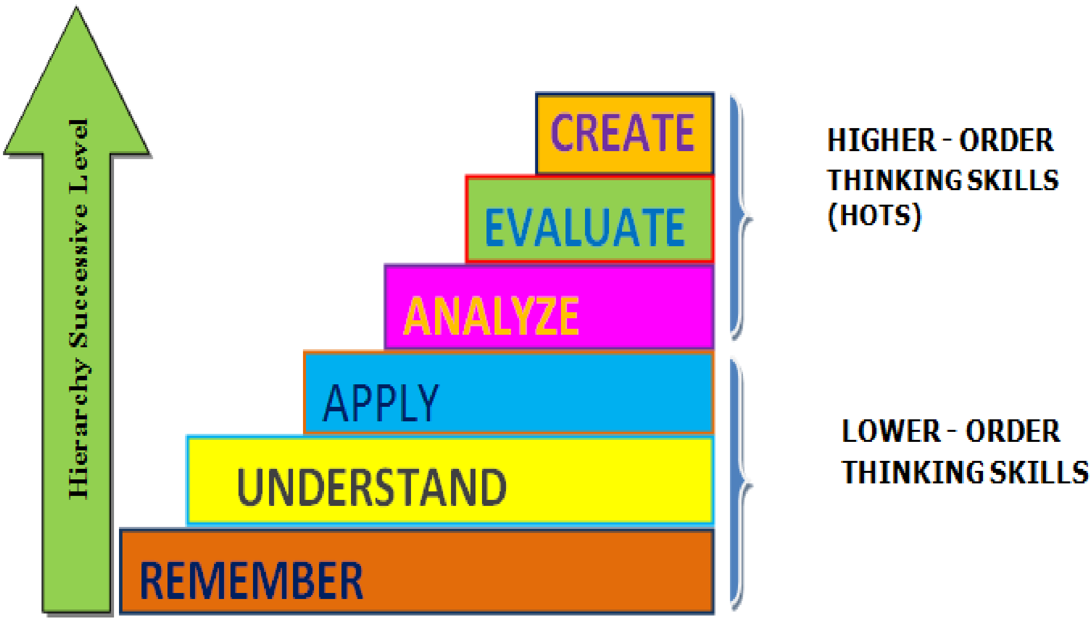
COURSE DESCRIPTOR BOOKLET

MASTER OF BUSINESS ADMINISTRATION

(Accredited by NBA)

R-18 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.

Contents

Program Education Objectives and Outcomes

S.No.		Page No.
	PART – I ***(As Per NBA Norms Post June, 2015)***	
1	Program Educational Objectives, Outcomes and Assessment Criteria	5
2	MBA -Master of Business Administration Program Educational Objectives	6
3	MBA -Master of Business Administration Program Outcomes	8
4	Mapping of Program Educational Objectives to Program Outcomes	9
5	Relation between the Program Outcomes and the Program Educational Objectives	12
6	Program Outcomes of (P.G.) MBA Post Graduates	13
7	Procedures for Outcome Delivery and Assessment with Respect to Program Outcomes	23
8	Methods of Measuring Learning Outcomes and Value Addition	33
	PART – II ***ASSESSMENT OF COURSE LEVEL STUDENT LEARNING OUTCOMES***	
1	Course Purpose	37
2	Expected Learning Outcomes	37
3	To Define Effective Learning Outcome Statements	38
4	Tips for Developing Course Level Expected Learning Outcomes Statements	40
5	Sample Expected Learning Outcomes Statements	40
6	An Overview of Assessment	41
7	Description of a Course Purpose	42
8	Procedure for Development of Expected Learning Outcomes for a Course	43
9	References	44
	ANNEXURES	
A	Sample Course Description (As Per NBA Norms post June, 2015)	46

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

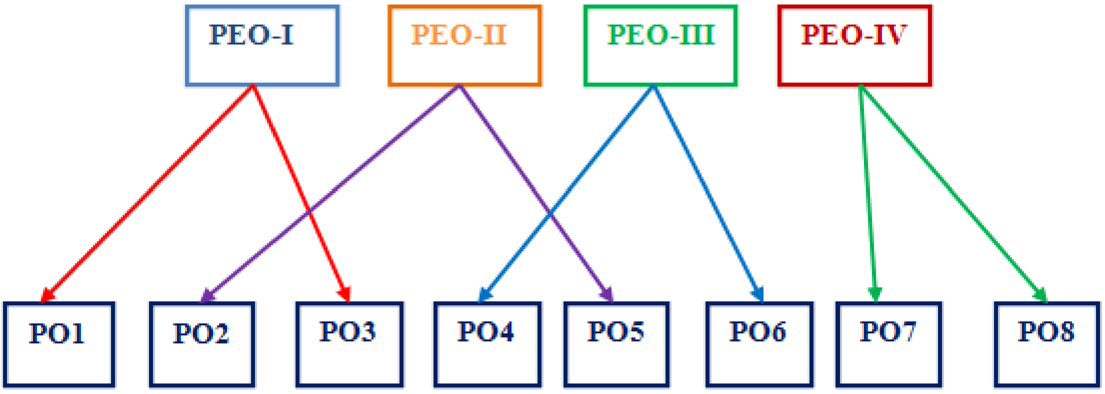
PO6. Entrepreneurial Skills
Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs

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

	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	PO1 PO3	**Managerial Skills** Apply knowledge of management theories and practices to solve business problems **Ethics** Ability to develop Value based Leadership ability
II	To provide the learners with exposure to solve business situations using management tools, to analyze and create newer opportunities in industry.	PO2 PO5	**Decision-making Skills** Foster Analytical and critical thinking abilities for data-based decision making **Leadership Skills** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment
III	To achieve appropriate communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship	PO4 PO6	**Communication Skills** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business **Entrepreneurial Skills** Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs
IV	To demonstrate the ability to maintain knowledge of emerging technologies to address the critical needs of the seamless strategic business operations	PO7 PO8	**Strategic analysis** Ability to conduct strategic analysis using theoretical and practical applications **Technology Skills** Inculcate and develop technical skills to face the competitive world successfully career paths, to be an entrepreneur, and a zest for higher studies.

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:

POs ↓ / PEOs →		(1) Managerial Skills	(2) Professional Effectiveness And Contribution to Society	(3) Professional Education	(4) Exercising Leadership
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

<table>
<tr><td>Course Title</td><td colspan="5">MANAGEMENT AND ORGANIZATION BEHAVIOR</td></tr>
<tr><td>Course Code</td><td colspan="5">CMBB01</td></tr>
<tr><td>Programme</td><td colspan="5">MBA</td></tr>
<tr><td>Semester</td><td colspan="5">I</td></tr>
<tr><td>Course Type</td><td colspan="5">CORE</td></tr>
<tr><td>Regulation</td><td colspan="5">IARE-R18</td></tr>
<tr><td rowspan="3">Course Structure</td><td colspan="3">Theory</td><td colspan="2">Practical</td></tr>
<tr><td>Lectures</td><td>Tutorials</td><td>Credits</td><td>Laboratory</td><td>Credits</td></tr>
<tr><td>4</td><td>-</td><td>4</td><td>-</td><td>-</td></tr>
<tr><td>Chief Coordinator</td><td colspan="5">Dr. T Srinivas Rao ,Professor, MBA</td></tr>
<tr><td>Course Faculty</td><td colspan="5">Dr. T Srinivas Rao, Professor, MBA</td></tr>
</table>

