	Examine the meaning, definitions, importance and theories of cost of capital and capital structure and	PO8	1
CMB008.12	CO12	Summarize the importance of working capital management, current assets management, cash	PO8	1

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

#### **IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2							
CO 2	2							
CO 3	2							
CO 4		3						
CO 5		3						
CO 6				3				
CO 7				3				
CO 8							2	
CO 9							2	
CO 10								1
CO 11								1
CO 12								1

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

#### **X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO1,PO2, PO4,PO7, PO8.	SEE Exams	PO1,PO2, PO4,PO7, PO8.	Assignments	PO1,PO4	Seminars	PO2, PO7, PO8.
Laboratory Practices	-	Guest Lecture	-	Mini Project	-	Certification	-
Term Paper							

#### **XI. ASSESSMENT METHODOLOGIES - INDIRECT**

√	ASSESSMENT OF COURSE OUTCOMES (BY FEEDBACK, ONCE)	√	STUDENT FEEDBACK ON FACULTY (TWICE)
X	ASSESSMENT OF MINI PROJECTS BY EXPERTS		

## XII. 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, the net present value vs. internal rate return debate; approaches for reconciliation, capital budgeting decision under conditions of risk and uncertainty; 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.	
<b>UNIT-III</b>	<b>CAPITAL STRUCTURE DECISIONS</b>
Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning Per Share Analysis.  Indifference Point/Break even analysis of financial leverage, capital structure theories: the Modigliani miller Theory, NI, NOI theory and traditional Theory: a critical appraisal.	
<b>UNIT- IV</b>	<b>DIVIDEND DECISIONS</b>
Dividends and value of the firm .Relevance of dividends, the 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, major forms of dividends: cash and bonus shares, The theoretical backdrop: dividends and valuation, Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies, working capital management: components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.	
<b>UNIT - V</b>	<b>MANAGEMENT OF CURRENT ASSETS</b>
Management of cash, basic strategies for cash management, cash budget, cash management techniques/processes; management of receivables and management of inventory, 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.	
<b>Text books</b>	
<ol style="list-style-type: none"> <li>1. M. Pandey, “Financial Management”, Vikas Publishing House, 10<sup>th</sup> Edition, 2010.</li> <li>2. Jonathan Berk, Peter De Marzo and Ashok Thampy, “Financial Management”, Pearson publications, 2<sup>nd</sup> Edition, 2010.</li> </ol>	
<b>References</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, 10<sup>th</sup> Edition, 2006.</li> <li>2. Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill, 8<sup>th</sup> Edition, 2011.</li> </ol>	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
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.	CO2	T-2, R-2
8	Concept of future value and present value.	CO2	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.	CO3	T-1, R-2
12	Net present value Vs Internal rate of return debate.	CO3	T-2, R-2
13	Approaches for reconciliation.	CO4	T-1, R-2
14	Capital budgeting decision under conditions of risk and uncertainty.	CO4	T-2, R-2
15	Concept and measurement of cost of capital. Debt Vs Equity.	CO5	T-1, R-1
16	Cost of equity.	CO5	T-2, R-2
17	Cost of preference shares.	CO5	T-1, R-2
18	Cost of retained earnings.	CO6	T-2, R-2
19	Weighted average cost of capital and marginal cost of capital.	CO6	T-2, R-1
20	Importance of cost of capital in capital budgeting decisions.	CO6	T-2, R-2
21	Capital structure Vs financial structure.	CO7	T-1, R-1
22	Over and under capitalizations.	CO7	T-2, R-2
23	Financial leverage.	CO7	T-1, R-2
24	Operating leverage and composite leverage.	CO7	T-1, R-1
25	Earnings before interest and tax.	CO8	T-1, R-1
26	Earnings per share analysis	CO8	T-2, R-1
27	Break even analysis of financial leverage.	CO8	T-1, R-1
28	The Modigliani miller theory.	CO9	T-1, R-2
29-30	NI, Traditional theory and NOI theory.	CO9	T-1, R-1
31	Dividends and value of the firm.	CO10	T-1, R-1
32	Relevance of dividends, the MM hypothesis.	CO10	T-1, R-1
33	Factors determining dividend policy.	CO10	T-2, R-1
34	Dividends and valuation of the firm, the basic models.	CO11	T-1, R-1
35	Declaration and payment of dividends, bonus shares, Rights issue, share-splits.	CO11	T-1, R-1
36	Major forms of dividends: cash and bonus shares.	CO11	T-1, R-1
37	Major theories centered on the works of GORDON, WALTER and LITNER.	CO12	T-1, R-2
38	A brief discussion on dividend policies of Indian companies.	CO12	T-1, R-1
39	Components of working capital, gross vs. net working capital.	CO12	T-1, R-1
40	Determinants of working capital needs.	CO12	T-1, R-1
41	The operating cycle approach.	CO12	T-1, R-1
42	Management of cash, basic strategies for cash management..	CO12	T-1, R-2
43-44	Problems on the cash budget.	CO12	T-1, R-1
45-46	Management of receivables and management of inventory.	CO12	T-2, R-1
47	The importance of current assets management in working capital planning.	CO12	T-1, R-1
48	Planning of working capital.	CO12	T-1, R-1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
49	financing of working capital through bank finance and trade credit	CO12	T-2, R-1
50	Recommendations of Tandon committee	CO12	T-2, R-1

### **XIII. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S. NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	Definition, nature, scope and evolution of finance function, New role of finance function in the contemporary scenario, Goals of finance function and maximizing profit Vs wealth Vs welfare	Seminars / Guest Lectures.	PO 3, PO 5, PO 11
2	Capital budgeting techniques- traditional and discounted cash flow methods and Capital budgeting decision under conditions of risk and uncertainty.	Seminars / Guest Lectures.	PO 3, PO 5, PO 11, PO 9
3	Importance of cost of capital in capital budgeting decisions, Major theories cantered on the works of GORDON, WALTER and LITNER.	Seminars / Guest Lectures.	PO 2, PO 3, PO 5, PO 9
4	Importance of current assets management in working capital planning.	Seminars / Guest Lectures.	PO 2, PO 3, PO 5, PO 9

**Prepared by:**  
Dr. J.S.V. Gopal Sharma, Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	Management Information System and Enterprise Resource Planning				
<b>Course Code</b>	CMB009				
<b>Programme</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	CORE				
<b>Regulation</b>	IARE-R16				
<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>Chief Coordinator</b>	Ms. B Swathi, Assistant Professor, MBA				
<b>Course Faculty</b>	Ms. B Swathi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

At the end of the course, it is expected that students are able to understand the usage of Information Systems in management. The students also would understand the activities that are undertaken in acquiring an Information System in an organization. Further the student would be aware of various Information System solutions like ERP, CRM, Data warehouses and the issues in successful implementation of these technology solutions in any organization

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB011	I	IT Applications for Business	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management Information System and Enterprise Resource Planning	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept or to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

**Table 1: Assessment pattern for CIA**

Component	Theory	Total Marks	TOTAL MARKS
Type of Assessment	CIE Exam	AAT	CIE
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO1</b>	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments
<b>PO2</b>	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Seminars
<b>PO5</b>	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Guest Lectures
<b>PO8</b>	Entrepreneurial and Innovation skills: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	2	Seminars

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

## VII. COURSE OBJECTIVES :

<b>I</b>	Recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization
<b>II</b>	Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
<b>III</b>	Describe how the Internet and World Wide Web provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.
<b>IV</b>	Express the proven value of, and relationship between business data, data management, and business intelligence.
<b>V</b>	Analyze systems development and project management methodologies

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB009.1	CO 1	Identify and understand the importance of management information system, nature and scope of management information system.	PO 1,PO 6	3
CMB009.02	CO 2	Discuss the structure and classification of management information system.	PO 2 ,PO8	2
CMB009.03	CO 3	Analyze information and systems concept, types of information	PO 8	3
CMB009.04	CO 4	Identify the information systems for competitive advantage.	PO 1, PO 5, PO 8	2
CMB009.05	CO 5	Explain Electronic commerce, enterprise resource planning systems	PO 1, PO 8	2
CMB009.06	CO 6	Identify the concept of decision support system..	PO 2	2
CMB009.07	CO 7	Explain business intelligence and knowledge management system.	PO 5, PO 8	2
CMB009.08	CO 8	Evaluate Information system planning, system acquisition.	PO 1,PO8	2
CMB009.09	CO 9	Demonstrate the systems implementation.	PO 1,PO8	2
CMB009.10	CO 10	Evaluate Evaluation and maintenance of information system.	PO 5	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB009.11	CO 11	Apply information system security and control.	PO2, PO5,PO8	3

3 = High; 2 = Medium; 1 = Low

#### IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Cos	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3							
CO 3	3							
CO 4		2						
CO 5		2						
CO 6		2						
CO 7					1			
CO 8					3			
CO 9		2						
CO 10		2						
CO 11								3

3 = High; 2 = Medium; 1 = Low

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1, PO2, PO4, PO6, PO8	SEE Exams	PO 1, PO 2, PO 4, PO6, PO 8	Assignments	PO 1,PO 8	Seminars	PO4 PO6
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

#### XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. 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.	
Evaluation and maintenance of information system, information system security and control.	
<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>
Cybercrime definition and origin of the word, cybercrime and information security, who are cyber criminals, classification of cyber criminals legal perspectives, Indian perspectives, cybercrimes and Indian ITA 2000, global perspective on cybercrime era.	
<b>Text Books:</b>	
1. D P Goyal, "Management Information Systems", Managerial Perspective, MacMillan, 3rd Edition, 210.	
2. Kelkar, "Management Information Systems", PHI, 212.	
3. Laudon and Laudon, "Management Information Systems", Pearson, 215.	
4. Nina Godbole and SUNIT Belapure, "Cyber Security", Wiley India, 212.	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Management information system importance, nature and scope of management information system. Structure and classification of management information system	CO 1	T1
3-4	Information and systems concept	CO 2	T1
5-7	Types of information, information systems for competitive advantage	CO 2	T1
8-9	Electronic commerce, enterprise resource planning systems	CO 3	T1
10-11	Decision support system	CO 3	T1
12-13	Business intelligence and knowledge management system	CO 3	T1
14-15	Information system planning	CO 4	T1
16-17	System acquisition, systems implementation	CO 4	T1
18-19	Evaluation and maintenance of information system	CO 4	T1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
20-21	Meaning , advantages decision structure and how to implement a decision in management	CO 5	T1
22-23	Meaning , objectives, of v room participative decision making model	CO 5	T1
24-25	Systems analysis and design, requirement determination	CO 5	T1
26-27	Strategies for requirement determination, structured analysis tools	CO 6	T1
28-29	System design, design objectives	CO 6	T1
30-33	Conceptual design, design methods and detailed system design	CO 7	T1
34-35	Cybercrime definition and origin of the word	CO 8	T1
36-37	Cybercrime and information security. who are cyber criminals	CO 9	T1
37-38	classification of cyber criminals legal perspectives	CO 10	T1
39-40	Indian perspectives, cybercrimes and Indian ITA 2000, global perspective on cybercrime era	CO 11	T1
41-42	Implementing a performance management system, cross functional teams,.	CO 11	T1
43-44	Appraisal for performance management.	CO11	T1
44-45	Competency mapping	CO 11	T1

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S No	Description	Proposed actions	Relevance with POs
1	Critically evaluate the nature and effects of preconceptions.	Seminars	PO 1, PO 2
2	Confidently interacted with others in a number of organizational settings.	Guest Lectures	PO 2, PO 8
3	Develop competencies, together with intrapersonal and interpersonal skills, through participation in a group project.	Seminars	PO 5, PO 8

**Prepared by:**

Ms. B Swathi, Assistant professor, MBA

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	MARKETING MANAGEMENT				
Course Code	CMB010				
Programme	MBA				
Semester	II				
Course Type	CORE				
Regulation	IARE-R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Ms.P.Bindu madhavi, Assistant Professor				
Course Faculty	Ms.P.Bindu madhavi, Assistant Professor				

#### I. COURSE OVERVIEW:

This course helps to improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and 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 management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions. Through a combination of interactive discussions, and applies marketing topics to consumer and business-to-business products, services, and nonprofit organizations.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Marketing Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 2	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	3	Assignments
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
PO 6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Assignments
PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	1	Presentation on real-world problems

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

## VII. COURSE OBJECTIVES (COs):

The course should enable the students to:	
I	Addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets.
II	Applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning, product offering.
III	Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
IV	Analyze the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB4010.01	CO 1	Understand the importance, scope, philosophies, strategies and plans of marketing.	PO 2	3
CMB4010.02	CO 2	Demonstrate the concept of market research, marketing information system, process and types of market research.	PO 2	3
CMB4010.03	CO 3	Explain the concept of consumer decision making, creating customer value, consumer behavior and forms of consumer markets.	PO 5	3
CMB4010.04	CO 4	Discuss the cultural, social and personal factors developing products and brands, product cycle and new product development.	PO 6	2
CMB4010.05	CO 5	Design the concept of segmentation of consumer market, business market, requirements for effective segmentation and market targeting.	PO 5	3
CMB4010.06	CO 6	Evaluate the market segmentation and select target market segmentation through positioning maps and positioning strategy.	PO 6	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB4010.07	CO 7	Develop marketing channels, channel intermediaries, channel structure and channel for consumer products.	PO 2	3
CMB4010.08	CO 8	Create the promotional mix, advertising, public relations, sales promotions, personal selling and marketing communication.	PO 5	3
CMB4010.09	CO 9	Examine the concept of communication promotion mix and factors affecting the promotion mix.	PO 6	2
CMB4010.10	CO 10	Elucidate the importance, types of pricing decisions and ethics of pricing strategy.	PO 6	2
CMB4010.11	CO 11	Analyze the concept of balance of payments, forms of marketing, marketing sustainability, ethics and global marketing.	PO 7	1

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1		3						
CO 2		3						
CO 3					3			
CO 4								
CO 5					3			
CO 6						2		
CO 7								
CO 8					3			
CO 9						2		
CO 10						2		
CO 11							1	

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 2, PO 5, PO 6, PO 7	SEE Exams	PO 2, PO 5, PO 6, PO 7	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO WORLD OF MARKETING:</b>
Importance, scope of marketing, core marketing concepts, marketing philosophies, marketing environment, marketing strategies & plans, developed vs developing marketing; market research: definition of market research, marketing information system, commissioning market research, market research process, market research online, market research and ethics, international market research.	
<b>UNIT-II</b>	<b>ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX:</b>
Consumer decision making, creating customer value, analyzing consumer markets, consumer behavior, cultural, social & personal factors, developing products and brands, product levels, classifying products, product range, line and mix, product life cycle, new product development.	
<b>UNIT-III</b>	<b>DESIGNING A CUSTOMER DRIVEN STRATEGY:</b>
Market segmentation: segmentation of consumer market, business market, requirement for effective segmentation, market targeting, evaluating market segmentation, selecting target market segmentation, positioning, positioning maps, positioning strategy	
<b>UNIT-IV</b>	<b>DISTRIBUTION DECISIONS, PROMOTIONS &amp; COMMUNICATION STRATEGIES:</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, marketing communication, communication process, communication promotion mix, factors affecting the promotion mix.	
<b>UNIT-V</b>	<b>PRICING DECISION AND PERSONAL COMMUNICATION:</b>
Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, rural marketing, balance of payments, relationship Marketing, digital marketing, social marketing, postmodern marketing, market sustainability and ethics, global marketing	
<b>Text Books:</b>	
1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha “Marketing Management”, 13/e, Pearson Education, 2012	
<b>Reference Books:</b>	
1. RamaswamyNamakumari, “Marketing Management”, TMH 5 <sup>th</sup> Edition, 2013.	
2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, “principles of marketing,south Asian perspective”, 13/edition, Pearson Education, 2012.	
3. K.Karunakaran, “Marketing Management” , 2/e, Himalaya Publishing House,2012.	
4. RajanSaxena, “Marketing Management”, 4/e, TMH, 2013.	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Acquire knowledge of marketing.	CO 1	T1:22.5 R1:2.3
3-4	Understand the marketing environment.	CO 2	T1:22.5 R1:2.4
5-6	Understand the process marketing research	CO 2	T1:22.6 R1:2.6
7-9	Analyze the ethics in marketing research	CO 3	T1:22.7 R1:4.4
10-12	Understand the concept customer decision making	CO 3	T1:22.7 R1:4.10
13-15	Identify the importance of various factors in consumer behaviour.	CO 4	T1:22.8 R1:4.15
16-18	Acquire knowledge of product development	CO 4	T1:22.9 R1:5.4
19-20	Understand the concept of market segmentation	CO 5	T1:22.9 R1:5.8
22-24	Discuss the need of market targeting	CO 5	T1:23.10 R1:6.8
25-28	Identify the methods in targeting and positioning	CO 5	T1:23.10 R1:6.13
29-31	Understand the concepts of marketing channels	CO 6	T1:23.9 R1:7.5
32-34	Understand the concepts of alternative channels	CO 6	T1:23.10 R1:7.5
35-37	Acquire knowledge of various promotional mix	CO 7	T1:23.10 R1:8.1
38-40	Acquire knowledge of marketing communication	CO 8	T1:23.1 R1:9.2
41-44	Understand the importance of pricing	CO 9	T1:23.1 R1:9.4
45-48	Understand the different marketing promotion tools	CO 10	T1:23.1 R1:9.9
49-52	Understand the ethics in Marketing	CO 11	T1:23.1 R1:9.10

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. No	Description	Proposed actions	Relevance with POs
1	Optimum planning of integrated marketing communication	Seminars	PO 1
2	Marketing engineering harnesses marketing data and knowledge to facilitate decision making.	Guest lectures	PO 4

**Prepared by:**

Ms.P.Bindu madhavi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>C PROGRAMMING</b>				
<b>Course Code</b>	CMB312				
<b>Programme</b>	MBA				
<b>Semester</b>	II				
<b>Course Type</b>	Open Elective				
<b>Regulation</b>	IARE - R16				
<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	-	3	-	-
<b>Chief Coordinator</b>	Ms. G Geetha, Assistant Professor.				
<b>Course Faculty</b>	Ms. G Geetha, Assistant Professor.				

#### I. COURSE OVERVIEW:

The primary objective of this course lecturer is responsible for creating a learning environment that is stimulating and interesting, and that encourages collaboration, knowledge sharing and co-creation by all participants. The learning environment includes both the physical and virtual spaces where learning and teaching activities take place. The aim is to develop an atmosphere of cooperation and a spirit of learning, inquiring and innovating in all activities, underpinned by a sense of responsibility for our individual and collective learning.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB005	I	Statistics for Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Business Research Methods	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments.
PO2	Decision making skills: An ability to analyze a problem, identifies, formulate and use the appropriate managerial skills for obtaining its solution.	3	Seminars
PO3	Ethics: Ability to develop Value based Leadership ability.		
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO5	Leadership Skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	2	Assignments
PO8	Technology skills: Inculcate and develop technical skills to face the competitive world successfully.	3	Seminars

3 = High; 2 = Medium; 1 = Low

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Learn adequate knowledge by problem solving techniques.
II	Understand programming skills using the fundamentals and basics of C Language.
III	Improve problem solving skills using arrays, strings, and functions.
IV	Understand the dynamics of memory by pointers.
V	Study files creation process with access permissions

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB312.01	CO 1	Identify and understand the working of key components of a computer system.	PO 1, PO 4	2
CMB312.02	CO 2	Analyze a given problem and develop an algorithm to solve the problem.	PO 2, PO 3	3
CMB312.03	CO 3	Describe the fundamental programming constructs and articulate how they are used to develop a program with a desired runtime execution flow.	PO 2, PO 4	2
CMB312.04	CO 4	Gain knowledge to identify appropriate C language constructs to write basic programs.	PO 1, PO 3	3
CMB312.05	CO 5	Identify the right data representation formats based on the requirements of the problem.	PO 2, PO 3	3
CMB312.06	CO 6	Describe the operators, their precedence and associativity while evaluating expressions in program statements..	PO 1, PO 4	2
CMB312.07	CO 7	Understand branching statements, loop statements and use them in problem solving.	PO 1, PO 4	2
CMB312.08	CO 8	Learn homogenous derived data types and use them to solve statistical problems.	PO 2, PO 3	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB312.09	CO 9	Understand procedural oriented programming using functions.	PO 2	3
CMB312.10	CO 10	Understand how recursion works and write programs using recursion to solve problems.	PO 1, PO 2	3
CMB312.11	CO 11	Differentiate call by value and call by reference parameter passing mechanisms.	PO 2	3
CMB312.12	CO 12	Understand pointers conceptually and apply them in C programs.	PO 1	3
CMB312.13	CO 13	Distinguish homogenous and heterogeneous data types and apply them in solving data processing applications.	PO 3	2
CMB312.14	CO 14	Explain the concept of file system for handling data storage and apply it for solving problems.	PO 1, PO 3	3
CMB312.15	CO 15	Differentiate text files and binary files and write the simple C programs using file handling functions. Searching, Sorting.	PO 2	3
CMB312.16	CO 16	Apply the concepts to solve real-time applications using the features of C language.	PO 2	3
CMB312.17	CO 17	Possess the knowledge and skills for employability and to succeed in national and international level competitive examinations.	PO 1, PO 8	3

3 = High; 2 = Medium; 1 = Low

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

COURSE OUTCOMES	Program Outcome(POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2			2				
CO 2		3	3					
CO 3		2		2				
CO 4	3		3					
CO 5		3	3					
CO 6	2			2				
CO 7	2			2				
CO 8								
CO 9								
CO 10								
CO 11								
CO 12				3				
CO 13		2						
CO 14	3		3					
CO 15		3						
CO 16		3						
CO 17	3							3

3 = High; 2 = Medium; 1 = Low

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO2, PO3,PO4, PO8	SEE Exams	PO1, PO2, PO3,PO 4, PO 8	Assignments	PO1,PO8	Seminars	PO2,PO8
Laboratory Practices	-	-	-	-	-	-	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO THE C LANGUAGE</b>
Algorithm, Pseudo code, Flow chart, Background, C Programs, Identifiers, Data Types, Variables, Constants, Input / Output, Operators(Arithmetic, relational, logical, bitwise etc.), Expressions, Precedence and Associativity, Expression Evaluation, Type conversions, Statements- Selection Statements(making decisions) ,if and switch statements, Repetition statements ( loops) while, for, do while statements, Loop examples, other statements related to looping , break, continue, go to, Simple C Program examples.	
<b>UNIT-II</b>	<b>FUNCTIONS AND ARRAYS</b>
Functions: Introduction to Structured Programming, Functions- basics, user defined functions, inter function communication(call by value, call by reference), Standard functions, Storage classes-auto, register, static, extern, scope rules, arrays to functions, recursive functions, example C programs. Arrays, Basic concepts, one dimensional arrays, two dimensional arrays, multidimensional arrays, C programming examples..	
<b>UNIT-III</b>	<b>POINTERS AND STRINGS</b>
Pointers: Introduction (Basic Concepts), pointers to pointers, compatibility, Pointer Applications, Arrays and Pointers, Pointer Arithmetic, memory allocation functions, array of pointers, pointers to void, pointers to functions, command line arguments. Strings: Concepts, C Strings, String Input / Output functions, string manipulation functions, string / data conversion, C program examples	
<b>UNIT-IV</b>	<b>ENUMERATED, STRUCTURE, AND UNION TYPES</b>
The Type Definition (type def), Enumerated types, Structures, Declaration, initialization, accessing structures, operations on structures, Complex structures, structures and functions, Passing structures through pointers, self referential structures, unions, bit fields, C programming examples.	
<b>UNIT-V</b>	<b>INPUT AND OUTPUT</b>
Concept of a file, streams, text files and binary files, Differences between text and binary files, State of a file, Opening and Closing files, file input / output functions (standard library input / output functions for files), file status functions (error handling),Positioning functions, C program examples.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Stephen G. Kochan, “Programming in C”, Addison-Wesley Professional, 4th Edition, 2014</li> <li>2. B. A. Forouzan, R. F. Gillberg, “C Programming and Data Structures”, Cengage Learning, India, 3rdEdition, 2014.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. W. Kernighan Brian, Dennis M. Ritchie, “The C Programming Language”, PHI Learning, 2nd Edition, 1988.</li> <li>2. Yashavant Kanetkar, “Exploring C”, BPB Publishers, 2nd Edition, 2003.</li> <li>3. E. Balagurusamy, “Programming in ANSI C”, Mc Graw Hill Education, 6th Edition, 2012.</li> </ol>	

4. Schildt Herbert, "C: The Complete Reference", Tata Mc Graw Hill Education, 4th Edition, 2014.
5. R. S. Bichkar, "Programming with C", Universities Press, 2nd Edition, 2012.
6. Dey Pradeep, Manas Ghosh, "Computer Fundamentals and Programming in C", Oxford University Press, 2nd Edition, 2006.