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	CMBOO6	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^{th} and 16^{th} 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 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	**Managerial skills:** Apply knowledge of management theories and practices to solve business problems	3	Assignments
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	Seminar
PO6	**Entrepreneurial and Innovation skills**: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	3	Guest Lectures
PO7	**Strategic skills**: Ability to conduct strategic analysis using theoretical and practical applications.	3	Guest Lectures

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:

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					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

Unit-I	**HISTORY OF MANAGEMENT**
Theories of management: classical, scientific, administrative, behavioral, management sciences theories, systems and contingency theory..	
Unit-II	**PROBLEM SOLVING, DECISION MAKING AND PLANNING**
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...	
Unit-III	**ORGANIZING AND CONTROLLING**
Principles of organizing organizational design, relation between authority, Power and influence. Organizational functional and control systems, types of controls	
Unit-IV	**INDIVIDUAL AND GROUP BEHAVIOR**
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..	
Unit-V	**LEADERSHIP, MOTIVATION AND ORGANIZATIONAL STRUCTURE**
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.	
Text Books:	
1 Robert N Lussier, "Management Fundamentals - Concepts, Applications, Skill Development, Cengage Leaning", First Edition, Pearson, 2012. 2. Dilip Kumar Battacharya," Principles of Management", Pearson, 2012 3 Harold Koontz, Heinz Weihrich, A.R.Aryasri, "Principles of Management", TMH, 2010	
Reference Books:	
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:
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INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**ACCOUNTING FOR MANAGEMENT**			
Course Code	**CMBB02**			
Programme	**MBA**			
Semester	**I**			
Course Type	**CORE**			
Regulation	**IARE - R18**			
Course Structure	**Lectures**	**Tutorials**	**Practical Work**	**Credits**
	4	**-**	**-**	**4**
Chief Coordinator	Dr. JSV Gopal Sharma, Professor, MBA			
Course Faculty	Dr. JSV 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. MARKSDISTRIBUTION:

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:

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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	
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Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th 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	**Managerial Skills**: Apply knowledge of management theories and practices to solve business problems.	2	Guest Lectures
PO2	**Decision making Skills**: Foster analytical and critical thinking abilities for data-based decision making.	2	Seminars.
PO4	**Communication Skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments.
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
CMBB02.01	CO 1	Understand and elucidate the objectives, importance of financial accounting and different types of accounting concepts and conventions.	PO1	2
CMBB02.02	CO 2	Discuss different types and principles of personal, impersonal accounts, importance and preparation of journal and ledger.	PO1	2
CMBB02.03	CO 3	Describe the significance and preparation of trial balance and final accounts.	PO1	2
CMBB02.04	CO 4	Recognize the causes of depreciation and methods of charging depreciation on fixed assets.	PO2	2
CMBB02.05	CO 5	Explain the objectives, significance and different methods of inventory valuation and goodwill valuation.	PO2	2
CMBB02.06	CO 6	Illustrate the features, merits, demerits and classification of shares and debentures.	PO2	2
CMBB02.07	CO 7	Analyze and explain the issue of shares at par, discount, premium, forfeiture of shares and issue of debentures.	PO2	2
CMBB02.08	CO 8	Evaluate the factors which are influencing on working capital management.	PO4	2
CMBB02.09	CO 9	Identify the significance, limitations and preparation of statement of sources and application of funds and cash flow statement (AS3).	PO4	2
CMBB02.10	CO 10	Demonstrate the importance, limitations and types of financial statements as means of business communication to find the financial soundness of the firm.	PO4	2
CMBB02.11	CO 11	Enumerate and elucidate the importance and role of different types of financial statements for the purpose of strategic decisions.	PO7	2
CMBB02.12	CO 12	Examine and interpret the importance, limitations and various types' of financial ratios in view of decision making.	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		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

UNIT – I	**INTRODUCTION TO FINANCIAL ACCOUNTING**
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.	
UNIT – II	**THE PROCESS OF ACCOUNTING**
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	

UNIT– III	INVENTORY VALUATION
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.	
UNIT– IV	**FINANCIAL ANALYSIS**
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.	
UNIT – V	**FINANCIAL STATEMENTS AND RATIO ANALYSIS**
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.).	
TEXT BOOKS	
1. Harony, J. and I. Swary, Quarterly Dividends and Earnings Announcements, Second edition, 1981 2. Altman, E.I. and Kishore, “the Default Experience of U.S. Bonds”, Working Paper, Salomon Center. 1999. **3.** Jayaprakash Sugavanam, Bharathy Jayaprakash, Palanisamy Saravanan, “Strategic Financial Management” Oxford, 1st, 2014.	
REFERENCES	
1. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008 2. M Y Khan, “Financial Services”, Tata McGraw-Hill, 12th 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	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,	CO1	T1
5	Different types of convention of full disclosure, convention of materiality, convention of conservatism and convention of	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,	CO2	T1
11	Definitions, meaning, objectives, limitations, methods of preparing trial balance and significance of 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,	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.	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
32-33	Factors which are influenced on working capital requirement.	CO10	T3
34	Differences between cash flow and funds flow statements. Problems on funds flow and cash flow statements.	CO10	T3
35	Differences between funds flow and Balance sheet. Problems on funds flow and cash flow statements.	CO11	T3,T4
36	Differences between funds flow and income statement. Problems on funds flow and cash flow statements.	CO11	T3,T4
37	Meaning, different types and importance of working capital. Problems on funds flow and cash flow statements.	CO11	T3,T4
38	Definitions, meaning and significance of Financial statement analysis. Problems on different types of financial statements.	CO12	T2,T4
39	Definitions and limitations of financial statements and types of financial statements.	CO12	T2,T4
40	Definitions, meaning, significance and limitations of ratio analysis	CO12	T2
41	Meaning, uses and different types of liquidity ratios. Problems on different types of liquidity Ratios.	CO12	T2
42	Meaning, uses and different types of activity ratios.	CO12	T2
43	Determination of different types of activity ratios.	CO12	T2

44	Meaning, uses and different types of capital structure ratios.	CO12	T2, T4
45	Determination of different types of capital structure Ratios.	CO12	T2
46-47	Meaning, uses and different types of Profitability ratios.	CO12	T2
48	Determination of different types of Profitability ratios.	CO12	T2
49	Determination of liquidity Ratios and profitability ratios.	CO12	T2
50	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:
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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**MANAGERIAL ECONOMICS**				
Course Code	**CMBB03**				
Programme	MBA				
Semester	I				
Course Type	Core				
Regulation	IARE-R18				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	-	4	-	-
Chief Coordinator	Mr. N M Das, Assistant Professor, MBA				
Course Faculty	Mr. N M Das, 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 8th and 16th 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 viedeo, etc.

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.	2	**Seminars**
PO2	**Decision making Skills**: Foster Analytical and critical thinking abilities for data-based decision making.	2	Assignments
PO3	**Ethics**: Ability to develop Value based Leadership ability.	1	**Guest lectures**
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.	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:

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
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

UNIT – I	**INTRODUCTION TO MANAGERIAL ECONOMICS:**
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.	
UNIT – II	**THEORY OF DEMAND:**
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.	
UNIT – III	**PRODUCTION ANALYSIS:**
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.	
UNIT – IV	**COST THEORY AND ESTIMATION:**
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.	
UNIT – V	**MARKET STRUCTURE AND PRICING PRACTICES:**
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.	
Text Books:	
1. Craig H. Petersen. Cris Lewis and Sudhir K. Jain: “Managerial Economics”, Pearson,14th Edition 2012 2. Dominick Salvatore Managerial Economics, Oxford, 7th Edition, 2012. 3. Geetika, “Managerial Economics”, TMH, 2nd Edition, 2012	
Reference Books:	
1. G S Gupta, Managerial Economics, TMH, 2nd Edition , **2.** D.M.Mithani, Managerial Economics theory and applications, Himalaya Publishing House,5th 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. N M Das, Assistant Professor **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

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Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**BUSINESS LAW AND BUSINESS ETHICS**				
Course Code	CMBB04				
Programme	MBA				
Semester	I				
Course Type	Core				
Regulation	IARE - R18				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	**-**	**4**	**-**	**-**
Chief Coordinator	Ms. E Sunitha, Assistant Professor, MBA				
Course Faculty	Ms. E Sunitha, 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 Ethics	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	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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
PO2	**Decision making skills**: An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.	2	Lectures
PO3	**Ethics:** Ability to develop value based leadership ability.	3	Guest Lectures
PO4	**Communication skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Seminars
PO8	**Technology skills**: Inculcate and develop technical skills to face the competitive world successfully.	3	Guest Lectures / Seminars

3 = High; 2 = Medium; 1 = Low

VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Understand the issues related to the Indian contract Act 1872.
II	Demonstrate the general principles relating to sale of goods Act 1930 and Indian companies Act 1956.
III	Gain the knowledge on negotiable instruments and endorsement.
IV	Apply different Principles of Business ethics.

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
CMBB04.01	CO 1	Understand the main source of law regulating contracts in India. The Indian Contract Act, 1872 prescribes the law relating to contracts in India.	PO 2, PO 3, P O 4,	2
CMBB04.02	CO 2	Illustrate the circumstances in which promises made by the parties to a contract shall be legally binding and the enforcement of these rights and duties.	PO 2, PO 3, P O 4,	2
CMBB04.03	CO 3	Identify the importance of Indian Contract Act embodied the simple and elementary rules relating to Sale of goods.	PO 2, PO 3, P O 4,	2
CMBB04.04	CO 4	Discuss about Companies Act which enabled companies to be formed by registration, and set out the responsibilities of companies, their directors and secretaries.	PO 3, PO 4, PO ,8	2
CMBB04.05	CO 5	Evaluate functions using a provision has been made for class action suits.	PO 3, PO 4, PO 8	2
CMBB0406	CO 6	Discuss various latest amendments in companies act.	PO 3, PO 4, PO 8	3
CMBB04.07	CO 7	Understand the features of negotiable instruments like promissory note, bill of exchange and cheques.	PO 3, PO 4	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB04.08	CO 8	Describe the endorsements related issues, the GST and the basic ethical behavior need in business.	PO 3, PO 4,	2
CMBB04.09	CO 9	Describe the levels of business ethics and the theories related to moral behavior.	PO 3, PO 4,	2
CMBB04.10	CO 10	Understand the cyber crime scenario in Indian issues, Challenges in Cyber crime and strategies to face the challenges of cyber crime.	PO 2, PO 3, PO 4, 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 OUTCOMES			
	PO 2	PO 3	PO 4	PO 8
CO.01	3	3	2	
CO.02	1	3	2	
CO.03	2	3	2	
CO.04		2	3	3
CO.05	2	2	3	2
CO.06		2	2	2
CO.07		3	2	
CO.08		2	2	
CO.09		2	2	
CO.10	2	2	3	3

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 2, PO 3, PO 4,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

UNIT-I	**LAW OF CONTRACT – 1872**
Nature of Contract and Essential elements of valid contract, types of agreement and contracts, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract, Indemnity and guarantee.	
UNIT-II	**LAW OF CONTRACT-II**
Sale of goods Act -1930: General Principles, Conditions & Warranties, and Performance of Contract of Sale. **Companies Act, 1956:** 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.	
UNIT-III	**NEGOTIABLE INSTRUMENTS AND ENDORSEMENT**
Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics. Types of endorsements, Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).	
UNIT-IV	INTRODUCTION TO BUSINESS ETHICS
The Changing Environment: Business Ethics, Levels of Business Ethics Five Myths about Business Ethics can Business Ethics be taught and trained, Stages of Moral development Kohlberg‟s study carol Gilligan‟s Theory Principles of Ethics.	
UNIT-V	CYBER CRIME
The Legal Landscape, Need for cyber laws in the Indian context, The Indian IT Act challenges to Indian Law and cyber crime scenario in Indian issues and Challenges in Cyber Crime.	

Text Books:

1. Ravinder Kumar, "Legal Aspects of Business", Engage Learning, 4th Edition, 2016.
2. P.P.S.Gogna, „Company Law", S.Chand, 9th Edition 2016.
3. RSN Pillai, Bagavathi, "Legal Aspects of Business", S.Chand, 8th Edition, 2016.
4. Akhileshwar Pathak , "Legal Aspects of Business", Tata McGraw Hill, 3rd Edition, 2011.
5. Nina Godbole & Sunit Belapure, "Cyber Security", Wiley India, 2012. RSN Pillai, Bagavathi, "Business Law", S.Chand, 4th Edition, 2013.

Reference Books:

1. N. D.Kapoor, "Mercantile Law", Sultan Chand and Sons, 5th Edition, 2015.
2. S. S. Gulshan, "Mercantile Law", Excel Books, 9th Edition 2014.
3. K. R.Bulchandani, "Business Law".Himalaya Publishing House, 21st Edition, 2008.
4. S. Dinesh Babu,"Professinal Ethics and Human Values", Lakshmi Publications, 4th Edition, 2016

Web References:

1. http://www.slideshare.com
2. http://www.human capital.com
3. http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environment.pdf

E-Text Books:
1. https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE **2.** http//www.ebooks.com/subjects/business-business-law-ebooks/172/

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	Understand the different between agreement and a contract.	CO 1	T1
2-3	Understand the different types of contracts and essential elements of contracts in brief	CO 1	T1
4-5	Describe the performance and discharge of contracts, and illustrate remedies of breach of contract	CO 1	T1, T3
6-8	Learn concepts and differences between indemnity and guarantee	CO 1	T1
9-11	Illustrate general principles related to conditions & Waranties	CO 2	T2
12-13	Understand the principles related to sales, performance of contract of sale.	CO 3	T1,T2,T3
14-15	Discuss the steps involved in incorporation of the company,	CO 4	T1,T2
16-18	Illustrate the procedure of appointment of directors, Powers, duties and liabilities of directors	CO5	T1
19-20	Describe the company meetings, resolutions, winding up of a company, latest amendments, companies amendment act 2013, changes and guidelines	CO 6	T1
21-23	Understand the negotiable instruments act 1881.	CO 7	T1 , T3
24-26	Describe rules related to all negotiable instruments.	CO 7	T1
27-28	Discuss endorsements, Holder in due course, Discharge of Parties.	CO 7	T1,T2
29-31	Understand the basics related to Goods and Services Tax (GST).	CO 8	T1
32-35	Illustrate the basic ethical behavior need in business and why does it matter?	CO 9	T1,T2
36-38	Describe the levels of business ethics.	CO 9	T1
39	Discuss the theories related to moral behavior.	CO 9	T2
40-41	Analyze the need for cyber laws in the Indian context,	CO 10	T1,T2
42-43	Describe the challenges facing in Indian IT Act to Indian Law and	CO10	T1
44	Understand the cyber crime scenario in Indian issues and Challenges in Cyber Crime.	CO10	T2