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Learning Outcomes (CLOs)	Reference
1 – 2	Introduction to Computers: computer systems, computing environments.	CLO 1	T2:1.1-1.2
3 – 4	Computer languages, creating and running programs, program development.	CLO 1	T2:2.1-2.2
5 – 6	Algorithms, flowcharts	CLO 2	T2:1.4-1.5
7 – 8	Introduction to C Language: background, C programs.	CLO 3	T2:2.1-2.2
9 – 10	Identifiers, data types, Input/output, variables, constants, Operators (arithmetic, relational, logical, bitwise etc).	CLO 3	T2: 2.3- 2.6,7
11 – 12	Expressions, precedence and associativity, expression evaluation, type conversions	CLO 6	T2:3.1-3.5
13 – 14	Statements - selection statements (making decisions) – if statement, switch statement.	CLO 7	T2: 5.2-5.3
15 – 16	Repetition statement (loops)-while, dowhile statements, for statements, loop examples	CLO 7	T2: 6.1-6.6
17 – 18	Other statements related to looping – break, continue, go to, simple C program examples.	CLO 7	T2: 6.7
19 – 20	Arrays- Concepts, using arrays in C, declaration and initialization of one dimensional array, C program example. Two dimensional arrays, initialization and accessing, multi dimensional arrays, C program example.	CLO 8	T2: 8.1-8.3,8.7-8.8
21-22	Strings – Strings concepts: String handling functions, array of strings, C program examples.	CLO 8	T2: 11.1-11.5
23-- 24	Functions- Need for user defined functions, function declaration, function prototype. Category of functions, inter function communication, function calls, parameter passing mechanisms.	CLO 9	T2: 4.1-4.5
25	Recursion, passing arrays to functions, passing strings to functions, Storage classes and preprocessor commands.	CLO 10	T1:7 T2:6.9 T2:G.1
26-27	Pointer basics, pointer arithmetic, pointers to pointers, generic pointers. Pointer applications-Arrays and pointers, pointer arithmetic and arrays, passing an array to a function.	CLO 12	T1:1.0
28 – 29	Array of pointers, pointers and arrays, pointers as functions arguments, functions returning pointers	CLO 12	T2:10.3-10.5
30 – 31	Structures – declaration, initialization, accessing structures, operations on structures.	CLO 13	T1:8
32 – 33	Complex structures, structures and functions, passing structures through pointers, self-referential structures.	CLO 13	T2: 12.3-12.4
34 – 35	Unions, C programming examples, Bit fields, typedef, enumerations.	CLO 13	T2:12.4 T2:12.1- 12.2

36 -- 38	Dynamic memory allocation: Basic concepts, library functions	CLO 13	T2:2.1-2.2
39 – 40	Files: Concept of a file, streams, types of files and file opening modes.	CLO 14	R3:12.1-12.3
41 – 42	File input/output functions (standard input/output functions for files).	CLO 14	R3:12.4
43 – 44	File status functions (error handling), positioning functions, C program examples.	CLO 15	R3:12.5
45	Command-line arguments.	CLO 15	R3:12.7

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S. No</b>	<b>Description</b>	<b>Proposed actions</b>	<b>Relevance with POs</b>
1.	Updating latest version and new features of the C language	Laboratory Sessions	PO4
2.	Familiarizing the role of C language in developing system level programs.	Assignments/ Industrial visits	PO1,PO2
3.	About the variations in Regressions Equations, multiple and partial correlation uses.	Assignments	PO 1, PO 2, PO 8
4.	Solving different problems and Practicing various debugging strategies to become a good programmer	Extra Lab sessions, Participating in Coding contests	PO2

**Prepared by:**

Ms. G Geetha, Assistant Professor.

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS</b>				
<b>Course Code</b>	CMB011				
<b>Programme</b>	MBA				
<b>Semester</b>	III				
<b>Course Type</b>	CORE				
<b>Regulation</b>	IARE - R16				
<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	0	3	-	-
<b>Chief Coordinator</b>	Ms. I. Sireesha, Assistant Professor, MBA				
<b>Course Faculty</b>	Ms. I. Sireesha, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

The primary objective of this course is to introduce the concept of operation research as a precise mathematical concept, and study how to assign jobs to workers, enhance the profit to companies by applying different methods of operation research. The course consists of Scheduling, Queuing and Decision trees to optimize the solutions.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB005	I	Statistics for Management	3

#### III. MARKS DISTRIBUTION:

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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments.
PO2	Decision making skills: An ability to analyze a problem, identifies, formulate and use the appropriate managerial skills for obtaining its solution.	3	Seminars
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO5	Leadership Skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.		Assignments.
PO7	Strategic skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2	Assignments
PO8	Technology skills: Inculcate and develop technical skills to face the competitive world successfully.	2	Seminars

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I.	Apply quantitative techniques to business decisions using Mathematical tools.
II.	Develop fundamental applications of those tools in industry and public sector in contexts involving uncertainty and scarce or expensive resources.
III.	Demonstrate with mathematical and computational modeling of real decision making problems including the use of modeling tools..
IV.	Illustrating with the design implementation and analysis of computational experiments. Understand the concept of operation research to optimize the solution.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB011:01	CO 1	Introduce the basic knowledge of operations research and its application in managerial areas.	PO 4	2
CMB011:02	CO 2	Describe a model and analyze the solving technique to propose recommendations for business decision-making.	PO 4,PO 5, PO6	1
CMB011:03	CO 3	Comprehend the topic of linear algebra and its use in practical problems.	PO 1,PO6	1
CMB011:04	CO 4	Develop a linear programming model from problem description and Apply the Simplex method to solve linear programming problems.	PO 6	1
CMB011:05	CO 5	Categorize and optimize resources to maximize profit and eliminate customers waiting period for service delivery.	PO 4	2
CMB011:06	CO 6	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	PO 6	1
CMB011:07	CO 7	Summarize decisions made under different environmental conditions like certainty, uncertainty and risk.	PO 1	1

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB011:08	CO 8	Demonstrate and construct decision trees to determine possible consequences, resource costs, and utility in the projects.	PO 6	1
CMB011:09	CO 9	Memorize basic structure and components of a queuing system in probabilistic and deterministic queuing models.	PO 4	2
CMB011:10	CO 10	Classify queuing models with queue discipline in single and multi service stations with finite and infinite population.	PO 1	1
CMB011:11	CO 11	Introduce the basic knowledge of operations research and its application in managerial areas.	PO 4	1
CMB011:12	CO 12	Describe a model and analyze the solving technique to propose recommendations for business decision-making.	PO4	1

3 = High; 2 = Medium; 1 = Low

#### IX. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES :

Course Outcomes	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	2		1			1	1
CO 2	2	3		1	1		2	1
CO 3	2	3		1	1			
CO 4	2	3					1	
CO 5	1	2		1				
CO 6	1	2		1			1	
CO 7	1	3		1	1		2	
CO 8	1	3			1		2	1
CO 9	1	2		1				
CO 10	1	2		1				
CO 11	3	2		1			1	1
CO 12	2	3		1	1		2	1

3 = High; 2 = Medium; 1 = Low

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 1, PO 4, PO 5, PO 7	SEE Exams	PO 1, PO 4, PO 5, PO 8	Assignments	PO 1, PO 5	Seminars	PO 4, PO8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT I</b>	<b>Nature and Scope of Operation Research</b>
Origins of operation research, applications of operation research in different managerial areas, defining a model, types of model, process for developing an operations research model, practices, opportunities and short comings of using an operation research model.	
<b>UNIT II</b>	<b>Linear Programming Method</b>
Structure of LPP, assumptions of LPP, Application areas of LPP, guidelines for formulation of LPP, formulation of LPP For different areas, solving of LPP by graphical method: simplex method, two phase method, big-M method, converting primal LPP to dual LPP, limitations of LPP; 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, variation transportation, Problems like unbalanced supply and demand, degeneracy and its resolution.	
<b>UNIT-III</b>	<b>Assignment 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, travelling salesman problem, simplex method for solving assignment problem.	
<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. V.K.Kapoor, "Operations Research", Techniques for Management, 7th edition, Sultan Chand & Sons 2013	
2. J.K. Sharma, "Operations Research", Theory and applications, 5th edition, Macmillian, 2013.	
3. R. Pannerselvam, "Operations Research", PHI, 3rd revised edition, 2012	
4. Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 2010.	

## XIII. COURSE PLAN:

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

Lecture No.	Topic Outcomes	Topic/s to be covered	Reference
1-2	Introduce the basic knowledge of operations research and its application in managerial areas.	Origins of operation research, applications of operation research in different managerial areas.	T-1:1.1, 1.8, 1.10
3-4	Describe a model and analyze the solving technique to propose recommendations for business decision-making.	Defining a model and types of model.Process for developing an operations research model and practices.	T-1:1.9

<b>Lecture No.</b>	<b>Topic Outcomes</b>	<b>Topic/s to be covered</b>	<b>Reference</b>
5	Describe a model and analyze the solving technique to propose recommendations for business decision-making.	Opportunities and short comings of using an operation research model.	T-1:1.11, 1.12
9-10	Comprehend the topic of linear algebra and its use in practical problems.	Structure of LPP, assumptions of LPP and Application areas of LPP.	T-1:2.1, 2.3, 2.4, 2.7
11-12	Comprehend the topic of linear algebra and its use in practical problems.	Guidelines for formulation of LPP and formulation of LPP For different areas.	T-1:2.8
13-15	Develop a linear programming model from problem description and Apply the Simplex method to solve linear programming problems.	Solving of LPP by graphical method.	T-1:2.9
16-22	Develop a linear programming model from problem description and Apply the Simplex method to solve linear programming problems.	Simplex method and two phase method. Big-M method. Converting primal LPP to dual LPP.	T-1:3.3, 3.5,4.3
23	Develop a linear programming model from problem description and Apply the Simplex method to solve linear programming problems.	Transportation problem: mathematical model of transportation problem.	T-1:5.1, 5.2
24-29	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	Methods for finding initial feasible solution: Northwest corner method, least cost method and Vogel's approximation method.	T-1:5.5
29-32	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	Test of optimality, Modi Method, Variation transportation.	T-1:5.6
33	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	Problems like unbalanced supply and demand.	T-1:5.7
34	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	Degeneracy and its resolution.	T-1:5.9
35	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	Algorithm for solving assignment model.	T-1:6.2
36	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	Hungarian's method for solving assignment problem.	T-1:6.3
37-41	Categorize and optimize resources to maximize profit and eliminate customers waiting period for service delivery.	Variations of assignment problem. Multiple optimal solutions, Maximization case in assignment problem, Unbalanced assignment problem.	T-1:6.4, 6.5
42-43	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	Travelling salesman problem.	T-1:6.6

<b>Lecture No.</b>	<b>Topic Outcomes</b>	<b>Topic/s to be covered</b>	<b>Reference</b>
44	Summarize decisions made under different environmental conditions like certainty, uncertainty and risk.	Introduction of decision problems.	T-1:10.1
45	Summarize decisions made under different environmental conditions like certainty, uncertainty and risk.	Ingredients of decision problems.	T-1:10.2,3
46-49	Summarize decisions made under different environmental conditions like certainty, uncertainty and risk.	Decision making under uncertainty, Cost of uncertainty, under risk and under perfect information.	T-1:10.5

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S. No</b>	<b>Description</b>	<b>Proposed actions</b>	<b>Relevance with pos</b>
1	Optimization Techniques with respect to replacement and simulation concepts	Seminars	PO 9
2	Encourage students to work on real time problems based on the taught concepts to optimize problems.	Assignments	PO 5

**Prepared by:**

Ms. I. Sireesha, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	STRATEGIC MANAGEMENT				
Course Code	CMB012				
Programme	MBA				
Semester	III				
Course Type	CORE				
Regulation	IARE-R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Dr.T. SRINIVAS, Assistant Professor, MBA.				
Course Faculty	Dr.T.SRINIVAS, Assistant Professor, MBA.				

#### I. COURSE OVERVIEW:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB006	II	HUMAN RESOURCE MANAGEMENT

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
STRATEGIC MANAGEMENT	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Seminar
PO 4	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Assignments
PO 6	<b>Entrepreneurial Skills:</b> Enhancing entrepreneurship abilities so that the students are induced to undertake independent ventures.	2	Assignments
PO 7	<b>Strategic analysis:</b> An ability to understand Professional and ethical Responsibility	3	Presentation on real-world problems

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

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	An organization must achieve to make its strategy success.
II	It helps achievement of measurable financial well-being and growth.
III	Analyze the global strategy and risk in an international environment in an organization.
IV	Emphasis on structure and controls with organizations. and Problems in achieving acquisition success.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB012..01	CO 1	Understand strategic management, competitiveness, technology and technology change.	PO 1	3
CMB012.02	CO 2	Illustrate the external environmental analysis, segments of the external environment, porters 5 force model and the internal environment.	PO 1	3
CMB012.03	CO 3	Identify the effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics.	PO 1	3
CMB012.04	CO 4	Design a model of competitive rivalry, competitor analysis, drivers of competitive actions and responses.	PO 4	3
CMB012.05	CO 5	Evaluate Levels of diversifications and reasons, value creating diversifications, strategic acquisitions and restructuring.	PO 4	3
CMB012.06	CO 6	Analyze the design procedures of Popularity of mergers and acquisitions strategies.	PO 4	3
CMB012.07	CO 7	Demonstrate the problems in achieving acquisition success and restructuring.	PO 6	2
CMB012.8	CO 8	Analyze and apply the new techniques of international opportunities and international strategies	PO 6	2

CMB012.09	CO 9	Elucidate the concept of strategic competitive outcomes, risk in an international environment, the corporate implications for strategy and strategic alliances.	PO 6	2
CMB012..10	CO 10	Elucidate the concept of strategic competitive outcomes, risk in an international environment, the corporate implications for strategy and strategic alliances.	PO 7	3
CMB012.11	CO 11	Explain the concepts of leadership implications and entrepreneurial implications for strategy in firms.	PO 7	3

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course outcomes	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3							
CO 3	3							
CO 4				3				
CO 5				3				
CO 6				3				
CO 7						2		
CO 8						2		
CO 9						2		
CO 10							3	
CO 11							3	

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

**X. ASSESSMENT METHODOLOGIES – DIRECT**

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

**XI. ASSESSMENT METHODOLOGIES - INDIRECT**

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>STRATEGIC INPUTS</b>
Introduction to strategic management, strategic management and competitiveness, technology and technology change: vision, mission and objectives, strategic leaders, strategic management process, the external environment: opportunities, threats, competition and competitor analysis, external environmental analysis, segments of the external environment, porters 5 force model, the internal environment: resource, capabilities, competencies and competitive advantages, analyzing internal organization ,building core competencies, value chain analysis, outsourcing.	
<b>UNIT-II</b>	<b>FORMULATION OF STRATEGIC ACTIONS: BUSINESS LEVEL STRATEGY</b>
Effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics, a model of competitive rivalry, competitor analysis, drivers of competitive actions and responses, competitive rivalry and dynamics.	
<b>UNIT-III</b>	<b>CORPORATE LEVEL STRATEGY</b>
Levels of diversifications and reasons, value creating diversifications, strategic acquisitions a restructuring. Popularity of mergers and acquisitions strategies. Problems in achieving acquisition success and restructuring	
<b>UNIT-IV</b>	<b>GLOBAL STRATEGY</b>
Identifying international opportunities and international strategies, strategic competitive outcomes and risk in an international environment, corporate implications for strategy, strategic alliances, corporate level cooperative strategy and competitive risk with cooperative strategies.	
<b>UNIT-V</b>	<b>STRUCTURE AND CONTROLS WITH ORGANISATIONS</b>
Organizational structure and controls, evolutionary patterns of strategy and organizational structure, leadership implications for strategy, entrepreneurial implications for strategy.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Le Albrecht, K. Brain Power: Learning to Improve Your Thinking Skills. New York: Simon and Schuster. 1980.</li> <li>2. Allayer, Y., and M. E. Firsirotu, M.E. 1984. Theories of organizational culture. Organization Studies 5:193-226.</li> <li>3. Allen, R.W.,et al. Organizational politics: Tactics and Characteristics of its actors. California Management Review 22: 77-83. 1979.</li> </ol>	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Introduction to strategic management	CO 1	T1:22.5
3-4	Strategic management and competitiveness	CO 2	T1:22.5
5-6	technology and technology change	CO 2	T1:22.6 R1:2.6
7-9	vision, mission and objectives	CO 3	T1:22.7 R1:4.4
10-12	Strategic leaders	CO 3	T1:22.7 R1:4.10
13-15	strategic management process	CO 4	T1:22.8 R1:4.15
16-18	the external environment	CO 4	T1:22.9 R1:5.4

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
19-20	opportunities, threats, competition and competitor analysis	CO 5	T1:22.9 R1:5.8
22-24	External environmental analysis	CO 5	T1:23.1 0 R1:6.8
25-28	segments of the external environment	CO 5	T1:23.1 0 R1:6.13
29-31	porters 5 force model, the internal environment:	CO 6	T1:23.9 R1:7.5
32-34	resource, capabilities, competencies and competitive advantages	CO 6	T1:23.1 0 R1:7.5
35-37	analyzing internal organization, building core competencies, value chain analysis, outsourcing.	CO 7	T1:23.1 0 R1:8.1
38-40	Effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics, a model of competitive rivalry, competitor analysis	CO 8	T1:23.1 R1:9.2
41-44	A model of competitive rivalry, competitor analysis, drivers of competitive actions and responses, competitive rivalry and dynamics. Levels of diversifications and reasons,	CO 9	T1:23.1 R1:9.4
45-48	value creating diversifications, strategic acquisitions a restructuring, Popularity of mergers and acquisitions strategies, problems in achieving acquisition success and restructuring.	CO 10	T1:23.1 R1:9.9
49-52	Identifying international opportunities and international strategies, strategic competitive outcomes and risk in an international environment,	CO 11	T1:23.1 R1:9.10
53-55	corporate implications for strategy, strategic alliances, corporate level cooperative strategy and competitive risk with cooperative strategies	CO 11	T1:23.1 R1:9.11
56-58	Organizational structure and controls, evolutionary patterns of strategy and organizational structure	CO 11	T1:23.1 R1:9.12
59-61	leadership implications for strategy, entrepreneurial implications for strategy	CO 11	T1:23.1 R1:9.13

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S No	Description	Proposed actions	Relevance with POs
1	Introduction to strategic management	Seminars	PO 1
2	Opportunities, threats, competition and competitor analysis.	Seminars	PO 4
3	Analysing internal organization, building core competencies, value chain analysis, outsourcing.	Assignments	PO 2

**Prepared by:**

Dr. T Srinivas Rao, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>BUSINESS RESEARCH METHODS</b>				
<b>Course Code</b>	CMB013				
<b>Programme</b>	MBA				
<b>Semester</b>	III				
<b>Course Type</b>	Core				
<b>Regulation</b>	IARE - R16				
<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>Chief Coordinator</b>	Ms. S. Lakshmi, Assistant Professor.				
<b>Course Faculty</b>	Ms. S. Lakshmi, Assistant Professor.				

#### I. COURSE OVERVIEW:

The primary objective of this course lecturer is responsible for creating a learning environment that is stimulating and interesting, and that encourages collaboration, knowledge sharing and co-creation by all participants. The learning environment includes both the physical and virtual spaces where learning and teaching activities take place. The aim is to develop an atmosphere of cooperation and a spirit of learning, inquiring and innovating in all activities, underpinned by a sense of responsibility for our individual and collective learning.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB005	I	Statistics for Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Business Research Methods	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments.
PO2	Decision making skills: An ability to analyze a problem, identifies, formulate and use the appropriate managerial skills for obtaining its solution.	3	Seminars
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO7	Strategic skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2	Assignments
PO8	Technology skills: Inculcate and develop technical skills to face the competitive world successfully.	2	Seminars

3 = High; 2 = Medium; 1 = Low

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Understand a general definition of research design.
II	Know why educational research is undertaken, and the audiences that profit from research studies.
III	Able to identify the overall process of designing a research study from its inception to its report.
IV	Familiar with ethical issues in educational research, including those issues that arise in using quantitative and qualitative research.
V	Know the primary characteristics of quantitative research and qualitative research.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB013.01	CO 1	Understand different research approaches and methodologies, the utility of social research and their application in business.	PO 1	3
CMB013.02	CO 2	Identify the most appropriate research strategy for particular research work related to social or scientific method.	PO 2	3
CMB013.03	CO 3	Differentiate between social research and survey, planning social survey.	PO 4	3
CMB013.04	CO 4	Describe the importance of case study and experimental methods in business research.	PO 4	3
CMB013.05	CO 5	Demonstrate the methods of sampling and determine the reliable sample size for social research.	PO 1	3
CMB013.06	CO 6	Use schedules and questionnaires for the research, figure out the advantages and disadvantages of schedules and questionnaire and use them in appropriate research works.	PO 2,PO7	2
CMB013.07	CO 7	Analyze the scaling techniques for measurement of data and apply those in the research for quantitative and qualitative data.	PO 8	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB013.08	CO 8	Interpret the importance of interview techniques and validity of interviewer to make use in the data collection.	PO 2	3
CMB013.09	CO 9	Infer the importance of observations and secondary data sources to adapt them in the research.	PO 8	2
CMB013.10	CO 10	Solve problems using various techniques of data analysis which include statistical tools such as t test, chi-square test, ANOVA etc.	PO 2, PO8	3
CMB013.11	CO 11	Categorize with the available one-dimensional, two-dimensional, three-dimensional diagrams and graphs for effective presentation of the analyzed data.	PO 1	3
CMB013.12	CO 12	Summarize the effective research reports based on the data analyzed with a clear understanding about the problems in report writing.	PO 4	3

3 = High; 2 = Medium; 1 = Low

#### IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

COURSE OUTCOMES	Program Outcome(POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2		3						
CO 3				3				
CO 4				3				
CO 5	3							
CO 6		3					2	
CO 7								2
CO 8				3				
CO 9								2
CO 10		3						2
CO 11	3			3				
CO 12				3				

3 = High; 2 = Medium; 1 = Low

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO2, PO4,PO7, PO8	SEE Exams	PO1, PO2, PO4,PO 7, PO 8	Assignments	PO1,PO7	Seminars	PO2,PO8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO BUSINESS RESEARCH</b>
Definition of scientific method: nature and uses of scientific method, types of scientific methods: logical method, inductive and deductive method, statistical methods, social research: definition, objectives, basic assumptions, motivating factors, subject matter, methods of social research, utility of social research	
<b>UNIT-II</b>	<b>THE DESIGN OF RESEARCH-RESEARCH METHODS</b>
Survey method: definition, difference between social research and survey, planning social survey, limitations and merits case study, definition, assumptions, importance, sources of data case study and statistical method, limitations and improvements; experimental method: definition, types of experiments, trial and error experiment, controlled observational study, natural experiments, ex post fact techniques laboratory experiments planning and experiment difficulties validity of results , merits and limitations.	
<b>UNIT-III</b>	<b>THE SOURCES AND COLLECTION OF DATA</b>
Design of sample: census method of investigations, sampling method types of sampling, how to select a sample, size of the sample, testing the reliability of sample and uses of sampling; schedules definition, purpose, kinds and essentials of good schedule, procedure for framing a schedule, pre-test advantages and limitations; questionnaire: types of questionnaires, form of questionnaire, pre testing problems of response reliability and validity advantages and limitations. Scaling techniques criteria for good measurement, narrative interviews: purpose, kinds, requirement for an interview, technique of interviewing and the role of interviewer validity, limitations and importance of interview schedules, observations, kinds of observations, field observation studies, limitations and importance, documentary sources: definitions kinds of documents published documents and their Limitations.	
<b>UNIT-IV</b>	<b>ANALYSIS AND PRESENTATION OF DATA</b>
Data analysis techniques: definitions, characteristics, functions, importance of statistical methods, averages, dispersion, skewness correlation and regulation, test of significance for small sample, t test; chi square test and ant ova time series analysis; index numbers and association of attributes.	
<b>UNIT-V</b>	<b>PRESENTATION OF DATA</b>
Diagrams: importance-characteristics and kinds of diagrams (one dimensional: line diagram , simple bars multiple bars, duo directional bars, sub divided bars, percentage bars ,deviation bars, sliding bars, pyramid diagrams);two dimensional, rectangles, squares-circles; three dimensions: cubes, cylinders, globes pictograms: cartograms, sociological maps; Graphs: construction of graphs, presentation of time series, false base line, ration scale, frequency graph, cumulative frequency curve zone charts, band curves. The report: purpose, contents and problems of report writing.	
<b>Text Books:</b>	
1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 2010, Pearson. 2. I. M. Pandey, "Financial Management", 2010, 10 <sup>th</sup> Ed. Vikas Publishing House.	
<b>Reference Books:</b>	
1. I. M. Pandey, "Financial Management", 2010, 10 <sup>th</sup> Ed. Vikas Publishing House.G.C.Beri, "Business Statistics", Tata McGraw-Hill Publications, 2 <sup>nd</sup> Edition, 2005. 2. Ross Westerfield Jaffe, "Corporate Finance", 7 <sup>th</sup> Ed, TMH Publishers. 3. Vishwanath S. R., "Corporate Finance: Theory and Practice", 2007, 2 <sup>nd</sup> Ed. Response books, Sage Publications. 4. Prasanna Chandra, "Financial Management Theory and Practice", 7 <sup>th</sup> Ed. Tata McGraw Hill, Sudershana Reddy, "Financial Management", 2010, HPH. 5. Rajiv Srivastava and Anil Misra, "Financial Management", 2009, 4 <sup>th</sup> Ed. Oxford Higher Education.	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1	Define Scientific method and explain different types of scientific methods.	CO2	T1:21
2-5	Recall the motivating factors, subject matter, methods of social research, utility of social research.	CO1	T1:22
6-7	Explain how to conduct data collection (quantitative and qualitative) with the help of survey method.	CO2	T1:23
8-15	Analyze planning social survey, sources of data case study and statistical method.	CO3	T1:29
16-17	Define the Controlled observational study. Discuss limitations and potential contribution to theory and practice of research	CO3	T1:24
18-19	Construct and document an appropriate research design including argumentation for data collection and analysis methods/ techniques through experiments.	CO4	T1:20
20-22	Explain the sources of data for case study and its applications and limitations.	CO5	T1:25
23-24	Describe sampling method and types of sampling method. Construct different types of questionnaire and know its applications and limitations.	CO6	T1:18
25-26	Analyze Scaling techniques criteria for good measurement of collected data.	CO7	T1:26
27-32	Discuss limitations and potential contribution to theory and practice of documentary sources.	CO8	T1:27
33-38	Apply different statistical data analysis techniques, functions, test of significance for small sample, t test , regression analysis, ANOVA etc.,	CO9	T1:34
39-43	Write up the importance characteristics and kinds of diagrams, two dimensional, rectangles, squares-circles and three dimensions, Globes pictograms, Graphs.	CO10	T1:32
44-47	Explain the step by step procedure of report-writing.	CO11	T1:49

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. No	Description	Proposed actions	Relevance with POs
1	Arithmetic mean and geometric mean exactness of data and its different methods	Seminars	PO 2, PO 7
2	Small sample test variations and its applicability	Guest Lectures	PO 1, PO7
3	About the variations in Regressions Equations, multiple and partial correlation uses.	Assignments	PO 1, PO 2, PO 8

Prepared by:

Ms. S. Lakshmi, Assistant Professor

HOD, MBA



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>CONSUMER BEHAVIOR</b>				
Course Code	<b>CMB401</b>				
Programme	MBA				
Semester	III				
Course Type	CORE				
Regulation	IARE-R16				
Course Structure	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	3	-	3	-	-
Chief Coordinator	Mr. P Nagesh, Assistant Professor, MBA				
Course Faculty	Mr. P.Nagesh, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioral sciences within the framework of the consumer decision process and its main influencing factors. Students develop an appreciation for the influence consumer behavior has on marketing activities. Students apply psychological, social and cultural concepts to marketing decision making. The importance of consumer behavior and research; internal influences such as motivation and involvement, personality, self-image, life-style, perception, learning, attitude formation and change, and communication; external influences such as culture, subculture, social class, reference groups and family, and the diffusion of innovations; and consumer decision making.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB4010	II	Marketing Managemnt