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

S. No	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	Amendments of various acts	Seminars	PO 3
2	Inclusion of tax related issues to create awareness on our country's economic conditions	Seminars/Guest Lectures	PO 2

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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

<table>
<tr><td>Course Title</td><td colspan="5">STATISTICS FOR MANAGEMENT</td></tr>
<tr><td>Course Code</td><td colspan="5">CMBB05</td></tr>
<tr><td>Programme</td><td colspan="5">MBA</td></tr>
<tr><td>Semester</td><td colspan="5">I</td></tr>
<tr><td>Course Type</td><td colspan="5">CORE</td></tr>
<tr><td>Regulation</td><td colspan="5">IARE-R18</td></tr>
<tr><td rowspan="3">Course Structure</td><td colspan="3">Theory</td><td colspan="2">Practical</td></tr>
<tr><td>Lectures</td><td>Tutorials</td><td>Credits</td><td>Laboratory</td><td>Credits</td></tr>
<tr><td>4</td><td>-</td><td>4</td><td>-</td><td>-</td></tr>
<tr><td>Chief Coordinator</td><td colspan="5">Mr. P Nagesh, Assistant Professor, MBA</td></tr>
<tr><td>Course Faculty</td><td colspan="5">Mr. P Nagesh, Assistant Professor, MBA</td></tr>
</table>

I. COURSE OVERVIEW:

This course aims to prepare the students to comprehend and analyze the variety of data which is found in management problems. In fact now a days statistical way of thinking for managers is like any other professional ability making better management decisions inevitably involves skills to handle the data from all prospective. This course will also be lying foundation for all follow up courses require data analysis.

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:

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	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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	**Managerial Skills**: Apply knowledge of management theories and practices to solve business problems.	2	Seminar
PO 2	**Decision making Skills**: Foster analytical and critical thinking abilities for data-based decision making.	3	Assignments
PO 4	**Communication skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments
PO 6	**Entrepreneurial and Innovation Skills**: 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	Understand the various statistical techniques and solve problems effectively in the statistics.
II	Analyze the different types of skewness and know about the coefficient of variations of skewness.
III	Understand the application of statistical measures of central tendency and also statistical measures of dispersion.
IV	Understand the application of anova, other non paramatic test and analyse the recent trends. Apply the time series analysis and also trend analysis of data and also know its importance for solving the 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
CMBB05.01	CO 1	Recognize the significance, limitations, origin and development of statistics.	PO 1	2
CMBB05.02	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
CMBB05.03	CO 3	Discuss various types of measures of central tendency and measures of dispersion..	PO 2	3
CMBB05.04	CO 4	Analyze the different types of coefficient of skewness and the coefficient of variation.	PO 2	3
CMBB05.05	CO 5	Understand the tabulation and classification of data to draw effective solutions for solving problems.	PO 2	3
CMBB05.06	CO 6	Demonstrate the diagrammatical and graphical representation of data by using different dimensional diagrams.	PO 2	3
CMBB05.07	CO 7	Examine the differences between uni-variate , bi variate and multi variate data.	PO4	2
CMBB05.08	CO 8	Apply different types of small sample tests and techniques of ANOVA..	PO4	2

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB05.09	CO 9	Analyze correlation analysis and different types of coefficient of correlation.	PO4	2
CMBB05.10	CO 10	Describe the regression analysis, time series analysis and trend analysis of data..	PO 6	3
CMBB05.11	CO 11	Know the characteristics, uses and different types of index numbers.	PO 6	3
CMBB05.12	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:

Course outcomes	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

UNIT-I	INTRODUCTION TO STATISTICS
Overview, origin and development and managerial applications of statistics and branches of the study, statistics and computers, limitations of statistics.	
UNIT-II	**MEASURES OF CENTRAL TENDENCY**
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.	
UNIT-III	**TABULATION OF UNIVARIATE**
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.	
UNIT-IV	**SMALL SAMPLE TESTS**
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	
UNIT-V	**REGRESSION ANALYSIS**
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.	
Text Books:	
1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson. 2. Beri, "Business Statistics", 2015, 1st Ed, TMH. 3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.	
Reference Books:	
1. Levine, Stephan , krehbiel , Berenson, "Statistics for Managers using Microsoft Excel",PHI. 2. J. K Sharma, "Business Statistics", 2nd Ed. Pearson, 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	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
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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
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:

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(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.
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^{th} and 16^{th} 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 viedeo,MOOCS etc.

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.	2	Seminar
PO2	**Decision making Skills**: Foster Analytical and critical thinking abilities for data-based decision making.	2	Assignments
PO4	**Communication Skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Guest lectures
PO5	**Leadership Skills**: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Seminar
PO6	**Entrepreneurial Skills**: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Seminar
PO7	**Strategic analysis**: Ability to conduct strategic analysis using theoretical and practical applications.	1	Assignments
PO8	**Technology Skills**: 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

UNIT-I	**TECHNOLOGICAL INNOVATION:**
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.	
UNIT-II	**FINANCIAL EVALUATION OFRESEARCH AND DEVELOPMENT:**
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.	
UNIT-III	**RESEARCH AND DEVELOPMENT**
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.	
UNIT-IV	**TECHNOLOGICAL FORECASTING FOR DECISION MAKING**
The definition of technological forecasting, forecasting, system inputs and outputs, classification of forecasting techniques, organization for technological, forecasting, current status.	
UNIT-V	**TRANSFER OF TECHNOLOGY**
Transfer of technology: modes of technology transfer, price of technology transfer, negotiation for price Of management of technology.	
Text Books:	
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.	
Reference Books:	
1. RamaswamyNamakumari, "Marketing Management", TMH 5th 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	INTELLECTUAL PROPERTY RIGHTS				
Course Code	CMBB07				
Programme	MBA				
Semester	I				
Course Type	Open Elective-I				
Regulation	IARE-R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Chief Coordinator	Ms. K. Lakshmi Revathi, Assistant Professor, MBA				
Course Faculty	Mr. P Naresh Goud, Assistant Professor, MBA				

I. COURSE OVERVIEW:

This course introduces the international legal rules, principles and institutions of the world trade organization as well as intellectual property rights. It is the primary organization in the field of economic globalization which actively participates in dispute settlement system, since 1995, has produced a substantial jurisprudence. It governs the rights of the governments to regulate international trade in goods and services and requires them to protect intellectual property. The intellectual property for the protection of creation or innovation or ideas which are to be used to make a product or service or design layout or process which is economical called patents, utilities etc. The main objective is to examine the trade laws and procedures, to protect the intellectual property rights. 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
--	--	--	--

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Intellectual Property Rights	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**
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	2	Lectures
PO3	Ethics: Ability to develop value based leadership ability.	2	Lectures
PO4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	3	Lectures
PO6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs	2	Lectures and Assignments
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:

The course should enable the students to:	
I	Build knowledge and also importance in fundamental of Intellectual Property (IP), International organizations, associations and different treaties.
II	Familiarize with the rights of owners.
III	Understand with the procedures of evaluation, registration, protection and acquisition of trademarks.
IV	Educate student about the new developments in the law of intellectual property rights.
V	Develop trade mark law; copy right law, patent law and intellectual property audits.

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
CMBB07.01	CO 1	Understand the importance, federal registration and types of intellectual property rights.	PO1	2
CMBB07.02	CO 2	Understand and explain about different international organization and their duties.	PO3	3
CMBB07.03	CO 3	Analyze the function(s) of international organization and agencies.	PO4	2
CMBB07.04	CO 4	Identify the purpose in category of marks under which the trademark registration is made internationally.	PO6	3
CMBB07.05	CO 5	Explain the trademark evaluation and registration process.	PO8	3
CMBB07.06	CO 6	Describe the fundamentals of copyright law and Explain originality of material and rights of reproduction.	PO1	2
CMBB07.07	CO 7	Illustrate international copyright law with respect to ownership and registration of copyright.	PO3	3

CMBB07.08	CO 8	Identify searching process and transfer of ownership in patents.	PO1	2
CMBB07.09	CO 9	Understand the trade secrets determination, misappropriation, protection for submission and litigation.	PO3	3
CMBB07.10	CO 10	Explain the new international developments in trademarks law, copyright law and patent law.	PO4	2
CMBB07.11	CO 11	Learn the significant role played by the IP audits and decision making	PO6	3
CMBB07.12	CO 12	Understand the importance of the IP audits and its duties.	PO8	3

3 = High; 2 = Medium; 1 = Low

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

COs	Program Outcomes (POs)				
	PO1	PO3	PO4	PO6	PO8
CO 1	2				
CO 2		3			3
CO 3			2		
CO 4				3	
CO 5	2		2		3
CO 6	2				
CO 7		3			
CO 8	2				3
CO 9		3			
CO 10			2		
CO 11		3		3	
CO12	2		2		3

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 1, PO 3, PO 4, PO 6 PO 8	SEE Exams	PO 1, PO 3, PO 4, PO 6 PO 8	Assignments	PO 1, PO 3, PO 4, PO 6 PO 8	Seminars	-
Laboratory Practices	-	Student Viva		-	-	Certification	-
Term Paper	-						

XI. ASSESSMENT METHODOLOGIES - INDIRECT

✔	Early Semester Feedback	✔	End Semester OBE Feedback
✘	Assessment of Mini Projects by Experts		

XII. SYLLABUS

UNIT – I	**INTRODUCTION TO INTELLECTUAL PROPERTY**
Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.	
UNIT – II	**TRADE MARKS**
Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark, trade mark registration processes.	
UNIT – III	**LAW OF COPY RIGHTS AND PATENTS**
Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law. **Law of patents:** Foundation of patent law, patent searching process, ownership rights and transfer.	
UNIT – IV	**TRADE SECRETS AND UNFAIR COMPETITION**
Trade secretes law, determination of trade secretes status, liability for misappropriations of trade secrets, and protection for submission, trade secretes litigation. **Unfair competition:** Misappropriation right of publicity, False advertising.	
UNIT – V	**NEW DEVELOPMENT OF INTELLECTUAL PROPERTY**
New developments in trade mark law; copy right law, patent law, intellectual property audits. International overview on intellectual property, international trade mark law, copy right law, international patent law and international development in trade secrets law.	

Text Books:

1. Deborah, E. Bouchoux, “Intellectual property right”, Cengage learning, 5th Edition, 2008.
2. Prabuddha ganguli,” Intellectual property right - Unleashing the knowledge economy”, Tata McGraw Hill Publishing Company Ltd, 7th Edition, 2009.
3. Carlos M.Correa” Intellectual property rights, The WTO and Developing countries”, Zed books, 4thEdition, 2006.

Reference Books:

1. Caves, Frankel, Jones, “World Trade and Payments-An Introduction”, Pearson Education, 4th Edition, 2015.
2. Carlos M.Correa, “Intellectual property rights, The WTO and Developing countries”,Zed books.
3. Peter-Tobias stoll, Jan busche, Katrianarend, “WTO- Trade –related aspects of IPR”, Library of Congress.
4. Surendra Bhandari, “World Trade Organization (WTO) and Developing Countries”, Vikas Publishing House.
5. P. K. Vasudeva, “World Trade Organization: Implications on Indian Economy”, Pearson Education, 2015.
6. P.KrishnaRao, WTO, “Text and cases”, Excel Books, 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
1-4	Introduction of Intellectual Property (IP)	CO 1	T1:1.1,1: 1.2,R1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
5-7	Types of IP , International Organizations	CO 2	T1:1.4
8-9	Agencies and Treaties, Importance of Intellectual Property Rights	CO 3	T1:1.4, R2,R3
10-12	Purpose and function of Trademarks	CO 4	T1:2.2 R3,R5
13-14	Acquisition of Trademarks Rights and Protectable Matter	CO 4	T1:2.4, 2.9
15-18	Selecting and Evaluating Trade Mark and Trademark Registration Processes	CO 6	T1:3.1, R5,R6
19-21	Fundamentals of Copyright Law	CO 7	T1:10.2 R2
22-23	Originality of material and rights of Reproduction	CO 8	T1:11.2
24-25	Trade Secrets Law, Determination of Trade Secrets status	CO 8	T1:2.1, T1:2.3, R2,R3
26-27	Liability for misappropriations of Trade Secrets	CO 10	T1:22.2
28-29	Protection for submission, trade secrets Litigation	CO 11	T1:22.5, 1:22.8
30-31	Unfair Competition: Misappropriation of right of publicly, False advertising	CO 12	T1:23 R3,R4
32-35	New developments in Trade Law	CO 10	T1:23.3
36-39	New developments in Copyright Law	CO 5	T1:7 R5,R6
40-41	New developments in Patent Law	CO 3	T1:8
42-43	Intellectual Property Audits and International Overview of IP	CO 5	T1:15.7
44-45	International Trademark Law, Copy right Law, patent Law and Trade Secrets Law	CO 6	T1:16, 1:21.1,2

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	Functions, global rules of world trade organizations	Guest Lectures	PO 1,PO 4,
2	Historical reasons behind the establishment of World Intellectual Property Organization role and its functions	Seminars/ Guest Lectures	PO 3
3	Federal law and common law for the protection of trademark, copyright, patents and trade secrets internationally	Seminars/ Guest Lectures	PO 4, PO 6

Prepared by:
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Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