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Consumer Behavior	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	<b>Managerial skills:</b> Apply knowledge of management theories and practices to solve business problems.	3	Seminar
PO 2	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	3	Assignments
PO 4	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments
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	Guest Lectures
PO 6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Guest Lectures
PO 7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	2	Seminar
PO8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	1	Assignment

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets.
II	Applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning, product offering.
III	Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
IV	Analyze the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB401.01	CO 1	Understand the consumer through research process and consumer behavior in a world of economic instability.	PO1,PO 2	3
CMB401.02	CO 2	Describe the concepts of rural consumer behavior, segmentation, targeting and positioning.	PO 1	3
CMB401.03	CO 3	Identify the environmental influences on consumer behavior like culture, subculture and social class.	PO 2	3
CMB401.04	CO 4	Demonstrate the environmental influences on consumer behavior like social group, family, personality and cross culture consumer behavior.	PO 2,PO 6	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB401.05	CO 5	Examine the consumer as an individual based on personality and self-concept, consumer motivation and consumer	PO 4	2
CMB401.06	CO 6	Discuss the consumer attitudes, changing attitudes, consumer learning and information processing	PO 5	3
CMB401.07	CO 7	Analyze the problem recognition, search and evaluation of consumer decision making process.	PO 5	3
CMB401.08	CO 8	use purchasing process ,post purchase behavior, models of consumer decision making and diffusion of innovations	PO 4,PO6	2
CMB401.09	CO 9	Illustrate the roots of consumerism, consumer safety and consumer information.	PO 7	2
CMB401.10	CO 10	Explain the consumer responsibilities, marketer responses to consumer issues and marketing ethics towards consumers.	PO 8	1

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

#### IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3				3			
CO 2	3							
CO 3		2						
CO 4		3				3		
CO 5				2				
CO 6					3			
CO 7					3			
CO 8				2		2		
CO 9							2	
CO 10								1

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

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1, PO2, PO4, PO5, PO 6, PO7	SEE Exams	PO1, PO2, PO4, PO5, PO 6, PO7	Assignments	PO2, PO8	Seminars	PO1, PO7
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO WORLD OF MARKETING:</b>
Importance, scope of marketing, core marketing concepts, marketing philosophies, marketing environment, marketing strategies & plans, developed vs developing marketing; market research: definition of market research, marketing information system, commissioning market research, market research process, market research online, market research and ethics, international market research.	
<b>UNIT-II</b>	<b>ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX:</b>
Consumer decision making, creating customer value, analyzing consumer markets, consumer behavior, cultural, social & personal factors, developing products and brands, product levels, classifying products, product range, line and mix, product life cycle, new product development.	
<b>UNIT-III</b>	<b>DESIGNING A CUSTOMER DRIVEN STRATEGY:</b>
Market segmentation: segmentation of consumer market, business market, requirement for effective segmentation, market targeting, evaluating market segmentation, selecting target market segmentation, positioning, positioning maps, positioning strategy	
<b>UNIT-IV</b>	<b>DISTRIBUTION DECISIONS, PROMOTIONS &amp; COMMUNICATION STRATEGIES:</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, marketing communication, communication process, communication promotion mix, factors affecting the promotion mix.	
<b>UNIT-V</b>	<b>PRICING DECISION AND PERSONAL COMMUNICATION:</b>
Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, rural marketing, balance of payments, relationship Marketing, digital marketing, social marketing, postmodern marketing, market sustainability and ethics, global marketing	
<b>Text Books:</b>	
1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha “Marketing Management”, 13/e, Pearson Education, 2012	
<b>Reference Books:</b>	
1. RamaswamyNamakumari, “Marketing Management”, TMH 5th Edition, 2013. 2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, “principles of marketing,south Asian perspective”, 13/edition, Pearson Education, 2012. 3. K.Karunakaran, “Marketing Management” , 2/e, Himalaya Publishing House,2012. 4. RajanSaxena, “Marketing Management”, 4/e, TMH, 2013.	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-4	Defining consumer behavior, why to study consumer behavior? understanding consumer through research process, consumer behavior in a world of economic instability	CO 1	T1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
5-7	Rural consumer behaviour, consumer segmentation, targeting and positioning, segmentation and branding, rural markets.	CO 2	T1 & T3
8-9	Influence of culture, sub culture, social class, social group	CO 2	T1
10-12	Family and personality, cross cultural consumer behaviour	CO 3	T1
13-14	Personality and self concept	CO 3	T1
15-18	Consumer motivation, consumer perception	CO 4	T3
19-21	Problem recognition, search and evaluation,	CO 4	T3
22-23	Purchasing processes, post purchase behavior	CO 5	T1&T3
24-25	Models of consumer decision making,	CO 5	T3.
26-27	Consumers and the diffusion of innovation	CO 5	T3
28-29	Roots of consumerism, consumer safety	CO 6	T3
30-31	Consumer information, consumer responsibilities	CO 6	T3
32-35	Marketer responses to consumer issues,	CO 7	T3
36-39	Marketing ethics towards consumers.	CO 8	T1&T3
41-44	Understand the importance of pricing	CO 9	T1
45-48	Understand the different marketing promotion tools	CO 10	T1 & T3
49-52	Understand the ethics in Marketing	CO 10	T1

#### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. No	Description	Proposed actions	Relevance with POs
1	The growing evidence that consumer interest and awareness of sustainability issues is increasing	Seminars	PO 1
2	The impact of the slow economic recovery and how consumers are responding by prolonging product lifecycles.	/Guest Lectures	PO 4
3	The knowledge gap is the difference between the customer's expectations of the service provided and the company's provision of the service.	Guest Lectures	PO 2

Prepared by:  
Mr. P Nagesh, Assistant Professor

HOD, MBA



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>E MARKETING</b>				
<b>Course Code</b>	CMB402				
<b>Programme</b>	MBA				
<b>Semester</b>	III				
<b>Course Type</b>	PROFESSIONAL ELECTIVE -II				
<b>Regulation</b>	IARE-R16				
<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>Chief Coordinator</b>	Ms. K .Mamatha, Assistant Professor, MBA				
<b>Course Faculty</b>	Ms. K .Mamatha, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

This course helps to improve their ability to make effective decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Course topics include market-oriented strategic planning, research and information systems, buyer behavior, target market selection, competitive positioning, product and service planning and management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions. Through a combination of inter topics to consumer and business-to-business products, services, and nonprofit organizations.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB010	II	Marketing Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
E- Marketing	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept or to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO 1</b>	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments
<b>PO 4</b>	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Seminars
<b>PO 5</b>	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	1	Guest Lectures
<b>PO 6</b>	Entrepreneurial and Innovation skills: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	2	Seminars
<b>PO 8</b>	Technology skills: Inculcate and develop technical skills to face the competitive world successfully.	3	Assignments

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

## VII. COURSE OBJECTIVES (COs):

The course should enable the students to:	
I	Understand how it helps the organization to attain its goals effectively and efficiently by providing competent and motivated employees.
II	Develop and maintain the quality of work life which makes employment in the organization a desirable personnel and social situation.
III	Ethical policies and behavior inside and outside the organization.
IV	It establishes and maintains relations between employees and management.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB402.01	CO 1	Understand the concept, categories, advantages and disadvantages of e-commerce and e-business.	PO 1, PO 6	3
CMB402.02	CO 2	Examine the growth & development of e-commerce and the importance of traditional commerce.	PO 2, PO 8	2
CMB402.03	CO 3	Demonstrate internet connection options, security issues in E-Commerce environment and E-Commerce architectural framework.	PO 8	3
CMB402.04	CO 4	Discuss encryption techniques payment systems and types of payments like legal, ethical and tax issues in E-Commerce.	PO 1, PO 4, PO 8	2
CMB402.05	CO 5	Analyze business models of e-marketing, advertisement methods and strategies online retailing e-auctions.	PO 1, PO 6	2
CMB402.06	CO 6	Illustrate the process, types of supply chain management procurement and trends in supply chain management.	PO 4	1
CMB 402.07	CO 7	Explain online financial services such as online banking, brokerage, online insurance and online real estate services.	PO 6, PO 8	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB402.08	CO 8	Use online services like travel hospitality, recruitment, publishing, entertainment and e-learning	PO 6,PO8	2
CMB402.09	CO 9	Define mobile commerce and its framework, growth benefits and limitations	PO 1,PO4	1
CMB402.10	CO 10	Determine the information distribution for mobile networks in multimedia content	PO 4	2
CMB402.11	CO 11	Describe the method how to publish mobile networks and mobile payment models in multimedia.	PO2, PO6,PO8	3

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

#### IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3					2		
CO 2		1						2
CO 3								3
CO 4	2			2				1
CO 5	3					1		
CO 6				1				
CO 7						1		3
CO 8						1		3
CO 9	1			1				
CO 10				2				
CO 11		2				3		3

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

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1, PO2, PO4, PO6, PO8	SEE Exams	PO 1, PO 2, PO 4, PO6, PO 8	Assignments	PO 1,PO 8	Seminars	PO4 PO6
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>BUSINESS OVERVIEW</b>
Traditional commerce vs. e-commerce, e-commerce and e-business categories of e-commerce development and growth of e-commerce advantages and disadvantages of e-commerce international nature of e-commerce.	
<b>UNIT-II</b>	<b>E-BUSINESS INFRASTRUCTURE</b>
E Commerce architectural framework, the internet and www-internet protocols, internet, intranet and extranets, internet connection options, security issues in e commerce environment, encryption techniques payment systems types of payments legal, ethical and tax issues in e-commerce..	
<b>UNIT-III</b>	<b>ONLINE MARKETING AND SUPPLY CHAIN MANAGEMENT</b>
Online marketing, business models of e marketing, online advertisement, advertisement methods and strategies online retailing e-auctions.	
Supply chain management-procurement process and the supply chain types of procurement, multi-tier supply chains and trends in supply chain management.	
<b>UNIT-IV</b>	<b>ONLINE SERVICES</b>
Online financial services, online banking and brokerage, online insurance services, online real estate services, travel services online, hospitality services online, recruitment services online, publishing services online entertainment, e-learning.	
<b>UNIT-V</b>	<b>MOBILE COMMERCE</b>
Definition of mobile commerce, mobile commerce framework, growth of mobile commerce benefits and limitations of mobile commerce mobile network infrastructure, information distribution for mobile networks multimedia content, publishing, mobile payment models, mobile commerce applications	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.</li> <li>2. Kenneth C. Laud on, Carol Guercio Traver, "E-commerce-Business", Technology,</li> <li>3. Bharat Bhasker, "Electronic Commerce Framework, Technologies and Applications", 3<sup>rd</sup> Edition. Tata McGraw, Hill.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Efraim Turban, Tae Lee, David King and H. Michael Chung, "Electronic Commerce, Managerial Perspective", Pearson Education Asia</li> <li>2. CSV Murthy, "E-commerce-Concepts, Models and Strategies", HPH.</li> <li>3. J. Christopher Westland and Theodore H K Clark, "Global Electronic Commerce, Theory and Case Studies", Oxford Universities Press.</li> </ol>	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Trends in e-commerce market opportunities in business, important concepts and meanings,	CO 1	T1&T2
3-4	Importance of e-commerce ,process and also its objectives	CO 2	T2

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
5-7	Integrating business development, strategy and E Commerce architectural framework	CO 2	T3
8-9	Difference between intranet and extranets Understand motiva and performance, Aligning.	CO 3	T1
10-11	performance systems and its process, Design with learning process	CO 3	T1&T3
12-13	Effective reward system strategies and basic phases in performance strategy	CO 3	T2
14-15	The performance need analysis (PNA) model,	CO 4	T2
16-17	Performances need analysis and design of appraisal	CO 4	T1,T2&T3
18-19	Organizational constraints, Developing objectives, facilitation of learning and performance.	CO 4	T1
20-21	Transfer to the job, design theory	CO 5	T2
22-23	Matching methods without comes	CO 5	T3
24-25	Lectures and demonstrations. Games and simulations, OJT	CO 5	T3&T2
26-27	Performance management and employee development methods	CO 6	T2
28-29	Computer based appraisal (CBA).	CO 6	T1&T2
30-33	Development of Performance management skills implementation, transfer of performance.	CO 7	T2
34-35	Major players in , measuring results and behaviors and development	CO 8	T3
36-37	Rational for evaluation, resistance to performance evaluation.	CO 9	T1&T2
37-38	Types of evaluation.	CO 10	T1
39-40	gathering performance information	CO 11	T1&T2
41-42	Implementing a performance management system, cross functional teams,.	CO 11	T3
43-44	Appraisal for performance management.	CO 12	T1&T2
44-45	Competency mapping	CO 12	T1&T3

#### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	Different types of commerce concepts and e-commerce development and growth	Seminars	PO 1
2	Advantages and limitations of e-business system and e-commerce system	Guest Lectures	PO 2
3	Importance and disadvantages and classification of E Commerce architectural framework.	Seminars	PO 6,PO 8

**Prepared by:**

Ms. K .Mamatha, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	INTEGRATED MARKETING COMMUNICATION				
<b>Course Code</b>	CMB403				
<b>Programme</b>	MBA				
<b>Semester</b>	III				
<b>Course Type</b>	PROFESSIONAL ELECTIVE - III				
<b>Regulation</b>	IARE - R16				
<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>Chief Coordinator</b>	Mr. M. Ramesh, Assistant professor, MBA				
<b>Course Faculty</b>	Mr. M. Ramesh, Assistant professor, MBA				

#### I. COURSE OVERVIEW:

This course is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share. As competition becomes fiercer in an increasingly open and global marketplace, a company's survival and growth become greatly contingent on its ability to run its operations efficiently and to exploit its resources productively.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB010	I	Marketing Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Integrated Marketing Communication	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Alternative assessments shall be conducted twice in a semester consisting of seminars and assignments and Marks shall be awarded considering the average of two alternative assessments for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Level	Proficiency assessed by
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Lectures, Exercises.
PO 2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	2	Exercises.
PO 3	<b>Ethics:</b> Ability to develop value based leadership ability.	2	Assignments
PO 4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Exercises
PO 5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to at environment.	1	Lectures
PO 7	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.	3	Lectures

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

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Conduct and evaluate marketing research and to develop competitive and positioning strategies and to select the target audience for the IMC campaign plan
II	Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign
III	Within an organization Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices
IV	Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the student will have the ability to	PO's Mapped	Strength of Mapping
CMB403.01	CO 1	Define the concept of marketing communication and integrated marketing communication as an integral part of marketing.	PO 1, PO 4	3
CMB403.02	CO 2	Understand the consumer behavior, the communication process and communication mix.	PO 2, PO 5, PO 7	2
CMB403.03	CO 3	Analyze the setting communication objectives, Dagmar approach to setting objectives and measuring advertising effectiveness.	PO 1, PO 2, PO 4, PO 5	2
CMB403.04	CO 4	Explain about conducting research to measure communication effectiveness and post testing tools and techniques and other promotional tools.	PO 2, PO 3, PO 5, PO 7	2
CMB403.05	CO 5	Use creative execution in advertising, decision in print and execution radio.	PO 2, PO 5, PO 7	2
CMB403.06	CO 6	Apply execution on online and television getting that 'big idea' of creativity.	PO 2, PO 3	3
CMB403.07	CO 7	Demonstrate the concepts of sales promotion, direct marketing, personal public relations, publicity and corporate advertising.	PO 1, PO 4, PO 5, PO 7	2
CMB403.08	CO 8	Know unconventional promotional media like sponsorships, mobile advertising, word of mouth,	PO 4, PO 5, PO 7	3

CO Code	CO's	At the end of the student will have the ability to	PO's Mapped	Strength of Mapping
		village farmers and world wide web communications.		
CMB403.09	CO 9	Analyze federal regulation of advertising, regulations of advertising, promotion in India and regulation of other promotional areas.	PO 2, PO 5	2
CMB403.10	CO 10	Enumerate the social and ethical criticisms of advertising.	PO 2, PO 3, PO 4	3
CMB403.11	CO 11	Develop ethical aspects of advertising, truth in advertising, advertising to children, advertising controversial products and social aspects of advertising.	PO 3, PO 4, PO 5	3

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

**IX. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course outcomes	Program Outcomes					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 7
CMB403.01	2			3		
CMB403.02		2			1	2
CMB403.03	1	3		3		3
CMB403.04		3	2		1	2
CMB403.05		2			1	3
CMB403.06		2	2			
CMB403.07	2			3	2	2
CMB403.08				3	2	2
CMB403.09		2			1	
CMB403.10		3	3	3		
CMB403.11			3	3	2	

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

**X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO 1, PO 2, PO 3, PO4, PO 5, PO7	SEE Exams	PO 1, PO 2, PO 3, PO4, PO 5, PO7	Assignments	PO 1, PO 2, PO 3, PO4, PO 5, PO7	Seminars	PO 1, PO 2, PO 3, PO4, PO 5 PO7
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES – INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>UNDERSTANDING INTEGRATED MARKETING COMMUNICATION:</b>
Understanding marketing communication, integrated marketing communication, integrated marketing communication as an integral part of marketing, understanding consumer behavior, understanding the communication process, communication mix	
<b>UNIT-II</b>	<b>BUDGETING, OBJECTIVES AND EVALUATION OF INTEGRATED MARKETING COMMUNICATIONS:</b>
Setting communication objectives, Dagmar approach to setting objectives and measuring advertising effectiveness, allocating the marketing communication budget, conducting research to measure communication effectiveness, post testing tools and techniques, evaluating other promotional tools.	
<b>UNIT-III</b>	<b>MARKETING COMMUNICATION MIX I:</b>
Creative execution in advertising, decision in print. Execution radio, execution on online and television, getting that 'big idea' of creativity.	
<b>UNIT –IV</b>	<b>MARKETING COMMUNICATION MIX II:</b>
Sales promotion, direct marketing, personal public relations, publicity and corporate advertising, unconventional promotional media: sponsorships, mobile advertising, word of mouth, village farmers, out of home media, world wide web communications.	
<b>UNIT -V</b>	<b>REGULATION, SOCIAL AND ETHICAL ASPECTS OF ADVERTISING AND PROMOTION:</b>
Federal regulation of advertising, regulations of advertising and promotion in India, regulation of other promotional areas, social and ethical criticisms of advertising, ethical aspects of advertising, truth in advertising, advertising to children, advertising controversial products, social aspects of advertising.	
<b>Text Books:</b>	
1. Krutishah, Alan D'Souza, "Advertising and promotions", IMC Perspective, TMH, 2012. 2. George E Belch, Michael A Belch, Keyoorpuravi, "Advertising and Promotions" An Integrated Marketing Communications perspective, TMH, 2015. 3. Jaishri Jethwaney, Shruthi Jain, "Advertising Management", Oxford, Second edition, 2012	
<b>Reference Books:</b>	
1. SHH Kazmi, SatishK.Batra, "Advertising & Sales Promotions", 3 <sup>rd</sup> edition, Excel Books, 2011 2. Semenile, Allen, O Guinn, Kaufmann, "Advertising and Promotions", An Integrated brand approach, Cengage, 6 <sup>th</sup> edition, 2012.	

## XIII. COURSE PLAN:

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

Lecture No.	Topics to be covered	Course Outcomes	Reference
1-3	Explain the concept of leadership and how a leader to be	CO 1	T1
4-5	Describe trait approach and skill approach to leadership	CO 1	T1
6-7	Define the skills approach to Ohio state studies, Michigan studies, Blake and mouton's leadership grid.	CO 2	T1
8-9	Discuss contingency theory of leadership and leadership styles	CO 3	T2

Lecture No.	Topics to be covered	Course Outcomes	Reference
10	Discuss the strengths, criticisms and applications of contingency approach	CO 4	T2
11	Explain path goal theory of leadership its applications and criticisms	CO 5	T1,T3
12	Describe the complexity of change within organizational cultures and systems	CO 5	T2
13	Discuss the model on transformational leadership	CO 6	T1,T3
14-15	Describe the applications, strengths and criticisms of transformational leadership	CO 6	T1,T3
16-17	Define the characteristics of servant leadership	CO 7	T1,T3
18	Discuss the historical basis of servant leadership, its strengths, criticisms and applications	CO 7	T3
19	Analyze the issues in leading organizational change effectively	CO 3	T2
20-21	Analyze the impact of effective leadership strategies on organizational performance	CO 4	T1
22-23	Demonstrate an understanding of the current leadership theories and how they apply to the modern organization.	CO 5	T2
24-25	Discuss critically theories of leadership including sociological and psychological perspectives.	CO 5	T3
26-27	Analyze and appraise the dynamics and competencies of leading change at any level in the organization.	CO 6	T1,T3
28-29	Evaluate critically strategies to identify service components which can potentially benefit from change/innovation, considering the role of organizational culture.	CO 6	T2
30-31	Develop in depth knowledge and understand models of change which can facilitate the planning and successful implementation of change	CO 7	T1,T3
32-33	Evaluate the process of change, and appraise their own performance in leading change and make Recommendations for developing higher leadership or managerial skills.	CO 8	T2
34-35	Analyze changes within industrial and technology intensive operations from a system perspective	CO 9	T1,T3
36-37	Describe different change strategies such as continuous improvements, radical changes, incremental changes and top down/bottom up, and account for the importance of the leadership at various types of changes	CO 9	T1
38-39	Understand management of change, technology change, organization change.	CO 11	T1,T3
40	Describe the change agent and methods of resistance to change	CO 11	T3
41-43	Explain sustainability aspects, including gender equality and diversity, of how knowledge of leadership	CO 12	T1,T3

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S. No	Description	Proposed actions	Relevance with POs
1	Critical Leadership Skills that Enhance Personal Effectiveness	Seminars	PO 2, PO 4, PO 8
2	Aligning and Mobilizing the Workforce and Stakeholder	seminars/ Industrial Visit	PO 1, PO 7
3	Changing emerging technologies in organizations	Seminars/ Guest Lectures	PO 6

**Prepared by:**

Ms. E. Sunitha, Assistant professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>			
<b>Course Code</b>	<b>CMB404</b>			
<b>Programme</b>	MBA			
<b>Semester</b>	III			
<b>Course Type</b>	<b>PROFESSIONAL ELECTIVE-I</b>			
<b>Regulation</b>	IARE - R16			
<b>Course Structure</b>	<b>Lectures</b>	<b>Tutorials</b>	<b>Practical Work</b>	<b>Credits</b>
	3	-	-	3
<b>Chief Coordinator</b>	Mr. M Ramesh, Assistant Professor, MBA			
<b>Course Faculty</b>	Mr. M Ramesh, Assistant Professor, MBA			

#### I. COURSE OVERVIEW:

Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB008	I	Financial Management

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Security Analysis and Portfolio Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	Type of Assessment		
	CIE Exam	AAT	
<b>CIA Marks</b>	25	05	30

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

### Alternative Assessment Tool (AAT):

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	1	Guest Lectures
<b>PO2</b>	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
<b>PO4</b>	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	1	Assignments
<b>PO6</b>	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Guest Lectures
<b>PO7</b>	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	3	Seminars

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO8</b>	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	1	Assignment

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I.	Enrich the knowledge of investment alternatives, process and portfolio management.
II.	Develop an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges.
III.	Provide an in-depth knowledge of the theory and practice of portfolio management. Important theories, techniques, regulations and certain advancements in theory of investment.
IV.	Familiarize the participants with the stock markets of India, its terminology, types of securities, the determinants of the price behavior of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB404.01	CO1	Understand the investment environment in India, overview of Indian financial system securities trading in stock	PO1	1
CMB404.02	CO2	Explain the investment management process and security analysis like fundamental analysis, technical analysis and efficient market hypothesis.	PO1	1
CMB404.03	CO3	Recognize the significance of risk and return relationship from investing Markowitz portfolio theory and mean	PO2	3
CMB404.04	CO4	Know the risk and returns from investing Markowitz portfolio theory and portfolio selection.	PO2	3
CMB404.05	CO5	Express the single index model, capital asset pricing model and arbitrage pricing theory.	PO4	1
CMB404.06	CO6	Analyze different types of bonds, interest rates, term structure of interest rates and measuring bond yields.	PO4	1
CMB404.07	CO7	Demonstrate bond pricing theorems, bond duration, active and passive bond management strategies, bond volatility and bond immunization.	PO6	2
CMB404.08	CO8	Examine the concepts of equity analysis, equity valuation, balance sheet analysis, Intrinsic value and market price.	PO6	2
CMB404.09	CO9	Identify the overview of derivative markets, option markets, strategies, forward and future marketing strategies and design swaps.	PO7	3
CMB404.10	CO10	Recognize different types of mutual fund schemes, structure, net asset value, risk and return	PO7	3

CMB404.11	CO11	Improve performance evaluation models like sharpe model, trey nor model, Jensen model, fame's decomposition and identify the trends in Indian mutual funds.	PO8	1
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**3 = High; 2 = Medium; 1 = Low**

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	1							
CO 2	1							
CO 3		3						
CO 4		3						
CO 5				1				
CO 6				1				
CO 7						2		
CO 8						2		
CO 9							3	
CO 10							3	
CO 11								1

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

**X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO1,PO2, PO4, PO6, PO7, PO8.	SEE Exams	PO1, PO2, PO4, PO6, PO7, PO8	Assignments	PO4,PO8	Seminars	PO2, PO7.
Laboratory Practices	-	Guest Lecture	PO1, PO6.	Mini Project	-	Certification	-
Term Paper							

**XI. ASSESSMENT METHODOLOGIES - INDIRECT**

√	ASSESSMENT OF COURSE OUTCOMES (BY FEEDBACK, ONCE)	√	STUDENT FEEDBACK ON FACULTY (TWICE)
X	ASSESSMENT OF MINI PROJECTS BY EXPERTS		

**XII. SYLLABUS**

<b>UNIT– I</b>	<b>INVESTMENT AND SECURITY ANALYSIS</b>
Investment environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process, Security analysis: fundamental analysis, technical analysis, efficient market hypothesis.	

<b>UNIT-II</b>	<b>PORTFOLIO ANALYSIS</b>
The returns and risks from investing Markowitz portfolio theory, mean variance approach, portfolio selection-efficient portfolios, the single index model capital asset pricing model, arbitrage pricing theory.	
<b>UNIT-III</b>	<b>BOND ANALYSIS AND VALUATION AND MANAGEMENT</b>
Types of bonds, interest rates, term structure of interest rates, measuring bond yields, yield to maturity, yield to call, yield to maturity, holding period return, bond pricing theorems, bond duration, active and passive bond management strategies, bond immunization, bond volatility, bond convexity.	
<b>UNIT- IV</b>	<b>EQUITY VALUATION AND DERIVATIVES</b>
Equity analysis & valuation, balance sheet analysis equity valuation models, intrinsic value & market price, the p/e ratio & earnings multiplier approach, price/book value, price/ sales ratio, economic value added , overview of derivatives markets, option markets, option strategies and option valuation forward & future markets, strategies. A stock index future, interest rate futures, swaps contracts.	
<b>UNIT – V</b>	<b>MUTUAL FUNDS</b>
Types of mutual funds schemes, structure, net asset value, risk and return, performance evaluation models Sharpe model, trey nor model, Jensen model, fama's decomposition. Trends in Indian mutual funds.	
<b>TEXT BOOKS</b>	
<ol style="list-style-type: none"> <li>1. William. Sharpe, Gordon j Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall, 2012.</li> <li>2. Reilly, Brown, "Analysis of Investment and Management of Portfolios", Cengage, 10<sup>th</sup> Edition, 2012.</li> <li>3. Prasanna Chandra, "Investment analysis and Portfolio Management", TMH, 4<sup>th</sup> Edition, 2012.</li> </ol>	
<b>REFERENCES</b>	
<ol style="list-style-type: none"> <li>1. Donald E Fischer, Ronald J Jordan, " Security Analysis and Portfolio Management", 6<sup>th</sup> Edition, 2012</li> <li>2. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2<sup>nd</sup> Edition, 2011</li> </ol>	

### **XIII. 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>Reference</b>
1-2	Investment environment in India, Overview of Indian financial system	T1
3-4	Overview of Indian financial system, Investment alternatives	T1
5-6	Securities trading in stock markets	T1
7-8	The investment management process, Security analysis	T1
9-12	fundamental analysis, technical analysis, Efficient market hypothesis	T1
13-15	The returns and risks from investing, portfolio selection-efficient portfolios	T1
16-18	Markowitz portfolio theory, mean variance approach	T1
19-21	The single index model, capital asset pricing model, arbitrage pricing theory	T1,R2
22-24	Types of bonds, interest rates of bonds, term structure of interest rates	T1
25-28	measuring bond yields- yield to maturity, yield to call, holding period return	T1
29-31	bond pricing theorems, bond duration, active and passive bond management strategies	T1
32-34	bond immunization, bond volatility, bond convexity	T1
35-37	Equity analysis & valuation- balance sheet analysis, equity valuation models, intrinsic value & market price	T1,R2

38-40	the p/e ratio & earnings multiplier approach, price/book value, price/ sales ratio, economic value added	T1
41-45	overview of derivatives markets- option markets, option strategies and option valuation, forward market strategies, future market strategies, A stock index future, interest rate futures	T1,R2
46-49	Types of mutual funds schemes, Structure of mutual funds, net asset value, risk and return	T2, R1
50-54	Performance evaluation model of Sharpe, Treynor, Jensen model, fama's decomposition, Trends in Indian mutual funds.	T2

### **XIII. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S. NO</b>	<b>DESCRIPTION</b>	<b>PROPOSED ACTIONS</b>	<b>RELEVANCE WITH POs</b>
1	Optimum planning of investments in a portfolio	Seminars / NPTEL	PO 1, PO 2, PO 5
2	Evaluation of a security and mutual funds for pricing	Seminars / Guest Lectures / NPTEL	PO 2, PO 5, PO 9

**Prepared by:**

Mr. M.Ramesh, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>STRATEGIC MANAGEMENT ACCOUNTING</b>				
<b>Course Code</b>	<b>CMB405</b>				
<b>Programme</b>	MBA				
<b>Semester</b>	III				
<b>Course Type</b>	PROFESSIONAL ELECTIVE – II				
<b>Regulation</b>	IARE-R16				
<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>Chief Coordinator</b>	Dr.J S V GopalaSarma Professor,MBA				
<b>Course Faculty</b>	Dr.J S V GopalaSarma Professor,MBA				

#### I. COURSE OVERVIEW:

The course focuses on the objectives, importance of cost accounting; management accounting, cost concepts, cost control, allocation and apportionment of overheads, unit costing, job costing, in terms of cost control, profit planning, application of breakeven point enable students to understand and solve various business problems. Budgetary control system helps in fixing the goals for the organization as a whole and concerned efforts are made for its achievements. Budgetary control system enables economies in the enterprise. Standard costing ascertains beforehand what should be the cost of a product and controls the cost of such product by facilitating the comparison of actual cost with predetermined cost. Standard costing technique and variance analysis are very useful to the business concerns to eliminate wastage and increase the efficiency of performances. This course includes appreciate and use financial statements as means of business communication. Standard costing system serves as an effective tool for management control. This course uses the analytical techniques and arriving at conclusions from financial information for the purpose of management control and decision making.

#### II. COURSE PRE-REQUISITES:

<b>Level</b>	<b>Course Code</b>	<b>Semester</b>	<b>Prerequisites</b>	<b>Credits</b>
<b>PG</b>	<b>CMB002</b>	<b>I</b>	<b>Financial Accounting &amp; Analysis</b>	<b>3</b>

### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Strategic Management Accounting	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept or to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

**Alternative Assessment Tool (AAT):**

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOC.

**VI. HOW PROGRAM OUTCOMES ARE ASSESSED:**

Program Outcomes (POs)	Skills	Strength	Proficiency assessed by
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Assignments
PO 2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO 3	<b>Ethics:</b> Ability to develop value based leadership ability.	3	Guest Lectures
PO 4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO 7	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2	Lecture

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

**VII. COURSE OBJECTIVES :**

The course should enable the students to:	
I	Emphasis on developing analytical and critical abilities related to management accounting
II	Understand management and cost accounting principles, techniques and their applications to various decision making situations
III	Understand the detailed cost concepts, cost structure and elements of costs of manufacturing and Service organizations which have been facing dramatic changes in their business environment
IV	Identify and describe the elements involved in decision making, planning and control.

**VIII. COURSE OUTCOMES (COs):**

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB405.01	CO 1	Describe the objectives, importance and limitations of cost accounting, financial	PO 1, PO 4	2
CMB405.02	CO 2	Examine the classification, allocation and apportionment of overheads for the purpose	PO 2, PO 7	2
CMB405.03	CO 3	Discuss the significance and limitations of unit costing, job costing, process costing,	PO 1, PO 2, PO 4	2
CMB405.04	CO 4	Apply the applications of marginal costing in terms of specific fixed assets, cost control,	PO 1, PO 2,	2
CMB405.05	CO 5	Determine the importance and the classification of various types of budgets	PO 2, PO 7	3
CMB405.06	CO 6	Explain the significance, objectives and limitations of standard costing	PO 2, PO 4	3
CMB405.07	CO 7	Demonstrate the significance and limitations of standard costing and marginal costing.	PO 1, PO 4,	2
CMB405.08	CO 8	Enumerate the social and ethical criticisms of advertising.	PO 4, PO 7	3
CMB405.09	CO 9	Predict the importance, limitations, reasons and types of variance analysis	PO 2,PO3	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB405.10	C010	Predict the importance, limitations, reasons and types of variance analysis	PO 2, PO 4,	2

3 = High; 2 = Medium; 1 = Low

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	1							
CO 2		1					1	
CO 3	2	2		1				
CO 4	3	3		3			3	
CO 5		2					2	
CO 6		2						
CO 7	3		3	3			3	
CO 8				1			1	
CO 9		1						
CO 10		1	1	1				

3 = High; 2 = Medium; 1 = Low

**X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO1, PO2, PO4, PO6, PO8	SEE Exams	PO 1, PO 2, PO 4, PO6, PO 8	Assignments	PO 1,PO 8	Seminars	PO4 PO6
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

**XI. ASSESSMENT METHODOLOGIES - INDIRECT**

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>MANAGEMENT ACCOUNTING VS COST ACCOUNTING</b>
Objectives, advantages and limitations of management accounting and cost accounting, Role of accounting information in planning and control, cost concepts and managerial use of classification of costs, the management process and accounting, cost analysis and control: direct and indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate, introduction to activity based costing and life cycle costing..	
<b>UNIT-II</b>	<b>COSTING FOR SPECIFIC INDUSTRIES</b>
Unit costing, job costing, cost sheet and tender sheet and process costing and their variants, treatment of normal losses and abnormal losses, inter process profits, costing for byproducts and equivalent production, introduction, application of marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.	
<b>UNIT-III</b>	<b>MAKE OR BUY DECISIONS</b>
Key or limiting factor, selection of suitable product mix, desired level of profits, Diversification of products, closing down or suspending activities, level of activity planning.	
<b>UNIT-IV</b>	<b>BUDGETARY CONTROL</b>
Budget, budgetary control, steps in budgetary control, flexible budget, different types of budgets: sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting, introduction to cost audit and management audit	
<b>UNIT-V</b>	<b>STANDARD COSTING</b>
Standard cost and standard costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing analysis of variance, material variance, labor variance, Sales and Profit variance. Case studies	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani publishers, 2012.</li> <li>2. M.N.Arora, "Cost and Management Accounting", Himalaya Publishing House, 2012.</li> <li>3. Shashi K.Gupta and R.K.Sharma, "Advanced Management Accounting", Kalyani Publishers, 2<sup>nd</sup> Revised Edition, 2003.</li> <li>4. M.E. ThukaramRao, "Management and Cost Accounting" , New Age International Publishers,2012.".</li> </ol>	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Meaning, definitions, importance and limitations of cost accounting, management	CO 1	T1
3-4	The role of accounting information in planning and control and differences between cost accounting, management accounting and financial accounting.	CO 2	T1
5-7	Cost concepts and managerial use of classification of costs..	CO 2	T1
8-9	Management process and accounting,	CO 3	T1
10-11	Direct and indirect expenses, allocation and apportionment of overheads.	CO 3	T1
12-13	Compute Machine hour rate, introduction to activity based costing and life cycle costing. (Problems)	CO 3	T1
14-15	Advantages and disadvantages of job costing and unit costing	CO 4	T1
16-17	Describe the complexity of change within organizational cultures and systems	CO 4	T1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
18-19	Advantages and disadvantages of job costing and unit costing	CO 4	T1
20-21	Definitions, meaning, definition, advantages and disadvantages of cost sheet and tender sheet.	CO 5	T1
22-23	Computation of total cost and profit from cost sheet	CO 5	T1
24-25	Introduction, concept and Definitions, meaning, advantages and disadvantages of process costing.	CO 5	T1
26-27	Treatment of normal losses and abnormal losses, inter process profits, costing for by products And equivalent production	CO 6	T1
28-29	Introduction, application of marginal costing in terms of cost control,	CO 6	T1
30-33	Key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or Suspending activities, level of activity planning.	CO 7	T1
34-35	Meaning, definitions, uses and limitations of breakeven Analysis Application of breakeven point for various business	CO 8	T1
36-37	Meaning of inter firm comparison, need for inter firm comparison, types of Comparisons and its advantages.	CO 9	T1
37-38	Definition, meaning significance and limitations of Budget, budgetary control and steps in budgetary control. Differences between fixed budget and flexible budget	CO 10	T1
39-40	Meaning, merits and demerits of different types of budgets: sales budget, cash budget, production budget, master budget. Preparation of various types of budgets.	CO 10	T1
41-42	Meaning and advantages of performance budgets, material vs. purchase budgets,	CO 10	T1
43-44	Zero based budgeting, introductions to cost audit and management audit.	CO 10	T1
44-45	Introduction, meaning, concept, definitions, significance and limitations of Standard cost and Standard costing.	CO 10	T1

#### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	The role of accounting information in planning and control, objectives, significance and limitations of cost accounting.	Seminars	PO 1, PO 2, PO 4
2	Application of marginal costing in terms of cost control, profit planning,	Guest Lectures	PO 2, PO 4, PO7
3	Significance and limitations of Budgetary control system	Seminars	PO 1, PO 4, PO 7

**Prepared by:**

Dr. J S V GopalaSharma Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	FINANCIAL SERVICES AND SYSTEMS				
Course Code	CMB406				
Programme	MBA				
Semester	III				
Course Type	Professional Elective-III				
Regulation	IARE - R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Ms. S Lakshmi, Assistant Professor, MBA				
Course Faculty	Ms. S Lakshmi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

The primary objective of this course is the operation of the financial services industry, the products and services available, and how they are effectively marketed to satisfy the needs of consumers. Topics include an overview of the financial services industry; career progression as a financial representative; branch operations and online banking; types of bank accounts and foreign exchange services; types of consumer credit including residential mortgages, credit cards, vehicle loans and leasing, personal loans, home equity loans, lines of credit, student loans, and Registered Retirement Saving Plan loans; mortgage lending; credit assessment and calculating the cost of borrowing; responsible use of credit and personal bankruptcy; overview of business financial services; client personal, need, and financial assessment; marketing financial services; and customer service.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB308	II	Banking, Insurance and Risk management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Financial Service and Systems	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	1	Assignments.
PO2	Decision making skills: An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.	2	Guest Lectures
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO7	Strategic skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	3	Assignments

3 = High; 2 = Medium; 1 = Low

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Understand the financial system and financial services scenario.
II	Apply factoring, leasing, venture capital concepts.
III	Emphasize merchant banking and capital budgeting methods.
IV	Aware on the importance of finance for economic well-being.
V	Familiarize the students to basics of business, management, the legal environment and issues relating to governance and ethics

## VIII. COURSE LEARNING OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB406.01	CO 1	Gain knowledge about management of financial products and services.	PO1,PO2, PO4	2
CMB406.02	CO 2	Assess the importance of various traditional and modern financial services.	PO 4,PO7	3
CMB406.03	CO 3	Obtain an insight in the concept of leasing and ability to evaluate financially to make lease or buy decisions.	PO2,PO4,	3
CMB406.04	CO 4	Assess the significance of hire purchase along with the tax and legal framework.	PO1,PO4	2
CMB406.05	CO 5	Estimate the relevance of factoring in the financing of the business and critically evaluate the financial aspects of factoring for decision making.	PO1,PO4,PO7	2
CMB406.06	CO 6	Interpret the RBI guidelines and Sundaram committee recommendations on factoring.	PO2,PO7	3
CMB406.07	CO 7	Identify the characteristics of Bill discounting and its legal aspects and realize the discount charges and effective interest rates.	PO1,PO4	2
CMB406.08	CO 8	Comprehend the notion behind Venture capital financing, its process	PO2	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
		and funding and entry strategies of venture capital financing.		
CMB406.09	CO 9	Recognize and use the valuation of venture capital financing methods in the start-up business along with the regulatory frame work.	PO2,PO4, PO7	3
CMB406.10	CO 10	Discern the knowledge of evolution of merchant banking, its functions and eligibility norms.	PO 1	1
CMB406.11	CO 11	Ascertain the process of new issue management, initial public offering, SEBI guidelines relating to new issues of securities.	PO1,PO4,	2
CMB406.12	CO 12	Demonstrate the concept of credit rating, symbols and grades, and its advantages.	PO1,PO2	2

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

#### IX. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

Course Outcomes	Program Outcome							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	1	2		3				
CO 2				3			3	
CO 3		2		3				
CO 4	1			3				
CO 5	1			3			3	
CO 6		2					3	
CO 7	1			3				
CO 8		2						
CO 9		2		3			3	
CO 10	1							
CO 11	1			3				
CO 12	1	2						

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

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 1, PO 2, PO 4, PO 7	SEE Exams	PO 1, PO 2, PO 4, PO 7	Assignments	PO 1, PO 7	Seminars	PO 4
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>FINANCIAL SYSTEM</b>
Financial system: growing importance of financial services in financial system, classification traditional and modern view, fund based and non-fund based services, financial engineering, need for innovation, new financial products and services, an overview of Indian financial services sector scenario.	
<b>UNIT-II</b>	<b>CONCEPT OF LEASING</b>
Concept of leasing: classification, rationale, advantages of leasing, legal aspects, lease documentation and contract, tax and accounting aspects of leasing, financial evaluation of leasing, net present value (NPV) and internal rate of return (IRR) approaches, break even lease rental, lease v/s buy decisions hire purchase concept and features, legal and tax frame work, financial evaluation of hire purchase, hire purchase mathematics, flat and effective interest rates.	
<b>UNIT-III</b>	<b>FACTORING</b>
Factoring concept and features, classification, functions of factor, legal aspects, financial evaluation of factoring, decision analysis for factoring, factoring scenario in India, kalian sundaram committee. Reserve bank of India(RBI) guidelines.  Bill discounting, concept and characteristics, process of bill discounting, legal aspects, parties involved and their legal obligations, financial aspects, calculation of discount charges and effective interest rates.	
<b>UNIT-IV</b>	<b>VENTURE CAPITAL FINANCING</b>
Venture capital financing, concept and features, venture capital funding process, funding and entry strategies of venture capital financing, structuring of venture capital financing, valuation of venture capital financing conventional valuation method, first Chicago method, revenue multiplier method, exit strategies of venture capital financing ventures capital financing scenario in India, regulatory frame work of venture capital financing.	
<b>UNIT-V</b>	<b>MERCHANT BANKING</b>
Merchant banking concept and evolution, functions of merchant banking, eligibility norms, lead manager, underwriter, brokers and bankers to issue, registrar, portfolio managers, new issue management process and stages involved pricing of public issues, book building process, green shoe option initial public offering promoter's contribution, preferential issues, SEBI guidelines relating to new issues of securities, credit rating concept and advantages of ratings, types of ratings, symbols of ratings and grades..	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Meir Kohn, "Financial Institutions and Markets" Oxford University Press, 2009 2<sup>nd</sup> Ed.</li> <li>2. Khan. M.Y, "Financial Services Tata McGraw-Hill, Pvt. Ltd.,"2010, 5<sup>th</sup> Ed ,New Delhi.</li> <li>3. Gordon and Natarajan, "Financial Markets and Services", 2009, HPH, 7<sup>th</sup> Ed, Mumbai.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Vasant Desai, "Financial Markets and Financial Services", 2009, HPH, 1<sup>st</sup> Ed., Mumbai.</li> <li>2. Punithavathy Pandian, "Financial Services and Markets", 2009, Vikas Publishing House.</li> <li>3. Mishkin. F.S. and Eakins. S.G., "Financial Markets and Institutions", 2006, 5<sup>th</sup> edition Pearson Education.</li> <li>4. Harold L Vogel, "Financial Markets Bubble and Crashes" 1<sup>st</sup> ed, 2009, Cambridge.</li> </ol>	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1	Growing importance of financial services in financial system, classification traditional and modern view, fund based and non-fund based services.	CO1	T1:22.5 R1:2.3
2-5	Financial engineering, need for innovation, new financial products and services	CO1	T1:22.5 R1:2.4
6-7	An overview of Indian financial services sector scenario. Concept of leasing: classification, rationale, advantages of leasing, legal aspects, lease documentation and contract.	CO2	T1:22.6 R1:2.6
8-15	Tax and accounting aspects of leasing, financial evaluation of leasing, net present value (NPV) and internal rate of return (IRR) approaches, break even lease rental, lease v/s buy decisions.	CO3	T1:22.7 R1:4.4
16-17	Hire purchase concept and features, legal and tax frame work. Financial evaluation of hire purchase, hire purchase mathematics, flat and effective interest rates.	CO3	T1:22.7 R1:4.10
18-19	Factoring concept and features, classification, functions of factor, legal aspects, financial evaluation of factoring, decision analysis for factoring, factoring scenario in India	CO4	T1:22.8 R1:4.15
20-22	Kalian sundaram committee. Reserve bank of India(RBI) guidelines.	CO4	T1:22.9 R1:5.4
23-24	Bill discounting, concept and characteristics, process of bill discounting, legal aspects, parties involved and their legal obligations.	CO5	T1:22.9 R1:5.8
25-26	Financial aspects, calculation of discount charges and effective interest rates.	CO6	T1:23.10 R1:6.8
27-32	Venture capital financing, concept and features, venture capital funding process, funding and entry strategies of venture capital financing	CO7	T1:23.10 R1:6.13
33-36	Structuring of venture capital financing, valuation of venture capital financing conventional valuation method, first Chicago method, revenue multiplier method.	CO7	T1:23.9 R1:7.5
37-39	Exit strategies of venture capital financing ventures capital financing scenario in India, regulatory frame work of venture capital financing.	CO8	T1:23.10 R1:7.5
40-43	Merchant banking concept and evolution, functions of merchant banking, eligibility norms, lead manager, underwriter, brokers and bankers to issue, registrar, portfolio managers, new issue management process and stages involved pricing of public issues, book building process.	CO8	T1:23.10 R1:8.1
44-46	Green shoe option initial public offering promoter's contribution, preferential issues, SEBI guidelines relating to new issues of securities.	CO9	T1:23.1 R1:9.2
47-51	Credit rating concept and advantages of ratings, types of ratings, symbols of ratings and grades.	CO10	T1:23.1 R1:9.4

**XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>SNo</b>	<b>Description</b>	<b>Proposed actions</b>	<b>Relevance with PO's</b>
1	Merchant banking and hire purchasing.	Seminars	PO 1
2	Latest Technology updates of financial services about credit cards	Seminars	PO 2
3	For practical knowledge, visit banks to know the procedure and formalities of financial services	Visits	PO 1

**Prepared by:**

Ms. S.Lakshmi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	PERFORMANCE MANAGEMENT				
Course Code	CMB407				
Programme	MBA				
Semester	III				
Course Type	PROFESSIONAL ELECTIVE -III				
Regulation	IARE-R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Ms.K. Mamatha, Assistant Professor, MBA				
Course Faculty	Ms.K. Mamatha, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

The course focuses on the objectives, importance of performance management concepts, objectives appraisal, method analyzing, evaluating appraisal system, performance process like management, appraisal, performance, job analysis and final output of employee performance enable students to understand earning position and performance position of business concern. Performance statements are very useful to the business concerns to interpret and analyze the organization growth of different companies. This course includes appreciate and use appraisal statements as means of business communication. This course uses the analytical techniques and arriving at conclusions from performance information for the purpose of decision making.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB15	II	Human Resource Management

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Performance Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	3	Seminar
PO 2	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	1	Assignments
PO 3	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminar
PO 5	<b>Entrepreneurial and Innovation Skills:</b> Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs	3	Seminar
PO 7	<b>Strategic Skills:</b> Analyse and formulate managerial strategies to sustain in dynamic global business environment	2	Presentation on real-world problems

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

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	The management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets.
II	Applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning, product offering Analyse the global strategy and risk in an international environment in an organization.
III	Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
IV	Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB407.01	CO 1	Understand the concept of performance management and reward systems in context.	PO 2	3
CMB407.02	CO 2	Illustrate the performance management process and performance management strategic planning.	PO 2	3
CMB407.03	CO 3	Examine the concept of choosing a measurement approach, measuring results and behaviors.	PO 5	3
CMB407.04	CO 4	Demonstrate gathering performance information and implementing performance management system.	PO 6	3
CMB407.05	CO 5	Analyze the appraisal procedure in different types of organizations and also know the recent trends in an organization.	PO 5	3
CMB407.06	CO 6	State the concepts of performance management and employee development.	PO 6	3

CMB407.07	CO 7	Examine the performance management skills and the case on implementation of 360-degree feedback system.	PO4	3
CMB407.08	CO 8	Discuss reward systems, legal issues and managing team performance.	PO4	2
CMB407.09	CO 9	Elucidate relevant performance related concepts like benchmarking, six sigma and competency mapping.	PO4	2
CMB407.10	CO 10	Express the relevant performance related concepts like balance scorecard, coaching, mentoring Pygmalion effect and job analysis.	PO 6	3

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

#### **IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course outcomes	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1		3						
CO 2		3						
CO 3					3			
CO 4						3		
CO 5					3			
CO 6						3		
CO 7				3				
CO 8				2				
CO 9				2				
CO 10				3				

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

#### **X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO2,PO4, PO5, PO6	SEE Exams	PO2,PO4, PO5, PO6	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

#### **XI. ASSESSMENT METHODOLOGIES - INDIRECT**

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>PERFORMANCE MANAGEMENT AND REWARD SYSTEM</b>
Performance management and reward systems in context, performance management process, performance management strategic planning.	
<b>UNIT-II</b>	<b>PERFORMANCE MEASUREMENT</b>
Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system.	
<b>UNIT-III</b>	<b>PERFORMANCE MANAGEMENT SKILLS</b>
Performance management and employee development. Performance management skills. Case on Implementation of 360 degree feedback system	
<b>UNIT-IV</b>	<b>REWARD SYSTEMS</b>
Reward systems and legal issues, managing team performance.	
<b>UNIT-V</b>	<b>PERFORMANCE RELATED CONCEPTS</b>
Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance scorecard, coaching and mentoring Pygmalion effect, job analysis.	
<b>Text Books:</b>	
1. Herman “Performance Management”, Pearson, 2 <sup>nd</sup> Edition, 2010. Reprinted, 2010. 2. Aubrey C. Daniels, “Performance Management: Changing Behavior That Drives Organizational Effectiveness”, Performance Management Publications , 4 <sup>th</sup> Edition, 2010	
<b>Reference Books:</b>	
1. Aguinis, H. 2012. “Performance Management”, Prentice Hall. (Human Resource emphasis).3 <sup>rd</sup> Edition, 2012. 2. Jeffrey M. Hiatt, “Employee's Survival Guide to Change: The Complete Guide to Surveying and Thriving During Organizational Change”, by Prosaic Research, 4 <sup>th</sup> Edition, 2004.	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Performance management	CO 1	T1:22.5
3-4	Reward systems in context	CO 2	T1:22.5
5-6	Performance management process	CO 2	T1:22.6 R1:2.6
7-9	Performance management strategic planning.	CO 3	T1:22.7 R1:4.4
10-12	Defining performance	CO 3	T1:22.7 R1:4.10
13-15	Choosing a measurement approach	CO 4	T1:22.8 R1:4.15
16-18	Measuring results and behaviors	CO 4	T1:22.9 R1:5.4
19-20	Gathering performance information	CO 5	T1:22.9 R1:5.8
22-24	Implementing a performance management system	CO 5	T1:23.1 R1:6.8
25-28	Management and employee development.	CO 5	T1:23.1 R1:6.13