<table>
<tr><td>Course Title</td><td colspan="5">HUMAN RESOURCE MANAGEMENT</td></tr>
<tr><td>Course Code</td><td colspan="5">CMBB15</td></tr>
<tr><td>Programme</td><td colspan="5">MBA</td></tr>
<tr><td>Semester</td><td colspan="5">II</td></tr>
<tr><td>Course Type</td><td colspan="5">CORE</td></tr>
<tr><td>Regulation</td><td colspan="5">IARE-R18</td></tr>
<tr><td rowspan="3">Course Structure</td><td colspan="3">Theory</td><td colspan="2">Practical</td></tr>
<tr><td>Lectures</td><td>Tutorials</td><td>Credits</td><td>Laboratory</td><td>Credits</td></tr>
<tr><td>4</td><td>-</td><td>4</td><td>-</td><td>-</td></tr>
<tr><td>Chief Coordinator</td><td colspan="5">Dr. T Srinivasa Rao, Professor</td></tr>
<tr><td>Course Faculty</td><td colspan="5">Dr. T Srinivasa Rao, Professor</td></tr>
</table>

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	CMB001	II	Management And Organization Behaviour

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**
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 8th and 16th 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 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	**Managerial skills:** Apply knowledge of management theories and practices to solve business problems	3	Lectures and Assignments.
PO2	**Decision making skills:**: Foster Analytical and critical thinking abilities for data-based decision making solution.	3	Lectures and Assignments
PO3	**Ethics:** Ability to develop Value based Leadership ability.	1	Seminar
PO4	**Communication skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminar
PO5	**Leadership skills**: 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. COURSE OBJECTIVES:

The course should enable the students to:	
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	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XI. SYLLABUS:

Unit-I	**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**
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.	
Unit-II	**RECRUITMENT AND SELECTION**
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	
Unit-III	**TRAINING AND DEVELOPMENT**
Introduction to training, the training process, training methods, management development, individual, group. Organizational techniques, evaluation of training and development	
Unit-IV	**PERFORMANCE APPRAISAL**
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.	
Unit-V	**INTEGRATION**
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.	

Text Books:	
1	Robert N Lussier, "Management Fundamentals - Concepts, Applications, Skill Development, Cengage Leaning", First Edition, Pearson, 2012.
2.	Dilip Kumar Battacharya,"Principles of Management", Pearson, 2012
3	Harold Koontz, Heinz Weihrich, A.R.Aryasri, "Principles of Management", TMH, 2010
Reference Books:	
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
Web References	
1.http://www.csb.gov.hk/english/publication/files/e-hrmguide.pdf	
2.http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf	
E-Text Books	
1.https://www.free-ebooks.net/ebook/Human-Resources-Management-Course	
2.http://www.e-booksdirectory.com/listing.php?category=439	

XII. ASSESSMENT METHODOLOGIES – INDIRECT

✔	Early Semester Feedback	✔	End Semester OBE Feedback
✘	Assessment of Mini Projects by Experts		

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	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

XIV. 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, cultural literacy and human resource information system in global business	Seminars / Guest Lectures.	PO3, PO5

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:
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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**PRODUCTION AND OPERATIONS MANAGEMENT**					
Course Code	CMBB16					
Programme	MBA					
Semester	II					
Course Type	Core					
Regulation	IARE – R18					
Course Structure	**Theory**			**Practical**		
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**	
	4		**4**	**-**	**-**	
Chief Coordinator	Ms. E Sunitha, Assistant professor, MBA					
Course Faculty	Ms. E Sunitha, 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
Production and 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**
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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
PO 1	**Managerial Skills**: Apply knowledge of management theories and practices to solve business problems.	1	Lectures
PO 2	**Decision-making Skills**: Foster Analytical and critical thinking abilities for data based decision making.	2	Lectures/ Assignment
PO 7	**Strategic analysis**: Ability to conduct strategic analysis using theoretical and practical applications.	1	Seminars
PO 8	**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 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
CMBB16:01	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
CMBB16:02	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
CMBB16:03	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
CMBB16:04	CO 4	Explain aggregate planning, operating schedule and product sequencing.	PO 1, PO 2, PO 7, PO 8	3
CMBB16:05	CO 5	Describe plant location, plant layout and various types of plant layouts	PO 1	3
CMBB16:06	CO 6	Discuss the objectives, different types of maintenance system and replacement policies.	PO 2, PO 7, PO 8	2
CMBB16:07	CO 7	Examine the standards, specifications of quality control, quality control tools and techniques.	PO 1, PO 2, PO 7	3
CMBB16:08	CO 8	Determine different types of controlling measures for the products in organizations.	PO 2, PO 7, PO 8	2
CMBB16:09	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
CMBB16:10	CO 10	Describe the need, importance of material requirement planning and techniques for prioritization of materials.	PO 1, PO 2, PO 7	2
CMBB16:11	CO 11	Classify the sources of supply of materials, performance of suppliers, make or buy decisions under various circumstances vender rating.	PO 2, PO 7	3
CMBB16:12	CO 12	Discuss the objectives and requirements of stores management and different types of inventory.	PO7, PO 8	2
CMBB16:13	CO 13	Illustrate the different systems of inventory control like ABC, VED, FNSD analysis,	PO 1, PO 2, PO 7, PO 8	3
CMBB16:14	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 Outcomes			
	PO 1	**PO 2**	**PO 7**	**PO 8**
CMBB16:01	3	1		
CMBB16:02	2	2	2	2
CMBB16:03	2		1	3
CMBB16:04	3	3	3	3
CMBB16:05	3			
CMBB16:06		2	1	2
CMBB16:07	3	3	2	
CMBB16:08		2	2	1
CMBB16:09	3	2	3	
CMBB16:10	3	2	2	
CMBB16:11		3	3	
CMBB16:12			2	2
CMBB16:13	3	3	3	2
CMBB16:14		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

UNIT -I	**INTRODUCTION TO OPERATIONS MANAGEMENT**
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.	
UNIT -II	**SCHEDULING AND CONTROL OF PRODUCTION OPERATIONS**
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.	
UNIT -III	**QUALITY CONTROL**
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	
UNIT -IV	**MATERIALS MANAGEMENT**
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.	
UNIT -V	**STORES MANAGEMENT**
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	
Text Books:	
1. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH. 2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill. 3. KanishkaBedi, "Production and Operations Management", 2007, 2nd Ed,Oxford University Press.	

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:

S. no	Description	Proposed actions	Relevance with POs
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

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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**FINANCIAL MANAGEMENT**			
Course Code	**CMBB17**			
Programme	MBA			
Semester	II			
Course Type	**CORE**			
Regulation	IARE - R18			
Course Structure	**Lectures**	**Tutorials**	**Practical Work**	**Credits**
	4	-	-	4
Chief Coordinator	Dr. J S V Gopal Sharma, Professor, MBA			
Course Faculty	Dr. T Vara Lakshmi, Associate 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**
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th 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	**Managerial Skills**: Apply knowledge of management theories and practices to solve business problems.	2	Assignments
PO2	**Decision making Skills**: Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO4	**Ethics**: An ability to understand professional and ethical responsibility**.**	3	Assignments
PO7	**Strategic analysis**: Ability to conduct strategic analysis using theoretical and practical applications.	2	Seminars
PO8	**Technology Skills:** 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
CMBB17.01	CO1	Describe the meaning, definitions, nature and scope of financial management.	PO1	2
CMBB17.02	CO2	Identify the goals, evolution and functions of financial management.	PO1	2
CMBB17.03	CO3	Examine the new role of finance function in contemporary scenario.	PO1	2
CMBB17.04	CO4	Illustrate the differences between profit maximization and wealth maximization.	PO2	3
CMBB17.05	CO5	Demonstrate the concepts of risk return trade off, time value, future value and present value of money.	PO2	3
CMBB17.06	CO6	Discuss the meaning, definitions, characteristics and importance of investment decisions.	PO4	3
CMBB17.07	CO7	Apply the methods and principles of capital budgeting.	PO4	3
CMBB17.08	CO8	Predict the investment decision process and significance of capital budgeting.	PO7	2
CMBB17.09	CO9	Explain the term capital budgeting decision under risk and uncertainty and methods of capital budgeting	PO7	2