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
29-31	Performance management skills	CO 6	T1:23.9 R1:7.5
32-34	Case on Implementation of 360-degree feedback system	CO 6	T1:23.1 R1:7.5
35-37	Reward systems	CO 7	T1:23.1 R1:8.1
38-40	legal issues	CO 8	T1:23.1 R1:9.2
41-44	Managing team performance, Relevant performance related concepts	CO 9	T1:23.1 R1:9.4
45-48	Relevant performance related concepts, Benchmarking, six sigma	CO 10	T1:23.1 R1:9.9
49-52	Competency mapping, balance scorecard, Coaching and mentoring Pygmalion effect, job analysis.	CO 10	T1:23.1 R1:9.10

**XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S No	Description	Proposed actions	Relevance with POs
1	To improve standards and analyze the concepts.	Seminars	PO 1
2	Conditional probability, Sampling distribution, correlation, regression analysis and testing of hypothesis	Seminars	PO 4
3	Encourage students to solve real time applications and prepare towards competitive examinations.	Assignments	PO 2

**Prepared by:**

Ms. K.Mamatha, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>TRAINING AND DEVELOPMENT</b>				
Course Code	<b>CMB408</b>				
Programme	<b>MBA</b>				
Semester	<b>III</b>				
Course Type	<b>Professional Elective-II</b>				
Academic year	<b>2017-2018</b>				
Course Structure	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	3	-	3	-	-
Chief Coordinator	Ms. K L Revathi, Assistant Professor, MBA				
Course Faculty	Ms. Azara, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

Human Resource Development practices plays crucial role in success of any organization and for any Manager. Especially for HR practitioner it is mandatory to understand and practice principles of Management of Training and Development. The aim of this subject is to develop students' understanding of the concepts of Training and Development. In particular the subject is designed to develop the underpinning knowledge and skills required to Manage, organize and conduct Training & Development. This subject introduces the student to the concepts in the Training and Development.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB006	II	<b>Human Resource Management</b>	<b>3</b>

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
<b>Training And Development</b>	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	Lectures
PO3	Ethics: Ability to develop value based leadership ability.	2	Assignments
PO5	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Lectures
PO8	Technology skills: Inculcate and develop technical skills to face the competitive world successfully.	2	Lectures

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

## VII. COURSE OBJECTIVES (COs):

The course should enable the students to:	
I	Understand the various trends in different organizations and know about the recent trends in training.
II	Able to recognize the importance of training and its needs to an employees working in an organization.
III	Analyze the differences between on the job and off the job training methods and its procedure.
IV	Able to implement and evaluate the training process and know about the different techniques of evaluation.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB408.01	CO1	Describe the trends in training, career opportunities in training and important concepts of training.	PO1	3
CMB408.02	CO2	Identify the importance of integrating organizational development, strategy, motivation, performance designing with learning process.	PO1	3
CMB408.03	CO3	Demonstrate the concept of motivation, performance and aligning training design with learning process.	PO1	3
CMB408.04	CO4	Discuss about the conduction of Training Need Analysis (TNA) model, different approaches to Training Need Analysis (TNA) and design.	PO3	2
CMB408.05	CO5	Examine organizational constraints, developing objectives, facilitation of learning, and training transfer to job and analyze the training design theory.	PO3	2
CMB408.06	CO6	Analyze the different types of training matching methods with outcomes, lectures and demonstrations.	PO3	2
CMB408.07	CO7	Create the knowledge in games and simulations on the job training methods and computer based training (CBT).	PO5	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB408.08	CO8	Identify the development of training, implementation and transfer of training.	PO5	2
CMB408.09	CO9	Determine the major players in training and development, rational for evaluation, resistance to training evaluation and types of evaluation.	PO5	2
CMB408.10	CO10	Explain the areas of organizational training like orientation training, diversity training, sexual harassment training and team training.	PO8	2
CMB408.11	CO11	Illustrate the cross functional teams, cross cultural training, training for talent management and competency mapping.	PO8	2

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

#### IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3				2			
CO 3	3		2					
CO 4	3				2			2
CO 5	3				2			2
CO 6			2		2			
CO 7	3				2			
CO 8			2		2			2
CO 9					2			2
CO 10			2		2			
CO 11					2			

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

#### X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 1, PO 3, PO 5, PO 8	SEE Exams	PO 1, PO 3, PO 5, PO 8	Assignments	PO 1, PO 3, PO 5, PO 8	Seminars	-
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES – INDIRECT

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

## XII. SYLLABUS

<b>UNIT –I</b>	<b>TRAINING ORGANIZATIONS</b>
Trends in training, career opportunities in training, important concepts and meanings, integrating Organizational development, strategy and training, understand motivation and performance, aligning, training, design with learning process.	
<b>UNIT -II</b>	<b>TRAINING NEED AND ANALYSIS</b>
The training need analysis (TNA) model, training need analysis and design, organizational constraints, Developing objectives, facilitation of learning and training transfer to the job, design theory.	
<b>UNIT – III</b>	<b>TRAINING METHODS</b>
Matching methods without comes, lectures and demonstrations. Games and simulations, OJT, computer based training (CBT).	
<b>UNIT –IV</b>	<b>IMPLEMENTATION AND EVALUATION OF TRAINING</b>
Development of training, implementation, transfer of training, major players in training and development, Rational for evaluation, resistance to training evaluation, types of evaluation	
<b>UNIT – V</b>	<b>AREAS OF ORGANIZATIONAL TRAINING</b>
Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. P. Nick Blanchard, James W. Thacker, A. Anand Ram, “Effective Training”, Pearson Education , 4<sup>th</sup> Edition , 2012.</li> <li>2. Raymond A Noe, Amitabh Deo Kodwani, “Employee Training and Development”, McGraw-Hill, 3<sup>rd</sup> edition .2012.</li> <li>3. Rolf Lynton,Uday Pareek, “Training for Development “Sage, 7<sup>th</sup> edition.2012.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Jean Barbazette, “Training Needs Assessment Methods, Tools, and Techniques”-Wiley, 5<sup>th</sup> edition.2014.</li> </ol>	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-3	Trends in training Career opportunities in training, important concepts and meanings,	CO1	T1,T2
4-5	Importance of training ,process of training and also its objectives	CO1	T2,R1
6-7	Integrating organizational development, strategy and training.	CO2	T3,R1
8-9	Difference between training and development, Understand motivation and performance, Aligning training	CO2	T1
10-11	Training systems and its process, Design with learning process	CO3	T1,T3

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
12-13	Effective training strategies and basic phases in training strategy.	CO3	T2,T3
14-16	The training need analysis (TNA) model.	CO4	T2, R1
17-19	Training needs analysis and design.	CO4	T3, R1
20-22	Organizational constraints, developing objectives, facilitation of learning and training	CO5	T1, R1
22-24	Transfer to the job, design theory	CO5	T2
25-26	Matching methods without comes	CO6	T3
27-29	Lectures and demonstrations. Games and simulations, OJT	CO6	T3,T2
30-32	On the job and off the job training methods	CO7	T2
33-35	Computer based training (CBT).	CO7	T1 ,T2
36-38	Development of training, implementation, transfer of training	CO8	T2, R1
39-42	Major players in training and development	CO9	T3
42-43	Rational for evaluation, resistance to training evaluation.	CO10	T1 ,T2

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

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S No	Description	Proposed actions	Relevance with pos
1	List of the required skills and competencies for each job role, assessment	Seminars	PO 2, PO 4, PO 8
2	On the job training methods and Off the job training methods differences	Seminars / Industrial Visit	PO 1, PO 7, PO 6
3	Competency mapping process and its uses in an organisation.	Seminars / Guest Lectures	PO6, PO 7, PO 8

**Prepared by:**

Ms. Azara, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>				
<b>Course Code</b>	<b>CMB409</b>				
<b>Programme</b>	<b>MBA</b>				
<b>Semester</b>	<b>III</b>				
<b>Course Type</b>	<b>PROFESSIONAL ELECTIVE -3</b>				
<b>Regulation</b>	<b>IARE-R16</b>				
<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>Chief Coordinator</b>	Mr. K. Vijaya Sekhar Reddy, Assistant Professor, MBA				
<b>Course Faculty</b>	Mr. K. Vijaya Sekhar Reddy, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

This course helps to improve their ability to make effective decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Course topics include market-oriented strategic planning, research and information systems, buyer behavior, target market selection, competitive positioning, product and service planning and management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions. Through a combination of inter topics to consumer and business-to-business products, services, and nonprofit organizations.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Strategic Human Resource Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		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, identify, formulate and use the appropriate managerial skills for obtaining its solution.	1	Seminar
PO3	<b>Ethics:</b> Ability to develop value based leadership ability.	1	Assignments
PO4	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	1	Presentation on real-world problems
PO5	<b>Leadership skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Guest Lectures
PO6	<b>Entrepreneurial and Innovation skills:</b> Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	1	Seminars
PO7	<b>Strategic skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment	3	Assignments

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

## VII. COURSE OBJECTIVES (COs):

The course should enable the students to:	
I	Understand how it helps the organization to attain its goals effectively and efficiently by providing competent and motivated employees.
II	Develop and maintain the quality of work life which makes employment in the organization a desirable personnel and social situation.
III	Ethical policies and behavior inside and outside the organization.
IV	It establishes and maintains relations between employees and management.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB409.01	CO 1	Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock.	PO1	3
CMB409.02	CO 2	Examine the international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model and comparative employment policy.	PO1	3
CMB409.03	CO 3	Explain the significance of Convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI),	PO2	1

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB409.04	CO 4	Use and explore the social environment and human resource practices, international recruitment, selection, training, hiring policies, staff retaining and motivating techniques.	PO2	1
CMB409.05	CO 5	Discuss the purpose of cultural literacy and human resource information system in global business, cultural awareness, essentials, advantages, cultural skills for co-operative advantages.	PO3	3
CMB409.06	CO 6	Use and explore the human resource information system includes concept, limitations and uses, designing of human resource information system, computerized skill inventories.	PO4	1
CMB409.07	CO 7	Analyze the characteristics of global companies, difference between domestic and global companies, H.R.	PO4	1
CMB409.08	CO 8	Determine the development of global managers, concept, essential qualities of global literate leader , communication and interpersonal Relations,	PO5	2
CMB409.09	CO 9	Illustrate the background of Europe, the institutions of the European community (E.C.).	PO5	2
CMB409.10	CO 10	Describe the characteristics importance, limitations and the seniority wage system in japans employee management	PO6	1
CMB409.11	CO 11	Demonstrate the scientific management, behavioral a humanistic psychology, organic theories of management and the practice of HRM in American organizations.	PO7	3
CMB409.12	CO 12	Describe the encouragement of union avoidance, transforming unionized industrial relations, international compensation principles, methods and practices.	PO7	3

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3							
CO 3		1						
CO 4		1						
CO 5			3					
CO 6				1				
CO 7				1				
CO 8					2			
CO 9					2			

CO 10						1		
CO 11							3	
CO 12							3	

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

#### X. ASSESSMENT METHODOLOGIES – DIRECT

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

#### XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

#### XII. SYLLABUS

<b>UNIT-I</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>Classes: 10</b>
Introduction, objectives and scope of international human resource management, cultural and reality shock, international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model, case study, comparative employment policy, concept, significance, convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).		
<b>UNIT-II</b>	<b>SOCIAL ENVIRONMENT AND STAFFING</b>	<b>Classes: 10</b>
Concept, social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques, case study, cultural literacy and human resource information system in global business, cultural awareness, essentials, advantages, cultural skills for co-operative advantages, human resource information system: concept, limitations and uses, designing of human resource information system, computerized skill inventories.		
<b>UNIT-III</b>	<b>BUSINESS MANAGEMENT OF GLOBAL COMPANIES</b>	<b>Classes: 10</b>
Characteristics of global companies, Difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies.		
Developing Global Managers, Global literate leader: concept, essential qualities, communication and interpersonal Relations, Training, Career development, succession planning, managerial stimulation's.		
<b>UNIT-IV</b>	<b>HRM IN EUROPE AND JAPAN</b>	<b>Classes: 10</b>
Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management in Indian Context, case study.		
<b>UNIT-V</b>	<b>THE AMERICAN APPROACH TO HRM</b>	<b>Classes: 10</b>
Scientific Management, Behavioral and humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming		

unionized industrial relations, case study. International Compensation - Principles of International Compensation, Methods and practices of International Compensation, International Compensation and employee satisfaction, case study.
<b>Text Books:</b>
1. Strategic Human Resource Management by “randall s. schuler and susan e jackson” Publisher: Blackwell Publishing.
<b>Reference Books:</b>
1. Human Resource Champions by Dave Ulrich, Publisher: Harvard Business School Press. 2. International Human Resource Management by Randall Schuler and Dennis Briscoe, (Routledge Global Human Resource Management Series 3. International Human Resource Management by Monir Tayeb, Publisher: Oxford University Press. 4. Corporate HRD by Biswajeet Pattanayak, Publisher: Excel Books

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Understand the objectives and scope of international human resource management, cultural and reality shock, international human resource management models	CO1	T1:22.5 R1:2.3
3-4	Remember the concept of pool's adaptation of Harvard model, the Brewster and Bournois model, case study, comparative employment policy	CO2	T1:22.5 R1:2.4
5-6	Understand the significance, convergence theory, Marxist theory, the cultural approach power distance (PDI)	CO2	T1:22.6 R1:2.6
7-9	Understand the uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).	CO3	T1:22.7 R1:4.4
10-12	Remember of social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques	CO3	T1:22.7 R1:4.10
13-15	Understand the cultural literacy and human resource information system in global business, cultural awareness, essentials, advantages,	CO4	T1:22.8 R1:4.15
16-18	Understand the cultural skills for co-operative advantages, human resource information system: concept, limitations and uses	CO4	T1:22.9 R1:5.4
19-20	Remember the characteristics of global companies, Difference between domestic and global companies	CO5	T1:22.9 R1:5.8
22-24	Remember the human resource strategy planning for global organizations, HRM approaches in global companies	CO5	T1:23.10 R1:6.8
25-28	Analyze the developing of Global Managers, Global literate leader: concept, essential qualities	CO5	T1:23.10 R1:6.13
29-31	Remember the communication and interpersonal Relations, Training, Career development, succession planning	CO6	T1:23.9 R1:7.5
32-34	the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice	CO7	T1:23.10 R1:7.5
35-37	Analyze the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment	CO8	T1:23.10 R1:8.1
38-40	Analyze the characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management in Indian Context, case study	CO9	T1:23.1 R1:9.2
41-44	Understand the scientific Management, Behavioral and humanistic psychology, organic theories of management	CO10	T1:23.1 R1:9.4

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
45-48	Remember the transforming unionized industrial relations, case study. International Compensation - Principles of International Compensation	CO11	T1:23.1 R1:9.9
49-52	Understand the Methods and practices of International Con, International Compensation and employee satisfaction.	CO12	T1:23.1 R1:9.10

**XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	Objectives, scope of international human resource management, cultural and reality shock, international human resource management models , concept, pool's adaptation of Harvard model, the Brewster, bournois model, case study and comparative employment policy	Seminars	PO 1
2	Social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining, motivating techniques, case study, cultural literacy and human resource information system in global business	Seminars	PO 4
3	Developing Global Managers, Global literate leader: concept, essential qualities, communication and interpersonal relations, training, career development, succession planning and managerial stimulation's.	Assignments	PO 2

**Prepared By:**

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**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	ENTREPRENEURIAL DEVELOPMENT				
<b>Course Code</b>	CMB014				
<b>Programme</b>	MBA				
<b>Semester</b>	IV				
<b>Course Type</b>	Core				
<b>Regulation</b>	IARE-R16				
<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>Chief Coordinator</b>	Dr T Srinivasa Rao, Professor, MBA				
<b>Course Faculty</b>	Dr T Srinivasa Rao, Professor, MBA				

#### I. COURSE OVERVIEW:

The course focuses on the revolution impact on entrepreneurship, the evolution of entrepreneurship approaches to entrepreneurship process, the individual entrepreneurial mind set and personality, opportunities identification, entrepreneurial immigration and creativity the nature of creativity process innovation enable students to understand and develop organization innovatively. This course includes the intellectual property protection, copyrights, trademarks and trade secrets. This course uses strategic planning, strategic actions, strategic business globalization, building the adaptive firms, understanding growth stage, unique managerial concern of growing ventures which is very useful for enhancement of business knowledge of people.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
-	-	-	-	-

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Entrepreneurial Development	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

### Alternative Assessment Tool (AAT):

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes(POs)		Level	Proficiency assessed by
PO2	<b>Decision making skills:</b> Foster Analytical and critical thinking abilities for data-based decision making solution.	3	Assignments
PO4	<b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	1	Seminars
PO5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3	Seminars

Program Outcomes(POs)		Level	Proficiency assessed by
<b>PO6</b>	<b>Entrepreneurial and Innovation skills:</b> Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	3	Lectures
<b>PO7</b>	<b>Strategic skills:</b> Ability to conduct strategic analysis using theoretical and practical application.	2	Seminars

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

## VII. COURSE OBJECTIVES:

**The course should enable the students to:**

I	Identify the most recognized sources of potential funding and financing for business start-ups and/or expansion.
II	Develop and execute a project or new venture with the goal of bringing new products and service to the market.
III	Understand advanced knowledge about key processes necessary to bring new products and services to market and key challenges facing the entrepreneur at different stages of the entrepreneurial voyage.
IV	Analyze the characteristics of an attractive business opportunity and common pitfalls during the entrepreneurial process.

## VIII. COURSE OUTCOMES (COs):

CLO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB014.01	CO 1	Understand the revolution impact and evolution of entrepreneurship approaches to entrepreneurship process approach.	PO 4	1
CMB014.02	CO 2	Analyze the twenty first century trends in entrepreneurship.	PO 2 PO 4	2
CMB014.03	CO 3	Examine the concept of creation of the entrepreneurial journey, stress and the entrepreneurial ego, motivations and corporate entrepreneurial mind nature of corporate entrepreneur.	PO 6	2
CMB014.04	CO 4	Demonstrate the conceptualization of corporate entrepreneurship strategy sustaining corporate entrepreneurship.	PO 4, PO 7	2
CMB014.05	CO 5	Describe the purpose of opportunities identification, the role entrepreneurial immigration and the nature of creativity process innovation.	PO 5, PO 6	3
CMB014.06	CO 6	Classify the methods of entrepreneurship methods to initiate ventures for creating new ventures.	PO 6	3
CMB014.07	CO 7	Illustrate the acquiring an established entrepreneurial venture franchising hybrid and the disadvantages of franchising.	PO 5	3
CMB014.08	CO 8	Identify the importance of intellectual property protection, the patents, copy rights and trade secrets.	PO 6	3
CMB014.09	CO 9	Explain the frame work of avoiding trademark pitfalls, formulation of the entrepreneurial plan and the challenges of new venture start ups.	PO4,PO6	2

CMB014.10	CO 10	Label the knowledge of poor financial understanding, critical factors for new venture development, the evaluation process and the feasibility criteria approach.	PO 2	3
CMB014.11	CO11	Summarize the strategic planning strategic actions and strategic positioning business stabilization.	PO7	2
CMB014.12	CO12	Explain how to building the adaptive firms, understanding the growth stage and unique managerial concern of growing ventures.	PO4	1

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

#### **IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course Outcomes	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				1				
CO 2		3		1				
CO 3						2		
CO 4				2			2	
CO 5					3	3		
CO 6						3		
CO 7					3			
CO 8						3		
CO 9				2		2		
CO 10		3						
CO 11							2	
CO 12				1				

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

#### **X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO 2, PO 4, PO 5, PO 6, PO 7	SEE Exams	PO 2, PO 4, PO 5, PO 6, PO 7	Assignments	PO2	Seminars	PO4,PO5 PO7
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT – I</b>	<b>UNDERSTANDING ENTREPRENEURIAL MINDSET</b>
The Revolution impact of entrepreneurship, the evolution of entrepreneurship approaches to entrepreneurship process approach, twenty first century trends in entrepreneurship.	
<b>UNIT – II</b>	<b>THE INDIVIDUAL ENTREPRENEURIAL MINDSET:</b>
The individual entrepreneurial mind set and personality: the entrepreneurial journey, stress and the entrepreneur, the entrepreneurial ego entrepreneurial motivations, corporate entrepreneurial mind nature of corporate entrepreneur conceptualization of corporate entrepreneurship strategy sustaining corporate entrepreneurship.	
<b>UNIT – III</b>	<b>LAUNCHING ENTREPRENEURIAL VENTURES:</b>
Opportunities identification, entrepreneurial imagination and creativity the nature of the creativity process innovation. Entrepreneurship methods to initiate ventures creating new ventures, acquiring an established entrepreneurial venture franchising hybrid disadvantage of franchising.	
<b>UNIT – IV</b>	<b>LEGAL CHALLENGES OF ENTREPRENEURSHIP:</b>
Intellectual property protection, patents, copyrights trademarks and trade secrets, avoiding trademark pitfalls, formulation of the entrepreneurial plan the challenges of new venture start ups, poor financial understanding, critical factors for new venture development, the evaluation process, feasibility criteria approach.	
<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, unique managerial concern of growing ventures.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. DF Kuratko and TV Rao, “Entrepreneurship-A South- Asian Perspective“, Cengage Learning, 1<sup>st</sup> Edition, 2012.</li> <li>2. Gordon and Natarajan, “Entrepreneurship Development” Himalaya, 1<sup>st</sup> Edition, 2008.</li> <li>3. Coulter, “Entrepreneurship in Action”, PHI, 2nd Edition, 2009.</li> <li>4. S.S. Khanka, “Entrepreneurial Development”, S. Chand and Co. Ltd, 1<sup>st</sup> Edition, 2007.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. VasanthDesai, “Dynamics of Entrepreneurial Development and Management”, HPH Millenium Edition, 2007..</li> <li>2. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, Cengage Learning, 1st Edition, 2007</li> </ol>	
<b>Web References</b>	
<ol style="list-style-type: none"> <li>1. <a href="http://www.freebookcentre.net/business-books-download/entrepreneurial-development.html">http://www.freebookcentre.net/business-books-download/entrepreneurial-development.html</a></li> <li>2. <a href="http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf">http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf</a>.</li> </ol>	
<b>E-Text Books</b>	
<ol style="list-style-type: none"> <li>1. <a href="http://bookboon.com/en/entrepreneurship-ebooks">http://bookboon.com/en/entrepreneurship-ebooks</a></li> <li>2. <a href="http://pdf-directory.org/ebook.php?id=rejjanenzvyc">http://pdf-directory.org/ebook.php?id=rejjanenzvyc</a></li> </ol>	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	The revolution impact of entrepreneurship..	CO 1	T1:22.5
3-4	The twenty first century trends in entrepreneurship	CO 2	T1:22.5 R1:2.4
5-6	Entrepreneurship mind set and personality	CO 2	T1:22.6 R1:2.6
7-9	Entrepreneurial journey and stress.	CO 3	T1:22.7 R1:4.4
10-12	Characteristics of entrepreneurial ego and motivations.	CO 3	T1:22.7 R1:4.10
13-15	Corporate entrepreneur and entrepreneurship.	CO 4	T1:22.8 R1:4.15
16-18	Opportunities identification and creative process.	CO 5	T1:22.9 R1:5.4
19-20	Franchising hybrid.	CO 6	T1:22.9 R1:5.8
22-24	Intellectual property protection and concept of patents.	CO 6	T1:23.10 R1:6.8
25-28	Concept of copy rights and importance and concept of trade secrets.	CO 7	T1:23.10 R1:6.13
29-31	Concept of trademarks and avoiding pitfalls.	CO 8	T1:23.9 R1:7.5
32-34	The knowledge of critical factors for new venture development.	CO 8	T1:23.10 R1:7.5
35-37	The knowledge of the feasibility of criteria approach.	CO 9	T1:23.10 R1:8.1
38-40	The strategic planning strategic actions, strategic positioning, business stabilization.	CO 10	T1:23.1 R1:9.2
41-44	The significance of timing of knowledge management, unique managerial concern of growing ventures.	CO11	T1:23.1 R1:9.4
45-48	The building the adaptive firms, and understanding the growth stage.	CO12	T1:23.1 R1:9.9

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	The evolution of entrepreneurship approaches to entrepreneurship process approach,the concept of individual entrepreneurship mind set and personality.	Seminars	PO 2, PO 4
2	The concepts of entrepreneurial ego and motivations, the role entrepreneurial immigration and creativity.	Guest Lectures.	PO 2, PO 5

**Prepared by:**

Dr. T. Srinivasa Rao, Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	MANAGEMENT OF TECHNOLOGY				
Course Code	CMB015				
Programme	MBA				
Semester	IV				
Course Type	CORE				
Regulation	IARE-R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Ms K Lakshmi Revathi, Assistant Professor, MBA				
Course Faculty	Ms K Lakshmi Revathi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

The course will make them learn the basic theory of Business law encompasses all of the laws that dictate how to form and run a business. This includes all of the laws that govern how to start, buy, manage and close or sell any type of business. Business laws establish the rules that all businesses should follow. Business law addresses the different types of business organizations. There are laws regarding how to properly form and run each type. This includes laws about entities such as corporations, partnerships and limited liability companies

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management of Technology	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	Type of Assessment		
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

This AAT enables faculty to design own assessment patterns during the CIA. The AAT converts the classroom into an effective learning centre. The AAT may include tutorial hour/classes, seminars, assignments, term paper, open ended experiment, five minutes video, MOOCs etc.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Seminar
PO2	<b>Decision making Skills:</b> Foster Analytical and critical thinking abilities for data-based decision making.	2	Assignments
PO4	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Guest lectures
PO5	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Seminar
PO6	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Seminar
PO7	<b>Strategic analysis:</b> Ability to conduct strategic analysis using theoretical and practical applications.	1	Assignments
PO8	<b>Technology Skills:</b> Inculcate and develop technical skills to face the competitive world successfully.	3	Guest lectures

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Manage the selection and initiation of individual projects and of portfolios of projects in the enterprise.
II	Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management.
III	Demonstrate effective project execution and control techniques that result in successful projects.
IV	Conduct project closure activities and obtain formal project acceptance.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB015.01	CO 1	Understand the main source of conceptual learning skills in today's business environment.	PO1	2
CMB015.02	CO 2	Analyze financial performance of an organization to evaluate the organizational decisions with consideration of the political, legal and ethical aspects of business.	PO1	2
CMB015.03	CO 3	Assess strengths, weaknesses, opportunities and threats of the business environment	PO2	2
CMB015.05	CO 5	Recognize the diversity of types of innovation, innovators and innovation settings.	PO4	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB015.06	CO 6	Evaluate functions using various types of nature and extent of technological change and innovation	PO4	3
CMB015.07	CO 7	Critically assess and explain key current issues in our understanding of innovation as a field of study.	PO5	2
CMB015.08	CO 8	Analyze and articulate ideas in group settings to a range of audiences to demonstrate effective writing skills, active listening skills and foster open communication.	PO6	2
CMB015.09	CO 9	Understand and articulate ethical issues of making decisions consistent with societal and organizational standards.	PO6	2
CMB015.10	CO 10	Recognizing the need for technology and demonstrating a desire for continuous change process.	PO7	1
CMB015.11	CO 11	Anticipate the local and global impact of decisions to remain current in technological development and aspects of current issues, local, national, and international.	PO7	1
CMB015.12	CO 12	Analyze the leadership, motivation, and feedback to team members .	PO8	3

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2							
CO 2	2							
CO 3		2						
CO 4		2						
CO 5				3				
CO 6				3				
CO 7					2			
CO 8						2		
CO 9						2		
CO 10							1	
CO 11							1	
CO 12								3

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO 2, PO5, PO 6, PO7	SEE Exams	PO1,PO2, PO5, PO 6, PO7	Assignments	PO2, PO7	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>TECHNOLOGICAL INNOVATION:</b>
The need for a conceptual approach, technological innovation as a conversion process factors contributing to successful technological innovation. Strategies for research and development : research and development as a business, resource allocation to research and development, research and development strategy in the decision making process, selection and implementation of research and development strategy, research and development and competitive advantage, new product development techniques for Creative problem solving.	
<b>UNIT-II</b>	<b>FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT:</b>
Financial evaluation of research and development projects: the need for cost effectiveness, financial forecasts, risk as a factor in financial analysis, project selection formulae and allocation of resources, DCF and other techniques of evaluating research and development ventures.	
<b>UNIT-III</b>	<b>RESEARCH AND DEVELOPMENT</b>
Program planning and control, portfolio planning, project planning and control, project termination, resource allocation and management. New product development: new product development as a competitive strategy, market research for developing new Products. Commercialization of research outcomes, industrial design, product architecture and design for manufacture, developing indigenous substitute for raw materials.	
<b>UNIT-IV</b>	<b>TECHNOLOGICAL FORECASTING FOR DECISION MAKING</b>
The definition of technological forecasting, forecasting, system inputs and outputs, classification of forecasting techniques, organization for technological, forecasting, current status.	
<b>UNIT-V</b>	<b>TRANSFER OF TECHNOLOGY</b>
Transfer of technology: modes of technology transfer, price of technology transfer, negotiation for price Of management of technology.	
<b>Text Books:</b>	
1. Lucy C. Morse , Daniel L. Babcock : Managing Engineering and Technology (6th Edition),PersonKhandwala: Corporate Creativity, TMH, 2015. 2. Norma Harrison and Samson: Technology management Text and cases, TMH.	
<b>Reference Books:</b>	
1. RamaswamyNamakumari, “Marketing Management”, TMH 5 <sup>th</sup> Edition, 2013. 2. McGraw Hill, Boston, 2015.	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Understand the different between conceptual approach and technology.	CO 1	T1:22.5 R1:2.3
3-4	Understand the technological innovation and conversion of successful technological strategies.	CO 2	T1:22.5 R1:2.4
5-6	Understand the research development and types of allocation in business.	CO 2	T1:22.6 R1:2.6
7-9	Learn the development of business development ideas in resource allocation	CO 3	T1:22.7 R1:4.4
10-12	Apply different logic of company strategies in financial analysis.	CO 3	T1:22.7 R1:4.10
13-15	Understand and build the company management..	CO 4	T1:22.8 R1:4.15
16-18	Identify the redundant terms company latest amendments in technology.	CO 4	T1:22.9 R1:5.4
19-20	Apply the company's design in architecture and management functions.	CO 5	T1:22.9 R1:5.8
22-24	Understand the technological forecasting	CO 5	T1:23.10 R1:6.8
25-28	Understand the modes of technology transfer.	CO 5	T1:23.10 R1:6.13
29-31	Analyze the analysis of development strategy.	CO 6	T1:23.9 R1:7.5
32-34	Analyze the characteristics of forecasting current status.	CO 6	T1:23.10 R1:7.5
35-37	Learn the types of substitute for raw materials.	CO 7	T1:23.10 R1:8.1
38-40	Understand how macro environment is useful in industrial level.	CO 8	T1:23.1 R1:9.2
41-44	Analyze the development techniques in creative problem solving.	CO 9	T1:23.1 R1:9.4
45-48	Understand the project selection formulae and allocation of resources.	CO 10	T1:23.1 R1:9.9
49-52	Illustrate the causes of techniques of evaluating research and development ventures.	CO 11	T1:23.1 R1:9.10

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. No	Description	Proposed actions	Relevance with POs
1	Study of technological innovation.	Seminars	PO 1
2	Historical reasons of R&D and new product development.	Guest lectures	PO 4

**Prepared by:**

Ms K Lakshmi Revathi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>RETAILING MANAGEMENT</b>				
Course Code	<b>CMB416</b>				
Programme	<b>MBA</b>				
Semester	<b>IV</b>				
Course Type	<b>Professional Elective-VI</b>				
Regulation	<b>IARE-R16</b>				
Course Structure	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	3	-	3	-	-
Chief Coordinator	Mr.P.NAGESH, Assistant Professor, MBA.				
Course Faculty	Mr.P.NAGESH, Assistant Professor, MBA.				

#### I. COURSE OVERVIEW:

This course helps to understand the principles and practices of Retail management, involving tools used by marketers to inform consumers and to provide a managerial framework for retailing management planning. Topics: the role of retailing management, organizing for advertising and promotion, consumer behavior perspective, the retail process, promotional objectives and budgets, creative strategy, media planning and strategy, broadcast/print & support media, direct marketing, sales promotions, retail pricing and publicity, personal selling, international promotion, business-to-business promotions, and regulations and ethics

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB010	II	Marketing Management

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Retailing Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	<b>Managerial skills:</b> Ability to apply management fundamentals in practical world.	1	Lectures, Exercises.
PO 4	<b>Communication skills:</b> An ability to function in multi-disciplinary teams..	2	Lectures, Exercises.
PO 6	<b>Entrepreneurial Skills:</b> Enhancing entrepreneurship abilities so that the students are induced to undertake independent ventures.	2	Lectures, Exercises.

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

## VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience for the RM campaign plan.
II	Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an RM campaign.
III	Structure an retail management campaign plan based on the application of marketing concepts, principles, and practices within an organization.
IV	Measure and critically evaluate the communications effects and results of an RM campaign to determine its success.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB416.01	CO 1	Apply an oral and written, Retailing management history based on primary and secondary research	PO 1	1
CMB416.02	CO 2	Understand a substantive assessment of retailers strengths, weaknesses, opportunities and theories and create a substantive research plan for one's project.	PO 1	1
CMB416.03	CO 3	Construct RM creative strategies and tactics, including digital & social media executions, advertising, promotions, and public relations initiatives in international.	PO 1	1
CMB416.04	CO 4	Evaluate creative strategies in the retail of given marketing objectives and strategies.	PO 1	1
CMB416.05	CO 5	Explain the behavioral factors that influence the effectiveness of shoppers & shopping.	PO 4	2
CMB416.06	CO 6	Provide an understanding of retailing management (RM) and its influences on other marketing functions and other promotional activities.	PO 4	2
CMB416.07	CO 7	Introduction to the principle and basic concept of management competition process in a streamlined international retailing strategy. Demonstrate a comprehensive understanding of Retail management theories and concepts.	PO 4	2

CMB416.08	CO 8	Demonstrate a comprehensive understanding of Retail management theories and concepts.	PO 4	2
CMB416.09	CO 9	Know Retailing management, which we explore using general theories and on which we reflect both normatively and positively. The nature and significance of competitors in retailing as human activities. Understand the life style of Indian shoppers approaches and different shopping environment and mechanisms at the national and international level.	PO 6	2
CMB416.10	CO 10	Analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy. Develop analytical, problem solving, planning, communication, customer satisfaction and creative skills in Retailing management. Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an RM campaign.	PO 6	2
CMB416.11	CO 11	Understand the working of media institutions and actors, media production process and media governance and regulatory structures. Demonstrate the ability to develop interpersonal skills relevant to security valuation and portfolio management.	PO 6	2
CMB416.12	CO12	Acquire the knowledge and develop capability to build brand identity and brand relationship, and create brand equity through brand synergy	PO6	2

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course outcomes	Program Outcomes (POs)			
	PO1	PO4	PO5	PO6
CO 1	1			
CO 2	1			
CO 3	1			
CO 4	1			
CO 5		2		
CO 6		2		
CO 7		2		
CO 8		2		
CO 9				2
CO 10				2

CO 11				2
CO 12				2

3 = High; 2 = Medium; 1 = Low

#### X. ASSESSMENT METHODOLOGIES – DIRECT

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

#### XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

#### XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO RETAIL MANAGEMENT</b>
Meaning of Retail and Retailing, History, types, functions, utilities, theories of retailing, e tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, foreign direct investment retailing, Rural marketing, ethics in retailing.	
<b>UNIT-II</b>	<b>UNDERSTANDING SHOPPERS AND SHOPPING</b>
Shopping Environment, shopping in a Socio-Cultural Contest, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India	
<b>UNIT-III</b>	<b>DELIVERING VALUE THROUGH RETAIL FUNCTIONS</b>
Classification of formats, ownership based, store based, on store based, other retail formats, Value Based Model of store format choice, attribute-based model of store format choice, the competitive market place. Marketing Structure, the demand side of retailing, non-price decisions, types of competition, evolution of retail competition, future changes in retail competition	
<b>UNIT-IV</b>	<b>PRICING AND SUPPLY CHAIN MANAGEMENT</b>
Pricing Objectives and Policies, Interactive Pricing Decisions, different Pricing Strategies, and Price Adjustment Strategies. supply chain management introduction, drivers of supply chain management, supply chain management and competitive advantages, types of supply chain supply chain length, width, control of supply chain, framework of Supply Chain Management, supply chain management network structure, Supply Chain Business Process, supply chain management components, Retail Inventory Management, Retail Logistics Management.	
<b>UNIT-V</b>	<b>RETAIL BUYING AND MANAGING RETAIL OPERATIONS</b>
Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer responsibilities, merchandising and assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout and design, merchandise display fixtures, positioning of merchandise, materials and finishes, floors, interior walls, ceilings, lightings, music, graphics exterior signage, interior signage, layouts for e tailers	
<b>Text Books:</b>	
1.Piyush Kumar Sinha, Dwarika Prasad Uniyal, “Managing Retailing”, 2 <sup>nd</sup> Edition, Oxford, 2012. 2. Lusch, Dunne, Carver, “Introduction to Retailing”, 7 <sup>th</sup> Edition, Cengage Learning, 2015.	

3. Suja Nair, "Retail Management", Himalaya Publication House, 2012
<b>Reference Books:</b>
1. AdityaPrakashTripathi, Noopur Agrawal," Fundamentals of Retailing" (text and cases), Himalaya Publication House, First Edition, 2009.
2. SwapnaPradhan," Retail Management-Text and Cases", TMH, 2015

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Meaning of Retail and Retailing.	CO 1	T1:22.5
3-4	History, types, functions, utilities, theories of retailing, e tailing, structure of Indian retail industry.	CO 2	T1:22.5
5-6	Retailing in Asia, global retailing, retailing in Europe, service retailing	CO 2	T1:22.6 R1:2.6
7-9	Foreign direct investment retailing, Rural marketing, ethics in retailing.	CO 3	T1:22.7 R1:4.4
10-12	Shopping Environment, shopping in a Socio-Cultural Contest	CO 3	T1:22.7 R1:4.10
13-15	Shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers skewness, bowleys co-efficient of skewness	CO 4	T1:22.8 R1:4.15
16-18	lifestyle of Indian shoppers, shopping patterns in India	CO 4	T1:22.9 R1:5.4
19-20	Classification of formats, ownership based, store based, on store based, other retail formats, Value Based Model of store format choice, attribute-based model of store format choice, the competitive market place.	CO 5	T1:22.9 R1:5.8
22-24	Marketing Structure, the demand side of retailing, non-price decisions, types of competition, evolution of retail competition, future changes in retail competition	CO 5	T1:23.10 R1:6.8
25-28	Pricing Objectives and Policies, Interactive Pricing Decisions, different Pricing Strategies, and Price. Adjustment Strategies	CO 5	T1:23.10 R1:6.13
29-31	Supply chain management introduction, drivers of supply chain management, supply chain management and competitive advantages, types of supply chain supply chain length, width, control of supply chain, framework of Supply Chain Management.	CO 6	T1:23.9 R1:7.5
32-34	Supply chain management network structure, Supply Chain Business Process, supply chain management components, Retail Inventory Management, Retail Logistics Management.	CO 6	T1:23.10 R1:7.5
35-37	Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer responsibilities	CO 7	T1:23.10 R1:8.1
38-40	Merchandising and assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail	CO 8	T1:23.1 R1:9.2
41-44	Store layout and design, merchandise display fixtures, positioning of merchandise, materials and finishes, floors, interior walls	CO 9	T1:23.1 R1:9.4
45-48	Ceilings, lightings, music, graphics, exterior signage	CO 10	T1:23.1 R1:9.9
49-52	Interior signage, layouts for e tailers.	CO 11	T1:23.1 R1:9.10

**XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S No</b>	<b>Description</b>	<b>Proposed actions</b>	<b>Relevance with POs</b>
1	Meaning of Retail and Retailing.	Seminars	PO 1
2	History, types, functions, utilities, theories of retailing, e tailing, structure of Indian retail industry.	Seminars	PO 4
3	Retailing in Asia, global retailing, retailing in Europe, service retailing.	Assignments	PO 2

**Prepared by:**

Mr. P Nagesh, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>PRODUCT AND BRAND MANAGEMENT</b>				
<b>Course Code</b>	CMB417				
<b>Programme</b>	MBA				
<b>Semester</b>	IV				
<b>Course Type</b>	PROFESSIONAL ELECTIVE -2				
<b>Regulation</b>	IARE-R16				
<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>Chief Coordinator</b>	Ms. S.Lakshmi, Assistant Professor, MBA				
<b>Course Faculty</b>	Ms. S.Lakshmi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

Brand and product management is a unique course which enables you to first understand the importance of brand and product management and then use brand development, architecture and portfolios, in order to achieve success. By learning this course, you will be in position to create an activity plan to bring your brand strategy to life - both externally towards consumers and internally to employees. You will be able to define the right metrics for determining success in the implementation of your product and brand strategy, considering any adjustments that may need to be made under a test and learn methodology.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB010	II	Marketing Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Product and Brand Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO 1</b>	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	1	Assignments
<b>PO 2</b>	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	3	Presentation on real-world problems
<b>PO 4</b>	Communication Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Guest Lectures
<b>PO 7</b>	Strategic Skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2	Seminars

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I.	Increase the understanding of the important issues in planning and evaluating product and brand strategies.
II.	Provide “real world” experience and understanding of product and branding strategies and understand product and branding concepts from the consumer’s point-of-view..
III.	Understand the work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organization
IV.	Explore contemporary issues in product and branding development and sustainability and to provide a strategic approach to product and branding issues.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB417.01	CO1	Understand the product policy, product mix, product line, product modification and deletion	PO4,PO7	2
CMB417.02	CO 2	Know the innovation, theories, models, process of new product development	PO2,PO4, PO7	1
CMB417.03	CO 3	Examine the different growth strategies of new product and product portfolio analysis.	PO1,PO4	2
CMB417.04	CO 4	Familiarize the different concepts of product map joint space map and joint mapping	PO1	1
CMB417.05	CO 5	Elucidate the role of research and development process in marketing	PO1	1
CMB417.06	CO 6	Analyze the product concept generation, concept selection, concept testing, product architecture, design for manufacturing and prototype product.	PO1,PO4	1
CMB417.07	CO 7	Demonstrate perceptual mapping, preference, choice models, wind Robertson market model, brandied model and defender model.	PO2	1
CMB417.08	CO 8	Acquire the knowledgein designer, preamps, flow charts, concepts, innovation diffusion and adoption process.	PO2	1

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB417.09	CO9	Recognize the brand image, brand awareness, brand decisions, brand personality and also the benefits of branding	PO2	1
CMB417.10	CO10	Express the brand extensions, line extensions, brand licensing, franchising and global branding.	PO1	1
CMB417.11	CO11	Enumerate brand equity creation, models, brand asset valuator and measuring brand equity.	PO1	1
CMB417.12	CO12	Illustrate brand valuation procedure like managing brand equity, brand worth, brand reinforcement, brand revitalization and brand crisis.	PO7	1

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				3			1	
CO 2		1		1			1	
CO 3	2			1				
CO 4	2							
CO 5				1				
CO 6	2			1				
CO 7		1						
CO 8		1						
CO 9		1						
CO 10	2							
CO 11		1						
CO 12							1	

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

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

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>PRODUCT CONCEPTS</b>	<b>Classes: 9</b>
Product, policy, objectives, product mix, product line, packaging, product modification and deletion. New product development: innovation, theories of new product development, models of new product development, generic product development process		
<b>UNIT-II</b>	<b>NEW PRODUCT DEVELOPMENT</b>	<b>Classes: 9</b>
New product introduction, growth strategies intensive, interactive, diversification strategies. Product portfolio analysis Boston consultancy group, general electric, ad little. Shell international. Idea generating device. Role of research and development. Product maps, market maps and joint space maps. Idea screening. Product concept generation, concept selection, and concept testing, product architecture, design for manufacturing, prototype product.		
<b>UNIT-III</b>	<b>PERCEPTUAL MAPPING</b>	<b>Classes: 9</b>
Perceptual mapping, preference, choice models, wind Robertson market model, brandied model and defender model. Designer and preamps, flow charts and concepts, Innovation diffusion and adoption process.		
<b>UNIT-IV</b>	<b>BRAND MANAGEMENT</b>	<b>Classes: 9</b>
Brand vs. commodity, understanding brands, benefits of branding, brand attributes, branding decisions, brand awareness, brand image, brand personality, brand positioning, attribute positioning, price or quality positioning, use or application positioning and user positioning and repositioning. Brand extensions, line extensions, brand licensing and franchising and global branding.		
<b>UNIT-V</b>	<b>BRAND EQUITY</b>	<b>Classes: 9</b>
Creating brand equity, brand equity models brand asset valuator, asker model, brands', and brand resonance, measuring brand equity, brand audits, brand tracking, brand valuation: managing brand equity, brand worth, brand reinforcement, brand revitalization and brand crisis		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Pessemier Edgar, "Product Management", 1982, John Wiley and Sons.</li> <li>2. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.</li> <li>3. U C Mathur, "Product and Brand management", 2009, Excel Books, New Delhi</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Richard Elliott, "Strategic Brand management", 2007, Oxford press.</li> <li>2. Philip Kotler Keller, "Marketing Management", 2012, 12<sup>th</sup> edition, Pearson.</li> <li>3. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.</li> </ol>		

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Product, policy, objectives.	CO 1	T1&T2
3-4	Product mix, product line, packaging.	CO 2	T2
5-7	Product modification and deletion. New product development: innovation	CO 2	T3
8-9	Theories of new product development	CO3	T1
10-11	Models of new product development, generic product development process.	CO 3	T1&T3
12-13	New product introduction, growth strategies intensive, interactive, diversification strategies.	CO 3	T2
14-15	Product portfolio analysis Boston consultancy group, general electric, ad little. Shell international. Idea generating device.	CO 4	T2
16-17	Role of research and development. Product maps, market maps and joint space maps.	CO 4	T1,&T3
18-19	Idea screening. Product concept generation, concept selection, and concept testing.	CO 4	T1
20-21	Product architecture, design for manufacturing, prototype product.	CO 5	T2
22-23	Perceptual mapping, preference, choice models.	CO 5	T3
24-25	Wind Robertson market model, brandied model and defender model.	CO 5	T3&T2
26-27	Designer and preamps, flow charts and concepts.	CO 6	T2
28-29	Innovation diffusion and adoption process.	CO 6	T1&T2
30-33	Brand vs. commodity, understanding brands, benefits of branding.	CO 7	T2
34-35	Brand attributes, branding decisions, brand awareness, brand image, brand personality.	CO 8	T3
36-37	brand awareness, brand image, brand personality.	CO 9	T1&T2
37-38	Brand positioning; attribute positioning, price or quality positioning, use or application positioning..	CO 10	T1
39-40	User positioning and repositioning. Brand extensions, line extensions, brand licensing	CO 11	T1&T2
41-42	Branding. Brand extensions, line extensions, brand licensing. Franchising and global	CO11	T2
42-43	Franchising	CO12	T3
44-45	Globalising	CO12	T1&T3

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	Innovative products in the global markets	Guest Lectures	PO 1
2	Different types of brands in an organizations	Guest Lectures	PO 2
3	Research and development for the new products and services	Guest Lectures	PO 4

**Prepared by:**

Ms. S Lakshmi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>RURAL MARKETING</b>				
Course Code	CMB418				
Programme	MBA				
Semester	IV				
Course Type	PROFESSIONAL ELECTIVE-VI				
Regulation	IARE - R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	0	3	-	-
Chief Coordinator	Ms. S. Lakshmi, Assistant Professor, MBA				
Course Faculty	Ms. S. Lakshmi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

In this course, the students understand and appreciate the differences and similarities between urban and rural Indian markets. To make them understand and develop marketing strategies that are unique to rural India Rural marketing is seeing renewed interest in recent times given the opportunity size and scope. Large e-commerce companies and the traditional commerce chains are shifting their marketing focus from the much crowded metros to the rural markets given higher dispensable income and know-how of products. This course discusses the changing demographics of rural India, the evolution of rural markets, factors that influence sales and distribution, behavior and importance of channels, market penetration strategies, challenges, case analysis of some success stories and more

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB010	II	Marketing Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Rural Marketing	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	1	Assignment
PO4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	2	Seminars
PO5	Leadership Skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	1	Assignment
PO6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs	1	Seminars

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

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I.	Expose the students to the rural market environment and the emerging challenges in the globalization of the economies.
II.	Acquaint the students with the appropriate concepts and techniques in the area of rural marketing.
III.	Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
IV.	Understand the concept and methodology for conducting the research in rural market

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB418:01	CO 1	Understand the scope, growth, importance of rural marketing and rural environment.	PO 4	2
CMB418:02	CO 2	Know the concept of rural marketing research and examine the differences between rural, semi –urban and urban markets.	PO 4,PO 5, PO6	1
CMB418:03	CO 3	Identify the classification of rural consumer based upon the economic status and rural consumer behavior.	PO 1,PO6	1
CMB418:04	CO 4	Examine the rural marketing segmentation, the significance and problems of regulated markets.	PO 6	1
CMB418:05	CO 5	Analyze classification of markets and the role of regulated markets on marketing of agricultural products.	PO 4	2
CMB418:06	CO 6	Discuss the role of media in rural marketing and the main problems in rural communication.	PO 6	1
CMB418:07	CO 7	Enumerate the different types of product and pricing strategies in rural marketing.	PO 1	1
CMB418:08	CO 8	Elucidate the marketing agencies managing the sale force and study about the sales force management in rural marketing.	PO 6	1

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB418:09	CO 9	Recognize the role and importance of government in developing rural agriculture marketing.	PO 4	2
CMB418:10	CO 10	Demonstrate different types of cooperative marketing societies and its processing in the rural marketing.	PO 1	1
CMB418:11	CO 11	Explain the concept of Agriculture credit policy and crop insurance for the benefit of rural people.	PO 4	1
CMB418:12	CO 12	Express the scope, importance and modern techniques for rural marketing distribution.	PO4	1

3 = High; 2 = Medium; 1 = Low

**IX. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2				
CO 2				2	1	1		
CO 3	1					1		
CO 4						1		
CO 5				2				
CO 6						1		
CO 7	1							
CO 8						1		
CO 9				2				
CO 10	1							
CO 11				2				
CO 12				2				

3 = High; 2 = Medium; 1 = Low

**X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO 1, PO 4, PO 5, PO 6	SEE Exams	PO 1, PO 4, PO 5, PO 6	Assignments	PO 1, PO 5	Seminars	PO 4, PO6
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO RURAL MARKETING</b>
Meaning, scope, definition and importance, rural versus urban mindsets, growth of rural markets, basic differences between rural, semi urban and urban markets. rural market research and profile of rural consumer , research, location for conducting research, classification of rural consumer based on economic status, profile of rural consumer, rural consumer behaviour.	
<b>UNIT-II</b>	<b>RURAL MARKETING SEGMENTATION</b>
Basis of market segmentation, multi attribute segmentation, classification of markets, regulated market, defects/problems of regulated market, role of regulated markets on marketing of agricultural produce, significance of regulated markets to agriculturists. Rural communications, rural communication, role of media in rural markets, conventional media, the main problems in rural communication.	
<b>UNIT-III</b>	<b>RURAL MARKETING STRATEGIES</b>
Product strategies, pricing strategies, distribution strategies, production strategies, methods of sale, hath system, private negotiations and quotations on samples, data and magnum sale methods.  Open auction method, sales force management for rural marketing and marketing agencies managing the sales force, sales force management in rural marketing, prevalence of beoparis.	
<b>UNIT-IV</b>	<b>ROLE OF GOVERNAMENT IN DEVELOPING AGRICULTURE MARKETING</b>
Government intervention in marketing system, role of agencies like, council of state agricultural marketing boards, , state trading, cooperative marketing, types of cooperative marketing societies, cooperative processing, national agricultural cooperative marketing federation, national co-operative development corporation, public distribution system , food corporation of India, directorate of marketing and inspection, national institute of agricultural marketing.	
<b>UNIT-V</b>	<b>AGRICULTURAL CREDITAND CROP INSURANCE</b>
Agricultural credit policy, institutional agreements for agricultural credit, crop insurance, agricultural insurance role of it in rural marketing infrastructure, importance and scope, modern techniques for rural distribution.	
<b>Text Books:</b>	
1. Raja Gopal.” Rural marketing”, Himalaya Publishing, 2009. 2. Ramkishen Y, ” New perspectives on rural marketing” 2 <sup>nd</sup> Edition, Oxford, 2012	
<b>Reference Books:</b>	
1. K S HabeebRahman ,”Rural Marketing in India” ,Himalaya Publishing. 2. R. V. Bedi Rural,” Marketing in India”, Himalaya Publishing. 3. R. C. Arora, ” Integrated Rural Development”, R. C. Arora, S. Chand and Co.	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-3	Definition and importance, rural versus urban mindsets, growth of rural markets.	CO1	T1:22.5 R1:2.3
4-5	Basic differences between rural, semi urban and urban markets.	CO1	T1:22.5 R1:2.4
6-7	Rural market research and profile of rural consumer, research, location for conducting research.	CO2	T1:22.6 R1:2.6