CMBB17.10	CO10	Determine the concept and measurement of cost of capital.	PO8	1
CMBB17.11	CO11	Examine the meaning, definitions, importance and theories of cost of capital and capital structure and	PO8	1
CMBB17.12	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:

Course Outcomes	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

UNIT– I	THE FINANCE FUNCTION
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.	
UNIT–II	**THE INVESTMENT DECISION**
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.	
UNIT-III	**CAPITAL STRUCTURE DECISIONS**
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.	
UNIT– IV	**DIVIDEND DECISIONS**
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 cantered 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.	
UNIT – V	**MANAGEMENT OF CURRENT ASSETS**
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.	
Text books	
1. I. M. Pandey, “Financial Management”, Vikas Publishing House, 10th Edition, 2010. 1. Jonathan Berk, Peter De Marzo and Ashok Thampy, “Financial Management”, Pearson publications, 2nd Edition, 2010.	
References	
1. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South-Western publications, 10th Edition, 2006. 1. Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill, 8th Edition, 2011.	

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	Definition, nature, scope and evolution of finance function.	CO1	T-1, R-2
2	New role of finance function in the contemporary scenario.	CO1	T-2, R-2
3	Goals of finance function.	CO1	T-1, R-2
4	Maximizing profit Vs wealth Vs welfare maximization.	CO1	T-1, R-2

Lecture No	Topics to be covered	Course Outcomes	Reference
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

Lecture No	Topics to be covered	Course Outcomes	Reference
37	Major theories cantered 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
42-44	Management of cash, basic strategies for cash management..	CO12	T-1, R-2
45-47	Problems on the cash budget.	CO12	T-1, R-1
48	Management of receivables and management of inventory.	CO12	T-2, R-1
49-50	The importance of current assets management in working capital planning.	CO12	T-1, R-1
51-52	Planning of working capital.	CO12	T-1, R-1
53-54	financing of working capital through bank finance and trade credit	CO12	T-2, R-1
55	Recommendations of Tandon committee on working capital.	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. T Vara Lakshmi, Associate Professor **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

<table>
<tr><td>Course Title</td><td colspan="5">MANAGEMENT INFORMATION SYSTEM AND ENTERPRISE RESOURCE PLANNING</td></tr>
<tr><td>Course Code</td><td colspan="5">CMBB18</td></tr>
<tr><td>Programme</td><td colspan="5">MBA</td></tr>
<tr><td>Semester</td><td colspan="5">II</td></tr>
<tr><td>Course Type</td><td colspan="5">CORE</td></tr>
<tr><td>Regulation</td><td colspan="5">IARE-R18</td></tr>
<tr><td rowspan="3">Course Structure</td><td colspan="3">Theory</td><td colspan="2">Practical</td></tr>
<tr><td>Lectures</td><td>Tutorials</td><td>Credits</td><td>Laboratory</td><td>Credits</td></tr>
<tr><td>4</td><td></td><td>4</td><td>-</td><td>-</td></tr>
<tr><td>Chief Coordinator</td><td colspan="5">Ms. B Swath, Assistant Professor, MBA</td></tr>
<tr><td>Course Faculty</td><td colspan="5">Mr. C Praveen Kumar, Assistant Professor, CSE</td></tr>
</table>

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	CMBB11	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**
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8th and 16th 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
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments
PO2	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	Guest Lectures
PO8	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 :

The course should enable the students to:	
I	Gain the knowledge to increase the effectiveness and decision making process
II	Assess compression between computer system and decision support system to help the Department in their daily work and solve problems.
III	Provide alternatives to solve new and non-repeated problems
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
CMB009.01	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 4, PO 8	2
CMB009.05	CO 5	Explain Electronic commerce, enterprise resource planning systems	PO 1, PO 6	2
CMB009.06	CO 6	Identify the concept of decision support system..	PO 4	1
CMB009.07	CO 7	Explain business intelligence and knowledge management system.	PO 6, PO 8	2
CMB009.08	CO 8	Evaluate Information system planning, system acquisition.	PO 6,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
CMB009.09	CO 9	Demonstrate the systems implementation.	PO 1,PO4	1
CMB009.10	CO 10	Evaluate Evaluation and maintenance of information system.	PO 4	2
CMB009.11	CO 11	Apply information system security and control.	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							
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

UNIT-I	INTRODUCTION:
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..	
UNIT-II	**BUSINESS APPLICATIONS OF INFORMATION SYSTEM:**
Electronic commerce, enterprise resource planning systems, decision support system, business intelligence and knowledge management system..	
UNIT-III	**MANAGEMENT OF INFORMATION SYSTEM:**
Information system planning, system acquisition, systems implementation. Evaluation and maintenance of information system, information system security and control.	
UNIT-IV	**BUILDING OF INFORMATION SYSTEMS:**
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	
UNIT-V	**INTRODUCTION TO CYBER CRIME:**
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.	
Text Books:	
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	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
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

Lecture No	Topics to be covered	Course Outcomes	Reference
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.	CO 11	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, PO 5
2	Confidently interacted with others in a number of organizational settings.	Guest Lectures	PO 2, PO 5, PO 8
3	Develop competencies, together with intrapersonal and interpersonal skills, through participation in a group project.	Seminars	PO 1, PO 5, PO 8

Prepared by:

Mr. C Praveen Kumar, Assistant Professor **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**MARKETING MANAGEMENT**				
Course Code	**CMBB19**				
Programme	MBA				
Semester	II				
Course Type	CORE				
Regulation	IARE-R18				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	-	4	-	-
Chief Coordinator	Mrs. G Joseph Mary, Assistant Professor				
Course Faculty	Mrs. G Joseph Mary, 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 Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

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

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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 2	**Decision making Skills**: Foster Analytical and critical thinking abilities for data-based decision making.	3	Assignments
PO 5	**Leadership Skills**: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3	Seminar
PO 6	**Entrepreneurial Skills**: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Assignments
PO 7	**Strategic analysis**: 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
CMBB19.01	CO 1	Understand the importance, scope, philosophies, strategies and plans of marketing.	PO 2	3
CMBB19.02	CO 2	Demonstrate the concept of market research, marketing information system, process and types of market research.	PO 2	3
CMBB19.03	CO 3	Explain the concept of consumer decision making, crating customer value, consumer behavior and forms of consumer markets.	PO 5	3
CMBB19.04	CO 4	Discuss the cultural, social and personal factors developing products and brands, product cycle and new product development.	PO 6	2
CMBB19.05	CO 5	Design the concept of segmentation of consumer market, business market, requirements for effective segmentation and market targeting.	PO 5	3
CMBB19.06	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
CMBB19.07	CO 7	Develop marketing channels, channel intermediaries, channel structure and channel for consumer products.	PO 2	3
CMBB19.08	CO 8	Create the promotional mix, advertising, public relations, sales promotions, personal selling and marketing communication.	PO 5	3
CMBB19.09	CO 9	Examine the concept of communication promotion mix and factors affecting the promotion mix.	PO 6	2
CMBB19.10	CO 10	Elucidate the importance, types of pricing decisions and ethics of pricing strategy.	PO 6	2
CMBB19.11	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