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
8-9	Classification of rural consumer based on economic status, profile of rural consumer.	CO2	T1:22.7 R1:4.4
10-11	Market segmentation, multi attribute segmentation, classification of markets.	CO3	T1:22.7 R1:4.10
12-13	Regulated market, defects/ problems of regulated market, role of regulated markets on marketing of agricultural produce.	CO3	T1:22.8 R1:4.15
14-16	Significance of regulated markets to agriculturists. Role of media in rural markets, conventional media.	CO4	T1:22.9 R1:5.4
17-19	Product strategies, pricing strategies, distribution strategies. Role of agencies, council of state agricultural marketing boards.	CO4	T1:22.9 R1:5.8
20-22	Sales force management for rural marketing and marketing agencies managing the sales force.	CO5	T1:23.10 R1:6.8
22-24	Types of cooperative marketing societies. Cooperative processing, national agricultural cooperative marketing federation.	CO5	T1:23.10 R1:6.13
25-26	Public distribution system , food corporation of India, directorate of marketing and inspection.	CO6	T1:23.9 R1:7.5
27-29	National institute of agricultural marketing. National co-operative development corporation.	CO6	T1:23.10 R1:7.5
30-32	Agricultural credit policy, institutional agreements for agricultural credit.	CO7	T1:23.10 R1:8.1
33-35	Crop insurance, agricultural insurance role of it in rural marketing infrastructure.	CO7	T1:23.1 R1:9.2
36-38	Importance and scope, modern techniques for rural distribution.	CO8	T1:23.1 R1:9.4
39-42	State trading, cooperative marketing.	CO8	T1:23.1 R1:9.9
42-43	Problems in rural communication.	CO9	T1:23.1 R1:9.10
45-48	Rural communications, rural communication process.	CO9	T2:27.5 R1:10.2

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

SNo	Description	Proposed actions	Relevance with PO's
1	Recent technology developments and Innovations that transformed rural life.	Seminars	PO 4
2	Process of integrated marketing communication(IMC) and its role in creating awareness in the rural markets	Industrial Visit	PO 1
3	Initiatives taken by companies to train rural retailers.	Guest Lectures	PO 6

**Prepared by:**

Ms. S. Lakshmi, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	<b>STRATEGIC INVESTMENT AND FINANCING DECISIONS</b>			
Course Code	<b>CMB419</b>			
Programme	MBA			
Semester	IV			
Course Type	<b>PROFESSIONAL ELECTIVE-IV</b>			
Regulation	IARE - R16			
Course Structure	<b>Lectures</b>	<b>Tutorials</b>	<b>Practical Work</b>	<b>Credits</b>
	3	-	-	3
Chief Coordinator	Ms. S.Sireesha, Assistant Professor, MBA			
Course Faculty	Ms. S.Sireesha, Assistant Professor, MBA			

#### I. COURSE OVERVIEW:

This course helps to understand the role of financial strategies and emphasizing the integration of the finance function within the context of managerial decision-making and corporate planning to the wider external environment. It explores the importance of financial planning, analysis and also the role of a chief financial officer (CFO) in any organization. The role of short-term funds and capital budgeting in strategic decision making is explored. Evaluate the financial resources and different financial decisions like corporate restructuring and its forms such as spin-offs, divestiture, joint ventures, mergers and acquisitions. Awareness of critical analysis of appraisal techniques and financing decisions is provided.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB008	I	Financial Management

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Strategic Investment and Financing Decision	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

#### Alternative Assessment Tool (AAT):

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Guest Lectures
<b>PO2</b>	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	2	Seminars
<b>PO6</b>	<b>Entrepreneurial Skills:</b> Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	3	Guest Lectures
<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**

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Understand the role of financial strategies
II	Evaluate the financial resources and different financial decisions.
III	Apply Strategies to avoid risk in the business and to face uncertainties.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strengt h of Mappi
CMB419.01	CO1	State the concepts of risk and uncertainty, risk analysis in investment decisions, risk adjusted rate of return and certainty equivalents.	PO1	2
CMB419.02	CO2	Examine the probability distribution of cash flows decision trees, sensitivity analysis and Monte Carlo approach to simulation.	PO1	2
CMB419.03	CO3	Enumerate the investment decisions under capital constraints like capital rationing, portfolio risk and diversified projects.	PO1	2
CMB419.04	CO4	Familiarize different types of investment, disinvestments, project abandonment decisions and evidence of internal rate of return.	PO2	2
CMB419.05	CO5	Explain the concept of multiple internal rate of return, Modified internal rate of return, pure, simple and mixed investments.	PO2	2
CMB419.06	CO6	Determine the Lorie savage paradox, adjusted net present value and know the impact of inflation on capital budgeting decisions.	PO2	2
CMB419.07	CO7	Demonstrate the discounted pay back, post pay back, surplus life, surplus payback and bail out pay back.	PO6	3
CMB419.08	CO8	Express the concepts of return on investment, equivalent annual cost, terminal value, single period constraints, multi period capital constraints and unresolved problem.	PO6	3
CMB419.09	CO9	Apply the techniques of net present value, mean variance analysis hertz simulation, hillier approaches and the significance of information and data bank in project	PO6	3
CMB419.10	CO10	Discuss the concepts of lease financing, leasing Vs. Operating risk, borrowing vs procuring, hire purchase and installment purchase decisions.	PO7	2

CMB419.11	CO11	Examine the lease risk management, lease as a financing decision, and advantages of leasing and leasing decision in practice.	PO7	2
CMB419.12	CO12	Describe the concept, theories, types of mergers, basic issues of mergers and acquisitions, cost of mergers, government guidelines for takeover and problems on mergers and	PO7	2

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

#### **IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

COs	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2							
CO 2	2							
CO 3	2							
CO 4		2						
CO 5		2						
CO 6		2						
CO 7						3		
CO 8						3		
CO 9						3		
CO 10							2	
CO 11							2	
CO 12							2	

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

#### **X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO1,PO2, PO6, PO7.	SEE Exams	PO1, PO2, PO6, PO7	Assignments	--	Seminars	PO2, PO7.
Laboratory Practices	-	Guest Lecture	PO1, PO6.	Mini Project	-	Certification	-
Term Paper							

#### **XI. ASSESSMENT METHODOLOGIES - INDIRECT**

√	ASSESSMENT OF COURSE OUTCOMES (BY FEEDBACK, ONCE)	√	STUDENT FEEDBACK ON FACULTY (TWICE)
X	ASSESSMENT OF MINI PROJECTS BY EXPERTS		

## XII. SYLLABUS

<b>UNIT- I</b>	<b>INVESTMENT DECISIONS UNDER CONDITIONS OF RISK</b>
Concepts of risk and uncertainty. Risk analysis in investment decisions. Risk adjusted rate of return, certainty equivalents, and probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo approach to simulation. Investment decisions under capital constraints: capital rationing vs. portfolio. Portfolio risk and diversified projects.	
<b>UNIT-II</b>	<b>INVESTMENTS AND DISINVESTMENTS</b>
Types of investments and disinvestments, project abandonment decisions, evidence of internal rate of return. Multiple internal rate of return modified internal rate of return, pure, simple and mixed investments. Lorie savage paradox. Adjusted net present value and Impact of inflation on capital budgeting decisions.	
<b>UNIT-III</b>	<b>CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES</b>
Discounted pay back, post pay back, surplus life and surplus payback, bail out pay back, return on investment, equivalent annual cost, terminal value, single period constraints, multi period capital constraint and an unresolved problem.	
Net present value mean variance analysis, hertz simulation and hillier approaches. Significance of information and data bank in project selections.	
<b>UNIT- IV</b>	<b>STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS</b>
Lease financing, leasing vs. operating risk, borrowing vs. procuring. Hire purchase and installment decisions. Lease risk management, leasing as a Financing decision, advantages of leasing, and leasing decision in practice	
<b>UNIT - V</b>	<b>FINANCING DECISIONS</b>
Mergers and acquisitions basic issues, strategy , diversification and mergers and acquisitions , theories of mergers, types of mergers, cost of mergers, government guidelines for takeover, problems on mergers and acquisitions.	
<b>TEXT BOOKS</b>	
<ol style="list-style-type: none"> <li>1. Harony, J. and I. Swary, Quarterly Dividends and Earnings Announcements, Second edition, 1981</li> <li>2. Altman, E.I. and Kishore, "the Default Experience of U.S. Bonds", Working Paper, Salomon Center. 1999.</li> <li>3. Jayaprakash Sugavanam, Bharathy Jayaprakash, Palanisamy Saravanan, "Strategic Financial Management" Oxford, 1st, 2014.</li> </ol>	
<b>REFERENCES</b>	
<ol style="list-style-type: none"> <li>1. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008</li> <li>2. M Y Khan, "Financial Services", Tata McGraw-Hill, 12<sup>th</sup> Edition, 2012.</li> </ol>	

## XIII. COURSE PLAN:

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

Lecture No.	Topics to be covered	Reference
1-2	Concepts of risk and uncertainty. Risk analysis in investment decisions.	T1
3-4	Risk adjusted rate of return, certainty equivalents. Probability distribution of cash flows,	T1
5-6	Decision trees, Sensitivity analysis and Monte Carlo approach to simulation.	T1
7-9	Investment decisions under capital constraints: capital rationing vs. portfolio. Portfolio risk and diversified projects.	T1

10-12	Types of investments and disinvestments, project abandonment decisions, evidence of internal rate of return.	T1
13-15	Multiple internal rate of return modified internal rate of return, pure, simple and mixed investments. Lorie savage paradox.	T1
16-18	Adjusted net present value and Impact of inflation on capital budgeting decisions.	T1
19-20	Discounted pay back, post pay back, surplus life and surplus payback, bail out pay back, return on investment, equivalent annual cost, and terminal value.	T1,R2
22-24	Single period constraints, multi period capital constraint and an unresolved problem.	T1
25-28	Net present value mean variance analysis, hertz simulation and hillier approaches.	T1
29-31	Significance of information and data bank in project selections.	T1
32-34	Lease financing, leasing vs. operating risk, borrowing vs. procuring.	T1
35-37	Hire purchase and installment decisions.	T1,R2
38-40	Lease risk management, leasing as a Financing decision, advantages of leasing, and leasing decision in practice.	T1
41-44	Mergers and acquisitions basic issues, strategy, diversification and mergers and acquisitions.	T1,R2
45-49	Theories of mergers, types of mergers, cost of mergers.	T2, R1
50-54	Government guidelines for takeover, problems on mergers and acquisitions.	T2

### **XIII. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S. NO</b>	<b>DESCRIPTION</b>	<b>PROPOSED ACTIONS</b>	<b>RELEVANCE WITH POs</b>
1	Optimum planning of integrated strategic planning for financial decisions	Seminars / NPTEL	PO 1, PO 2, PO 5
2	Think about what you see on TV, the web, read in papers and hear on the radio	Seminars / Guest Lectures / NPTEL	PO 2, PO 5, PO 9

**Prepared by:**  
Ms. S Sirisha, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>FINANCIAL MODELING</b>				
<b>Course Code</b>	CMB420				
<b>Programme</b>	MBA				
<b>Semester</b>	IV				
<b>Course Type</b>	Professional Elective-V				
<b>Regulation</b>	IARE - R16				
<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	0	3	-	-
<b>Chief Coordinator</b>	Ms. G. Joseph Mary, Assistant Professor, MBA.				
<b>Course Faculty</b>	Ms. G. Joseph Mary, Assistant Professor, MBA.				

#### I. COURSE OVERVIEW:

This course introduces the excel in finance; a financial model is simply a tool that's built in Excel to forecast a business' financial performance into the future. The forecast is typically based on the company's historical performance and requires preparing the income statement, balance sheet, cash flow statement and supporting schedules. The output of a financial model is used for decision making and performing financial analysis, whether inside or outside of the company. The main objective is to give proper awareness for student to learn how to calculate and manage the raising capital, making acquisitions, Growing the business, Selling or divesting assets and business units, Budgeting and forecasting, capital allocation and valuing a business. This course is presented to students by power point projections, lecture notes, course handouts, assignments, objective and subjective tests.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB002	I	Financial Accounting and Analysis	3
	CMB101	I	IT Applications for Business Lab	2

### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Financial Modeling	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

**Alternative Assessment Tool (AAT):**

Marks shall be awarded considering the average of two assignments /seminars for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

**VI. HOW PROGRAM OUTCOMES ARE ASSESSED:**

Program Outcomes (POs)		Strength	Proficiency assessed by
PO2	Decision-making Skills: Foster Analytical and critical thinking abilities for data based decision making.	3	Assignment
PO4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	1	Seminars
PO6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs	2	Seminars
PO8	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.	2	Assignment

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

**VII. COURSE OBJECTIVES :**

The course should enable the students to:	
I	Understand the basic features and functions in excel.
II	Apply models in different areas of finance including investments.
III	Emphasize the concepts of corporate finance and derivatives.
IV	Identify the risk which can be built in the model to enhance decision making process.
V	Gain knowledge in the advantage of financial modeling using VBA.

**VIII. COURSE OUTCOMES (COs):**

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB420.01	CO 1	Ability to understand the financial modeling in excel, understanding advanced features of excel database functions in excel, creating charts, using forms and control tool box .	PO6,PO8	3
CMB420.02	CO 2	Understand the finance functions present in excel by creating dynamic models.	PO 4,PO6	1
CMB420.03	CO 3	Create an awareness for students about the present scenario of manager and sensitivity analysis features.	PO2	2
CMB420.04	CO 4	Examine different statistical distributions used in simulation generating random numbers that follow a particular distribution, building models in finance using simulation.	PO4	1
CMB420.05	CO 5	Use excel sheet to prepare common size statements directly from trial balance and also forecasting the financial statements.	PO2,PO8	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB420.06	CO 6	Analyze the risk in project appraisal, simulation in project appraisal; excel in valuation, determination of value drivers, discontinued cash flow valuation, risk analysis in valuation	PO2	2
CMB420.07	CO 7	Determine efficient portfolio, creating dynamic portfolios, portfolio insurance and fixed income portfolio management using excel.	PO6	3
CMB420.08	CO 8	Demonstrate the excel in derivatives black and schools model, Greeks in excel, real options valuation and building a mega model.	PO8	3
CMB420.09	CO 9	Categorize how to make decision rules, message box and input box, debugging in excel for preparing financial statements .	PO2	3
CMB420.10	CO 10	Interpret the recording and editing macros, subroutines and functions in excel.	PO6	2
CMB420.11	CO 11	Explain how to design an advanced financial models using visual basic application user forms.	PO8	2

3 = High; 2 = Medium; 1 = Low

#### IX. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES :

Course Outcomes	Program Outcomes (POs)			
	PO2	PO 4	PO 6	PO 8
CO 1			2	3
CO 2		1	1	
CO 3	2			
CO 4		1		
CO 5	3			1
CO 6	2			
CO 7			3	
CO 8				3
CO 9	3			
CO 10			2	
CO 11				2

3 = High; 2 = Medium; 1 = Low

## X. ASSESSMENT METHODOLOGIES – DIRECT

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

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>UNDERSTANDING THE BASIC FEATURES OF EXCEL</b>
Introduction to modeling, introduction to excel, understanding advanced features of excel database functions in excel, creating charts, using forms and control toolbox, understanding finance functions present in excel, creating dynamic models.	
<b>UNIT-II</b>	<b>SENSITIVITY ANALYSIS USING EXCEL</b>
Scenario manager, other sensitivity analysis features, simulation using excel different statistical distributions used in simulation generating random numbers that follow a particular distribution, building models in finance using simulation.	
<b>UNIT-III</b>	<b>EXCEL IN ACCOUNTING:</b>
Preparing common size statements directly from trial balance, forecasting financial statements using excel, analyzing financial statements by using spreadsheet model, excel in project appraisal, determining project viability.	
Risk analysis in project appraisal, simulation in project appraisal; excel in valuation, determination of value drivers, discontinued cash flow valuation, risk analysis in valuation.	
<b>UNIT-IV</b>	<b>EXCEL IN PORTFOLIO THEORY:</b>
Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel, excel in derivatives black and scholes model in excel, Greeks in excel, real options valuation, building a mega model	
<b>UNIT-V</b>	<b>UNDERSTANDING SUBROUTINES AND FUNCTIONS AND BUILDING SIMPLE FINANCIAL MODELS USING SUBROUTINES AND FUNCTION</b>
Recording and editing macros, subroutines and functions, decision rules, message box and input box, debugging, designing advanced financial models using visual basic application user forms, other advanced features, actual model building.	
<b>Text Books:</b>	
1. Simon Benninga, Financial Modeling, MIT press, 4 <sup>th</sup> edition, 2014. 2. Chandan Sengupta, Financial Modeling using Excel and VBA, Wiley, 3 <sup>rd</sup> edition, 2004.	
<b>Reference Books:</b>	
1. S.Christian Albright, VBA for Modelers, Thomson/ Brooks-Cole, 2 <sup>nd</sup> edition, 2007. 2. Chandan Sengupta, Financial Analysis and Modeling Using Excel and VBA, Wiley, 2 <sup>nd</sup> edition, 2004. 3. John Walkenbach, Excel 2013 Power Programming with VBA, Microsoft, 3 <sup>rd</sup> edition, 2013.	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-4	Introduction to modeling, introduction to excel, understanding advanced features of excel database functions in excel	CO1	T1:22.5 R1:2.3
5-7	Creating charts, using forms and control toolbox, understanding finance functions present in excel, creating dynamic models.	CO1	T1:22.5 R1:2.4
8-9	Scenario manager and other sensitivity analysis features	CO2	T1:22.6 R1:2.6
10-12	Simulation using excel different statistical distributions used in simulation generating random numbers that follow a particular distribution	CO3	T1:22.7 R1:4.4
13-14	Building models in finance using simulation. Preparing common size statements directly from trial balance	CO3	T1:22.7 R1:4.10
15-18	Forecasting financial statements using excel, analyzing financial statements by using spreadsheet model	CO4	T1:22.8 R1:4.15
19-21	Excel in project appraisal ,determining project viability. Risk analysis in project appraisal	CO4	T1:22.9 R1:5.4
22-23	Simulation in project appraisal. Excel in valuation, determination of value drivers	CO5	T1:22.9 R1:5.8
24-25	Discontinued cash flow valuation, risk analysis in valuation.	CO5	T1:23.10 R1:6.8
26-27	Determining efficient portfolio ,Creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel.	CO5	T1:23.10 R1:6.13
28-29	Excel in derivatives black and schools model in excel, Greeks in excel	CO6	T1:23.9 R1:7.5
30-31	Recording and editing macros, subroutines and functions, decision rules.	CO7	T1:23.10 R1:7.5
32-35	Message box and input box, debugging, real options valuation, building a mega model. other advanced features.	CO8	T1:23.10 R1:8.1
36-39	Designing advanced financial models using visual basic application user forms.	CO8	T1:23.1 R1:9.2
40-43	Subroutines and functions, decision rules, message box and input box, debugging.	CO9	T1:23.1 R1:9.4
44-48	Recording and editing macros, actual model building.	CO10	T1:23.1 R1:9.9

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	Markowitz Model and Sharp Single Index Model, Portfolio Investment Process, Calculation of Beta and Alpha .	Seminars	PO4
2	PV Model in Excel, Bonds Yield and Measures, Duration in Excel, Bond Value Theorem in Excel .	Guest Lectures	PO 2,PO8
3	Comparable Company Analysis: Selecting comparable companies, Spreading comparable companies, Analyzing the valuation multiples, Concluding and understanding value	Guest Lectures	PO2, PO8

**Prepared by:**

Ms. G. Joseph Mary, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	FINANCIAL DERIVATIVES				
Course Code	CMB421				
Programme	MBA				
Semester	IV				
Course Type	Core				
Regulation	IARE - R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
Chief Coordinator	Ms. S. Shireesha, Assistant Professor.				
Course Faculty	Ms. S. Shireesha, Assistant Professor.				

#### I. COURSE OVERVIEW:

The objective of this course is to make students efficient in the area of Derivatives, such as Forwards, Future Markets, Swaps and Option Strategies. It give understanding about the derivatives in stock, commodity and Forex markets with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB404	III	Security Analysis and Portfolio Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Financial Derivatives	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars and assignments.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	1	Assignments.
PO2	Decision making skills: An ability to analyze a problem identifies, formulate and use the appropriate managerial skills for obtaining its solution.	3	Seminars
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	1	Seminars
PO6	Entrepreneurial and Innovation Skills: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs	2	Assignments
PO7	Strategic Skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	3	Seminars

3 = High; 2 = Medium; 1 = Low

## VII. COURSE OBJECTIVES :

The course should enable the students to:	
I	Understand fundamental linkages between spot markets and derivative markets and uses and misuses of derivatives.
II	Apply knowledge about basic option strategies, advanced option strategies, trading with options, hedging with options, currency options.
III	Analyze the commodity futures and options and swaps for the effectiveness of derivative markets
IV	Evaluate the role of swaps in terms of interest rate, currency, commodity, equity index, credit risk and credit.

## VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB421.01	CO 1	Understand the development and growth of derivative markets, types and uses of derivatives.	PO 4	2
CMB421.02	CO 2	Examine the fundamental linkages between spot and derivatives market and role of derivative market.	PO 2, PO 6	2
CMB421.03	CO 3	Demonstrate the structure of forward and future markets and know the mechanics of future markets hedging strategies.	PO 7	3
CMB421.04	CO 4	Elucidate the determination of forward, future prices, interest rates of currency futures and forwards.	PO 2, PO 6	2
CMB421.05	CO 5	Analyze the concept, structure and principles of option pricing and know the differences between options market and future market.	PO 1	1
CMB421.06	CO 6	Explain the option pricing models like binomial model, the black model and scholes merton model.	PO 1	2
CMB421.07	CO 7	Interpret the basic option strategies, advanced option strategies, trading with options and currency options.	PO 7	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB421.08	CO 8	Ability to gain the knowledge in different types of commodity futures and options.	PO 4	3
CMB421.09	CO 9	Classify various types of swaps commodity exchanges, multi commodity exchange, national commodity derivatives exchange role, functions and trading.	PO 6	1
CMB421.10	CO 10	Explain the concept and nature, evolution of swap market and features of swaps.	PO 2	2
CMB421.11	CO 11	Differentiate major types of swaps like interest rate swaps, equity index swaps, credit risk in swaps credit swaps pricing and valuing swaps.	PO 6	2

3 = High; 2 = Medium; 1 = Low

#### IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

COURSE OUTCOMES	Program Outcome(POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2				
CO 2		3				1		
CO 3							3	
CO 4		1				2		
CO 5	1							
CO 6	2							
CO 7							3	
CO 8				3				
CO 9						1		
CO 10		2						
CO 11						2		

3 = High; 2 = Medium; 1 = Low

#### X. ASSESSMENT METHODOLOGIES – DIRECT

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

#### XI. ASSESSMENT METHODOLOGIES – INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO DERIVATIVES</b>
Development and growth of derivative markets, types of derivatives uses of derivatives, fundamental linkages between spot and derivative markets, the role of derivatives market, uses and misuses of derivatives.	
<b>UNIT-II</b>	<b>FUTURE AND FORWARD MARKET</b>
Structure of forward and future markets, mechanics of future markets hedging strategies, using futures, determination of forward and future prices, interest rate futures currency futures and forwards.	
<b>UNIT-III</b>	<b>BASIC OPTION STRATEGIES</b>
Options, distinguish between options and futures, structure of options market, principles of option pricing. Option pricing models: the binomial model, the black, scholes merton model. Basic option strategies, Advanced option strategies, trading with options, hedging with options, currency options.	
<b>UNIT-IV</b>	<b>COMMODITY MARKET DERIVATIVES</b>
Introduction, types, commodity futures and options, swaps commodity exchanges multi commodity exchange, national commodity derivative exchange role, functions and trading.	
<b>UNIT-V</b>	<b>SWAPS</b>
Concept and nature, evolution of swap market, features of swaps, major types of swaps, interest rate swaps, currency swaps, commodity swaps, equity index swaps, credit risk in swaps, credit swaps, using swaps to manage risk, pricing and valuing swaps.	
<b>Text Books:</b>	
1. John C Hull, "Options, Futures and Other Derivatives", Pearson Education, 8th Edition, 2012. 2. Robert A Strong, "Derivatives an Introduction", Thomson, 1st Edition, 2012. 3. Gupta," Financial Derivatives", PHI, 1st Edition, 2012.	
<b>Reference Books:</b>	
1. Dubofsky, Miller," Derivatives Valuations and Risk Management", Oxford,1st Edition, 2012 2. Don M. Chance, Robert Brooks," Derivatives and Risk Management Basic", Cengage Learning, 9th Edition, 2012. 3. Sundaram Das," Derivatives Principles and Practice", McGraw Hill, 1st Edition, 2012.	

## XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-2	Development and growth of derivative markets	CO 1	T1: 1.7
3-4	Types of derivatives and uses of derivatives	CO 1	T1: 2.1
5-7	Fundamental linkages between spot & derivative markets	CO 2	T1: 2.8
8-9	The role of derivatives market in the financial system	CO 2	T1: 3.7
10-11	Uses and misuses of derivative market.	CO 1	T1: 3.5
12-14	Structure of forward and future markets	CO 3	T1: 4.1
15-16	Mechanics of future markets in Financial derivatives	CO 3	T1: 5.1
17-18	Hedging or risk free strategies using futures market	CO 3	T1: 5.3
19-21	Determination of forward and future prices	CO 4	T1: 5.3
22-24	Interest rate futures currency futures and forwards.	CO 4	T1:5.3
25-26	Introduction to Options, distinguish between options and futures	CO 5	T1: 6.1
27-30	Structure of options market, principles of option pricing,	CO 5	T1: 5.7
31-34	The binomial model, the black- Scholes Merton model	CO 6	T1: 6.1,
35-36	Basic option strategies, advanced option strategies	CO 7	T2: 7.1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
37-38	Trading with options, hedging with options, currency options.	CO 7	T2: 7.3,
39-44	Introduction, types, commodity futures and options	CO 8	T1: 6.1
41-42	Multi commodity exchange role, functions and trading.	CO 8	T2: 8.3,
43	Concept and nature, evolution of swap market and features of swaps	CO 9	T1: 7.1
44-45	Interest rate swaps, currency swaps, commodity swaps, equity index swaps	CO 11	T2: 9.2
46-47	Credit risk in swaps, credit swaps, using swaps to manage risk, pricing and valuing swaps.	CO 10	T2: 9.8

#### **XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

S. No	Description	Proposed actions	Relevance with POs
1	Derivatives complicated in many aspects of the accounting, regulating, and statistical reporting of financial transactions.	Seminars	PO 1, PO 2, PO 4
2	Risk management tool for hedging against fluctuations in foreign currency	Guest Lectures	PO 6, PO 7

**Prepared by:**

Ms. S. Shireesha, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	COMPENSATION AND REWARD MANAGEMENT				
<b>Course Code</b>	CMB422				
<b>Programme</b>	MBA				
<b>Semester</b>	IV				
<b>Course Type</b>	ELECTIVE				
<b>Regulation</b>	IARE - R16				
<b>Course Structure</b>	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	-	3	-	-
<b>Chief Coordinator</b>	Ms. K L Revathi, Assistant Professor				
<b>Course Faculty</b>	Ms. K Mamamtha, Assistant Professor				

#### I. COURSE OVERVIEW:

The course focuses on the scope and objectives, of compensation and reward management concepts, objectives compensation, methods analyzing, evaluating reward management architectural framework, benefits of the employee like management, and security issues in reward management environment and final output of organization performance enable students to understand earning position and market position of business concern. Compensation and reward management statements are very useful to the business concerns to interpret and analyze the organization growth of different companies. This course includes appreciate and use growth statements as means of business communication. This course uses the analytical techniques and arriving at conclusions from market information for the purpose of effective decision making.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	credits
PG	CMB4006	II	Human Resource Management	3

### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Compensation and Reward Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

**Alternative Assessment Tool (AAT):**

Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

**VI. HOW PROGRAM OUTCOMES ARE ASSESSED:**

Program Outcomes (POs)		Strength	Proficiency assessed by
PO 1	Managerial Skills: Apply knowledge of management Theories and practices to solve business problems.	3	Lectures
PO 2	Decision-making Skills: Foster Analytical and critical Thinking abilities for data based decision making.	2	Lectures
PO 4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	3	Assignment
PO 5	Leadership Skills: Ability to lead themselves and others In the achievement of organizational goals, contributing Effectively to a team environment.	3	Lectures
PO 6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to Develop as entrepreneurs.	2	Assignment
PO 7	Strategic analysis: Ability to conduct strategic analysis Using theoretical and practical applications.	3	Lectures

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

**VII. COURSE OBJECTIVES :**

The course should enable the students to:	
I	Understand compensation and reward system, wage and salary administration.
II	Provide useful information about the latest thinking and developments.
III	Focus on the practice of compensation management.
IV	Explore the new realities of how organizations are approaching the vital tasks of Managing for Rewards and developing the capabilities of their people.

**VIII. COURSE OUTCOMES (COs):**

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB422.1	CO 1	Understand the concept of compensation, theoretical dimension, economic and behavioral Dimensions.	PO 1	3
CMB422.2	CO 2	Discuss the designing pay model strategic compensation plan, wage and salary Administration at micro level.	PO 2	2
CMB422.3	CO 3	Analyze different types of rewarding procedure of employees on the basis of performance.	PO 2	2
CMB422.4	CO 4	Summarize the some similarities and differences Between financial and non financial benefits of the employees.	PO 4	3

CMB422.5	CO 5	Explain about the international nature of Compensation and compensation process.	PO 4	3
CMB422.6	CO 6	Identify the differences between job analysis and job design.	PO 5	3
CMB422.7	CO 7	Analyze the pay model structure Architecture and its components with the help of a diagram.	PO 5	3
CMB422.8	CO 8	Interpret the opportunities provided by the organization and organizational benefits to the employees.	PO 6	2
CMB422.9	CO 9	Describe the role and support of compensation in case of applications, Real estate business, Insurance sector Jobs and employment sites.	PO 6	2
CMB422.10	CO 10	Examine the functional requirements for the employee benefits and services.	PO 7	3
CMB422.11	CO 11	Demonstrate the important in compensation and reward management.	PO 7	3
CMB422.12	CO 12	Illustrate the compensation structure and advantages of CRM in economics.	PO 7	3

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

Course Outcomes (COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	2			3		3	
CO 2	2	2					3	
CO 3	2				3	2	3	
CO 4						2		
CO 5	2					2	3	
CO 6					3	2		
CO 7		2		3	3		3	
CO 8		2			3	2		
CO 9		2		3		2		
CO 10	2			3		2	3	
CO 11		2			3		3	
CO 12	2			3		2	3	

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

## X. ASSESSMENT METHODOLOGIES DIRECT

CIE Exams	PO 1,PO2, PO4,PO5, PO6,PO7	SEE Exams	PO 1,PO2, PO4,PO5, PO6,PO7	Assignments	PO1,PO2, PO4,PO5, PO6,PO7	Seminars	-
Laborator Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES – INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION TO COMPENSATION MANAGEMENT:</b>
Compensation, theoretical dimension, economic and behavioral; designing the pay model strategic compensation plan; wage and salary administration at the macro level.	
<b>UNIT –II</b>	<b>WAGE AND SALARY ADMINISTRATION:</b>
Wage and salary administration at the micro level job evaluation, definition, traditional and new techniques; compensation structure, Indian practices; wage boards, pay commissions, compensation management in multinational organizations.	
<b>UNIT-III</b>	<b>CONCEPTS OF EMPLOYEE BENEFITS:</b>
Incentives, fringe benefits; establishing a link with performance appraisal and compensation management. Performance linked compensation; benefits and services.	
<b>UNIT-IV</b>	<b>PERFORMANCE BASED PAY:</b>
Managerial remuneration pays commission; performance based pay system incentives, executives' compensation plan and packages.	
<b>UNIT –V</b>	<b>COMPENSATION STRTERGIES:</b>
Recognizing the worth and value of employees knowledge and skill, rewarding employees contributions and results achieved, supporting team work, compensation package according to current lifestyle and new thinking in the new millennium.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Richard. Henderson,” compensation management in a knowledge based world “, prentice</li> <li>2. Edwarde.e. Lawler,” rewarding excellence (pay strategies for the new economy)” jossey.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Thomas.p.plannery, david.a.hofrichterandpaul.e.platten,” people, performance and pay”, Frees press.</li> <li>2. Michael armstrongandhelenmurlis,” hand book of reward management “crust publishing house.</li> <li>3. Joseph. Martocchio,” strategic compensation - a human resource management approach” - prentice hall</li> </ol>	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1-3	Able to know about the different trends in compensation and reward management system.	CO 1	T1,T2,R1
4-5	Know the importance and process of reward system.	CO 2	T2, R1,R2
6-7	Understand the organizational development and effective strategies of designing the pay model strategic Compensation plan architectural framework.	CO3	T3, R3
8-9	Able to know the differences and its , financial and non financial	CO 3	T1, R2
10-11	Understand the wage and salary administration at the macro level. Encryption techniques payment systems and also design.	CO 3	T1,T3, R1
12-13	Know about the types of payments legal, ethical and tax issues in wage and salary administration	CO 4	T2, R1, R3
14-16	Analyze the job evaluation models of compensation management in multinational organizations. and its importance and know about its model.	CO 4	T2, R3, R1
17-19	Able to understand the design of fringe benefits methods and strategies compensation	CO 5	T3 ,T1,T2
20-22	Understand about the developing objectives and facilitation of job analysis	CO 5	T1,R1, R3
22-24	Know about the transfer procedure and also design the benefits.	CO 5	T2, R1, R2
25-26	Analyze the importance of and trends in Incentives and Methods.	CO 5	T3 ,R1, R3
27-29	Establishing a link with performance appraisal and compensation management. Performance linked compensation	CO 6	T3,T2, R1, R2
30-32	Know about the on the Online financial services to the employees.	CO 7	T2, R1, R3
33-35	Know how the computer based technique is followed in an organization.	CO 8	T1 ,T2, R2
36-38	Analyze the online insurance services, online incentive services.	CO 9	T2, R3
39-42	Able to know about the major players in , measuring results behaviors and development	CO 10	T3, R1, R2
42-45	Know about supporting team work in the particular organization	CO 12	T1,T2, R1, R3

### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	Different types of compensation concepts and compensation development and growth	Seminars / Guest Lectures.	PO 1,PO2, ,PO7
2	Advantages and limitations of wage and salary administration system.	Seminars / Guest Lectures.	PO4,PO5,PO6

3	Significance, limitations and types of. Performance appraisal and Compensation management.	Seminars / Guest Lectures.	PO 1, PO 5, PO6,PO 7
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**Prepared by:**

Ms. K Mamatha, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

Course Title	TALENT AND KNOWLEDGE MANAGEMENT				
Course Code	CMB423				
Programme	MBA				
Semester	IV				
Course Type	Professional Elective				
Regulation	IARE-R16				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Chief Coordinator	K. Vijaya Sekhar Reddy, Assistant Professor, MBA				
Course Faculty	K. Vijaya Sekhar Reddy, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

The course focuses on the importance of talent management and talent management system, the role of leaders in talent management and developing a talent management information strategy enable students to understand and develop talent management skills. This course includes the nature of knowledge management alternative views of knowledge, location of knowledge, role of knowledge worker. This course uses the frame work of Hansen earl's seven schools of knowledge management and alvesson and karreman's knowledge management approaches, knowledge management solutions, mechanisms and systems and knowledge management infrastructure. This course also focuses on organizational impacts of knowledge management which is very useful for enhancement of skills and knowledge of people and knowledge discovery systems.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Marketing Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

#### Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

#### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are be answered by choosing the correct answer from a given set of choices (commonly four). . The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

**VI. HOW PROGRAM OUTCOMES ARE ASSESSED:**

Program Outcomes		Level	Proficiency assessed by
<b>PO1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	3	Lectures
<b>PO2</b>	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	3	Assignment
<b>PO4</b>	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	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	Seminar
<b>PO6</b>	<b>Entrepreneurial and Innovation Skills:</b> Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	2	Exercises
<b>PO7</b>	<b>Strategic Skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.	1	Lectures

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

**VII. COURSE OBJECTIVES (COs):**

The course should enable the students to:	
I	Understand organizational impacts of knowledge management on people and organizational performance.
II	Learn and plan the talent required for an organization.
III	Transfer the knowledge in most efficient manner by latest tools and techniques.
IV	Acquire knowledge with different mechanisms and systems.

**VIII. COURSE OUTCOMES (COs):**

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB423.01	CO 1	Understand importance, designing & building a talent reservoir and segmentation of talent reservoir.	PO 1	3
CMB423.02	CO 2	Explain the concept of talent management grid and the concept of creation of talent management system.	PO 2	3
CMB423.03	CO 3	Know institutional strategies for dealing with knowledge management.	PO 4	3

CMB423.04	CO 4	Demonstrate the characteristics, types of valid competency model and talent management information system.	PO 5	2
CMB423.05	CO 5	Examine the purpose of developing a talent management information strategy and the role of leaders in talent management.	PO 6	1
CMB423.06	CO 6	Express the nature of knowledge management alternative views of knowledge, types of knowledge and concept of location of knowledge.	PO 6	1
CMB423.07	CO 7	Elucidate the concept of rise of the knowledge worker and the features of knowledge intensive firms.	PO 1	3
CMB423.08	CO 8	Analyze the frame work of Hansen earl's seven schools of knowledge management alvesson and karreman's knowledge management approach.	PO 2	3
CMB423.09	CO 9	Discuss the knowledge management solutions, mechanisms, systems and knowledge management infrastructure.	PO 4	3
CMB423.10	CO 10	Describe the organizational impacts of knowledge management on people, processes, products and organizational performance.	PO 6	1

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

**IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2		3						
CO 3				3				
CO 4					2			
CO 5						1		
CO 6						1		
CO 7	3							
CO 8		3						
CO 9				3				
CO 10						1		

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 2, PO 5, PO 6,	SEE Exams	PO 2, PO 5, PO 6,	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>MEANING AND IMPORTANCE OF TALENT MANAGEMENT:</b>
Meaning and importance of talent management. Designing and building a talent reservoir, segmenting the talent reservoir. Talent management grid. Creating a talent management system. Institutional strategies for dealing with talent management.	
<b>UNIT-II</b>	<b>COMPETENCY:</b>
Meaning, characteristics, types steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.	
<b>UNIT-III</b>	<b>THE NATURE OF KNOWLEDGE MANAGEMENT:</b>
The nature of knowledge management alternative views of knowledge. types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.	
<b>UNIT-IV</b>	<b>KNOWLEDGE MANAGEMENT:</b>
Framework of Hansen earl’s seven schools of knowledge management alvesson and karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.	
<b>UNIT-V</b>	<b>ORGANIZATIONAL IMPACT OF KNOWLEDGE MANAGEMENT:</b>
Organizational impacts of knowledge management on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization importance, types and timing, knowledge discovery systems.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, Tata McGraw Hill, 1st Edition, 2004.</li> <li>Ed by Larry Israelite, “Talent Management”, ASTD Press, 1st Edition, 2004.</li> <li>Sajjad M Jasmuddin, “Knowledge Management”, Cambridge, 1st Edition, 2009.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>Stuart Barnes, “Knowledge Management Systems”, Cengage Learning, 1st Edition, 2002.</li> <li>Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, Pearson Education Inc., 2nd Edition, 2009.</li> <li>Donald Hislop, “Knowledge Management in Organizations”, Oxford University Press, 3rd Edition, 2009.</li> </ol>	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1	Understand the knowledge of Meaning and importance of talent management.	CO 1	T-1, R-1
2	Access the designing and building procedure of a talent reservoir.	CO 1	T-2, R-2
3-4	Acquire the knowledge about the segmenting the talent reservoir.	CO 1	T-1, R-2
5-6	Identify the usefulness of talent management grid.	CO 2	T-1, R-2
7	Explain the significance of creation of a talent management system.	CO 2	T-2, R-2
8	Illustrate the institutional strategies for dealing with talent management.	CO 2	T-1, R-1
9-10	Understand the meaning, characteristics of developing a valid competency model.	CO 2	T-1, R-1
11	Explain the different types steps in developing a valid competency model	CO 3	T-2, R-2
12-13	Understand the concept of Talent management information systems	CO 3	T-1, R-2
14	Illustrate the knowledge about the Talent management information systems.	CO 3	T-1, R-2
15-16	Understand the Developing a talent management information strategy.	CO 4	T-2, R-2
17	Express the role of leaders in talent management.	CO 4	T-1, R-1
18-19	Identify the nature of knowledge management alternative views of knowledge.	CO 4	T-1, R-1
20	Explain the concept of location of knowledge.	CO 5	T-2, R-2
21-22	Discuss the need for rise of the knowledge worker.	CO 5	T-1, R-2
23	Identify the features of knowledge intensive firm	CO 6	T-1, R-2
24-25	Express the key processes in knowledge intensive firms.	CO 6	T-2, R-2
26	Identify the Framework of Hansen earl's seven schools of knowledge management.	CO 7	T-1, R-1
27-28	Demonstrate the lesson knowledge management approaches.	CO 7	T-1, R-1
29	Understand the karreman's knowledge management approaches.	CO 8	T-2, R-2
30-31	Describe the concept of knowledge management solutions.	CO 8	T-1, R-2
32-33	Discuss the significance of knowledge management structure	CO 9	T-2, R-2
34-35	Explain the concept of organizational impacts of knowledge management on people.	CO 9	T-1, R-1
36-37	Express the concept of organizational impacts of knowledge management on organizational performance.	CO 9	T-2, R-2
38-39	Understand the Knowledge management assessment of an organization importance.	CO 9	T-1, R-1
40-41	Understand different types of knowledge management.	CO 9	T-1, R-1
42-43	Discuss the timing of knowledge management.	CO 10	T-2, R-2
44-45	Understand different types of knowledge discovery systems.	CO 10	T-1, R-2

**XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:**

<b>S. No</b>	<b>Description</b>	<b>Proposed actions</b>	<b>Relevance with POs</b>
1	Optimum planning of integrated marketing communication	Seminars	PO 1
2	Marketing engineering harnesses marketing data and knowledge to facilitate decision making.	Guest lectures	PO 4

**Prepared by:**

Ms. G Joseph Mary, Assistant Professor

**HOD, MBA**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	<b>LEADERSHIP AND CHANGE MANAGEMENT</b>				
<b>Course Code</b>	CMB424				
<b>Programme</b>	MBA				
<b>Semester</b>	IV				
<b>Course Type</b>	PROFESSIONAL ELECTIVE - VI				
<b>Regulation</b>	IARE - R16				
<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>Chief Coordinator</b>	Ms. S Lakshmi, Assistant Professor, MBA				
<b>Course Faculty</b>	Ms. S Lakshmi, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

This course is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share. As competition becomes fiercer in an increasingly open and global marketplace, a company's survival and growth become greatly contingent on its ability to run its operations efficiently and to exploit its resources productively.

#### II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB005	I	Statistics For Management	3

#### III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Leadership and Change Management	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 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 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 70 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE units and each unit 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 unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

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

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
	CIE Exam	AAT	
CIA Marks	25	05	30

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

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

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

Alternative assessments shall be conducted twice in a semester consisting of seminars and assignments and Marks shall be awarded considering the average of two alternative assessments for every course. The AAT may include seminars and assignments.

**VI. HOW PROGRAM OUTCOMES ARE ASSESSED:**

Program Outcomes (POs)		Strength	Proficiency assessed by
<b>PO 1</b>	<b>Managerial Skills:</b> Apply knowledge of management theories and practices to solve business problems.	2	Lectures and Assignments
<b>PO 2</b>	<b>Decision making Skills:</b> Foster analytical and critical thinking abilities for data-based decision making.	2	Assignments
<b>PO 3</b>	<b>Ethics:</b> Ability to develop value based leadership ability.	1	Paper presentation
<b>PO 4</b>	<b>Communication Skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Guest lectures
<b>PO 5</b>	<b>Leadership Skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3	Lectures

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

**VII. COURSE OBJECTIVES:**

The course should enable the students to:	
I	Demonstrate knowledge in strengthening the organization, empowering individuals and promoting accountability and ownership principles
II	Recognize the people for new challenges make change happen, seek and act on opportunities and improve and enhance the way things are done
III	Provide leaders and managers with clear insights on how to effectively motivate people through corporate culture or organizational change.
IV	Understand the intricate relationship between the strategic business plan of the organization and the role of organization development.

**VIII. COURSE OUTCOMES (COs):**

Course Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB0424.01	CO 1	Understand strengths, criticisms, applications and components of leadership and know the Trait approach to leadership.	PO 1,PO 3, PO 4, PO 5	2
CMB0424.02	CO 2	Define the skills approach to Ohio state studies, Michigan studies, Blake and mouton's leadership grid.	PO 1, PO 2, PO 3, PO5	2
CMB0424.03	CO 3	Describe the contingency theory description, leadership styles and situational variables..	PO 1,PO 3, PO 5	2
CMB0424.04	CO 4	Discuss the strengths, criticisms and applications of contingency approach.	PO 1,PO 2, PO 3	2
CMB0424.05	CO 5	Discuss the strengths, criticisms and applications of path-goal theory.	PO 1,PO 2, PO 3, PO 4, PO 5	2
CMB0424.06	CO 6	Illustrate the strengths, criticisms and applications of transformational leadership.	PO 3,PO 4, PO 5	3
CMB0424.07	CO 7	Illustrate the strengths, criticisms and applications of servant leadership theory.	PO 1,PO 2, PO 3, PO 4, PO 5	2

Course Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMB0424.08	CO 8	Describe the levels of change i.e. individual, team and strategic level.	PO 3,PO 4, PO 5	2
CMB0424.09	CO 9	Understand the concepts organization structure, organization culture and organization ethics	PO 1, PO 2, PO 3	2
CMB0424.10	CO 10	Define organization learning, power, politics and change agent.	PO 1, PO 3, PO 4, PO5	2
CMB0424.11	CO 11	Understand management of change, technology change, organization change and resistance to change.	PO 1, PO 2, PO 3, PO 5	2
CMB0424.12	CO 12	Evaluate downsizing and its impact on organization performance.	PO 1, PO 2, PO 3,PO 4, PO 5	2

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

**IX. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:**

Course Outcomes	Program Outcome's							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CMB007.01	2		2	2	3			
CMB007.02	3	3	1		2			
CMB007.03	3		2		2			
CMB007.04	2	2	1					
CMB007.05	3	2	1	3	2			
CMB007.06			2	3	3			
CMB007.07	2	2	3	1	3			
CMB007.08			1	2	2			
CMB007.09		1	2	2				
CMB007.10	1		2	2	3			
CMB007.11	1	3	1		2			
CMB007.12	1	2	2	3	3			

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

**X. ASSESSMENT METHODOLOGIES – DIRECT**

CIE Exams	PO 1, PO 2, PO 3, PO 4, PO 5	SEE Exams	PO 1, PO 2, PO 3, PO 4, PO 5	Assignments	PO 1, PO 2, PO 3, PO 4, PO 5	Seminars	PO 1, PO 2 PO 3, PO 4 PO5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

## XI. ASSESSMENT METHODOLOGIES – INDIRECT

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

## XII. SYLLABUS

<b>UNIT-I</b>	<b>INTRODUCTION AND SKILLS APPROACH TO LEAD</b>
Definition, components of leadership, trait approach to leadership, strengths, criticisms, applications, skills approach to leadership Ohio state studies, Michigan studies, Blake and mouton’s leadership grid, strengths, criticisms, applications.	
<b>UNIT-II</b>	<b>CONTINGENCY LEADERSHIP</b>
Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.	
<b>UNIT -III</b>	<b>TRANSFORMATIONAL LEADERSHIP</b>
A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications. Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications	
<b>UNIT- IV</b>	<b>ORGANIZATIONAL DESIGN AND CHANGE</b>
Strategic level change, group and team level change, and individual level change. Organizational structure, organizational culture and management of change, change communication, resistance to change, organizational learning, power, politics and organizational change, ethics and managing change, change agents and agency	
<b>UNIT- V</b>	<b>EMPLOYEE RELATIONS AND MANAGING CHANGE</b>
The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change.	
<b>Text Books:</b>	
1. Peter G. Northouse “Leadership: Theory and Practices” Sage Publications, 2012.2. Stevenson J. William, “Operations Management”, 2009, 9 <sup>th</sup> Ed. Tata McGraw-Hill. 2. Mark Hughes, “Managing Change – a critical perspective”, Universities Press, 2011. 3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders “Managing change”, Pearson, 2011.	
<b>Reference Books:</b>	
1. Richard L. Hughes, “Leadership”, 6 <sup>th</sup> Edition, Mc. Graw Hill, New Delhi. 2. Udaykumar Haldar, “leadership and team building”, Oxford, 2011. 3. Gary Yukl, “Leadership in Organizations”, Pearson, 2012.	

## XIII. COURSE PLAN:

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

Lecture No.	Topics to be covered	Course Outcomes	Reference
1-2	Explain the concept of leadership and how a leader to be	CO1	T1
3-4	Describe trait approach and skill approach to leadership	CO1	T1
5	Define the skills approach to Ohio state studies, Michigan studies, Blake and mouton’s leadership grid.	CO2	T1
6-7	Discuss contingency theory of leadership and leadership styles	CO 3	T2

Lecture No.	Topics to be covered	Course Outcomes	Reference
8	Discuss the strengths, criticisms and applications of contingency approach	CO 4	T2
9	Explain path goal theory of leadership its applications and criticisms	CO 5	T1 ,T3
10	Describe the complexity of change within organizational cultures and systems	CO 5	T2
11-12	Discuss the model on transformational leadership	CO 6	T1 , T3
13-14	Describe the applications, strengths and criticisms of transformational leadership	CO 6	T1 , T3
15	Define the characteristics of servant leadership	CO 7	T1 , T3
16-17	Discuss the historical basis of servant leadership, its strengths, criticisms and applications	CO 7	T3
18-19	Analyze the issues in leading organizational change effectively	CO 3	T2
20-21	Analyze the impact of effective leadership strategies on organizational performance	CO 4	T1
22-23	Demonstrate an understanding of the current leadership theories and how they apply to the modern organization.	CO 5	T2
24-25	Discuss critically theories of leadership including sociological and psychological perspectives.	CO 5	T3
26-27	Analyze and appraise the dynamics and competencies of leading change at any level in the organization.	CO 6	T1 ,T2
28-29	Evaluate critically strategies to identify service components which can potentially benefit from change/innovation, considering the role of organizational culture.	CO 6	T2
30-32	Develop in depth knowledge and understand models of change which can facilitate the planning and successful implementation of change	CO 7	T1 ,T2
33-36	Evaluate the process of change, and appraise their own performance in leading change and make Recommendations for developing higher leadership or managerial skills.	CO 8	T2
37-38	Demonstrate theoretical knowledge and skills of synthesis relevant to cost benefit analysis of the organization, service or practice development in relation to the proposed or implemented change.	CO 8	T3
39-40	Analyze changes within industrial and technology intensive operations from a system perspective	CO 9	T1 ,T2
41-42	Describe different change strategies such as continuous improvements, radical changes, incremental changes and top down/bottom up, and account for the importance of the leadership at various types of changes	CO 9	T1

#### XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S NO	Description	Proposed actions	Relevance with POs
1	Critical Leadership Skills that Enhance Personal Effectiveness	Seminars	PO 2, PO 4, PO 8
2	Changing emerging technologies in organizations	Seminars/Guest Lectures	PO 6

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