UNIT-I	**INTRODUCTION TO WORLD OF MARKETING:**
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.	
UNIT-II	**ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX:**
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.	
UNIT-III	**DESIGNING A CUSTOMER DRIVEN STRATEGY:**
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	
UNIT-IV	**DISTRIBUTION DECISIONS, PROMOTIONS & COMMUNICATION STRATEGIES:**
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.	
UNIT-V	**PRICING DECISION AND PERSONAL COMMUNICATION:**
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	
Text Books:	
1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha “Marketing Management”,13/e, Pearson Education, 2012	
Reference Books:	
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
1-2	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. G Joseph Mary, Assistant Professor **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**STRATEGY AND SUSTAINABLE ENTERPRISE**				
Course Code	**CMBB20**				
Programme	**MBA**				
Semester	**II**				
Course Type	**CORE**				
Regulation	**IARE-R18**				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	-	4	-	-
Chief Coordinator	Mr. P Nagesh, Assistant Professor, MBA				
Course Faculty	Mr. P Nagesh, 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
Strategy and Sustainable Enterprise	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.

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50 %	To test the objectiveness of the concept.
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Continuous Internal Assessment (CIA):
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Table 1: Assessment pattern for CIA

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

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8th and 16th 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	**Managerial Skills**: Apply knowledge of management theories and practices to solve business problems.	2	Seminar
PO 4	**Decision making Skills**: Foster analytical and critical thinking abilities for data-based decision making.	3	Assignments
PO 6	**Entrepreneurial Skills**: Enhancing entrepreneurship abilities so that the students are induced to undertake independent ventures.	2	Assignments
PO 7	**Strategic analysis**: 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
CMBB20..01	CO 1	Understand strategic management, competitiveness, technology and technology change.	PO 1	3
CMBB20.02	CO 2	Illustrate the external environmental analysis, segments of the external environment, porters 5 force model and the internal environment.	PO 1	3
CMBB20.03	CO 3	Identify the effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics.	PO 1	3
CMBB20..04	CO 4	Design a model of competitive rivalry, competitor analysis, drivers of competitive actions and responses.	PO 4	3
CMBB20..05	CO 5	Evaluate Levels of diversifications and reasons, value creating diversifications, strategic acquisitions and restructuring.	PO 4	3
CMBB20..06	CO 6	Analyze the design procedures of Popularity of mergers and acquisitions strategies.	PO 4	3
CMBB20..07	CO 7	Demonstrate the problems in achieving acquisition success and restructuring.	PO 6	2
CMBB20..08	CO 8	Analyze and apply the new techniques of international opportunities and international strategies	PO 6	2

CMBB20..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
CMBB20..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
CMBB20..11	CO 11	Explain the concepts of leadership implications and entrepreneurial implicationsfor 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

UNIT-I	STRATEGIC INPUTS
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.	
UNIT-II	**FORMULATION OF STRATEGIC ACTIONS: BUSINESS LEVEL STRATEGY**
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.	
UNIT-III	**CORPORATE LEVEL STRATEGY**
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	
UNIT-IV	**GLOBAL STRATEGY**
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.	
UNIT-V	**STRUCTURE AND CONTROLS WITH ORGANISATIONS**
Organizational structure and controls, evolutionary patterns of strategy and organizational structure, leadership implications for strategy, entrepreneurial implications for strategy.	
Text Books:	
1. Le Albrecht, K. Brain Power: Learning to Improve Your Thinking Skills. New York: Simon and Schuster. 1980. 2. Allayer, Y., and M. E. Firsirotu, M.E. 1984. Theories of organizational culture. Organization Studies 5:193-226. 3. Allen, R.W.,et al. Organizational politics: Tactics and Characteristics of its actors. California Management Review 22: 77-83. 1979.	

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
19-20	opportunities, threats, competition and competitor analysis	CO 5	T1:22.9 R1:5.8

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
22-24	External environmental analysis	CO 5	T1:23.10 R1:6.8
25-28	segments of the external environment	CO 5	T1:23.10 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	T1:23.10 R1:7.5
35-37	analyzing internal organization, building core competencies, value chain analysis, outsourcing.	CO 7	T1:23.10 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:
Mr. P Nagesh, Assistant Professor **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**DISASTER MANGEMENT**				
Course Code	**CMBB24**				
Programme	**MBA**				
Semester	**II**				
Course Type	Foundation				
Regulation	IARE - R18				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	-	4	-	-
Chief Coordinator	Dr. E.Sunitha, Professor,MBA				
Course Faculty	Mr. K.L.Revathi , Assistant Professor, MBA				

I. COURSE OVERVIEW:

Environmental Hazards and Disasters, Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards, Environmental stress and Environmental Disasters. Different approaches and relation with human Ecology, Landscape Approach, Ecosystem Approach, Hazardous effects of earthquakes . Earthquake Hazards in India Human adjustment, perception and mitigation of earthquake. Emerging approaches in Disaster Management.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Disaster 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 modules and each module 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 module. 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 20 marks for Continuous Internal Examination (CIE), 05 marks for Quiz and 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	**Theory**			**Total Marks**
Type of Assessment	CIE Exam	Quiz	AAT	
CIA Marks	20	05	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} week of the semester respectively. The CIE exam is conducted for 20 marks of 2 hours duration consisting of five descriptive type questions out of which four 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 hours/classes, seminars, assignments, term paper, open ended experiments, METE (Modeling and Experimental Tools in Engineering), five minutes video, MOOCs etc.

The AAT chosen for this course is given in section XI.

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.	1	Lectures
PO 2	Decision making skills: An ability to analyze a problem identifies, formulate and use the appropriate managerial skills for obtaining its solution.	1	Lectures
PO 3	Ethics: Ability to develop value based leadership ability.	2	Assignments
PO 5	Leadership skills: 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	Identify the major disaster types and their environmental impacts. Develop an understanding of why and how the modern disaster management is involved with Pre-disaster and post-disaster activities.
II	Know the key personnel or specialists related to disaster management and associate them with the types of disasters and phases in which they are useful.
III	Recognize and develop awareness of the chronological phases of natural disaster response and refugee relief operations.

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
CMBB24.01	CO1	Understand the meaning and concept of environmental hazard ED and ES.	**PO1**	1
CMBB24.02	CO2	Discuss different approaches and relation with human ecology land scope approach, ecosystem approach, and perception approach.	**PO2**	1
CMBB24.03	CO3	Explain natural and man-indexed hazards and disasters.	**PO1**	1
CMBB24.04	CO4	Interpret different types of planetary hazards and disaster.	**PO3**	2
CMBB24.05	CO5	Describe the distribution of volcanoes causes and effects of volcanic eruption and also environmental impacts of volcanic eruption.	**PO2**	1
CMBB24.06	CO6	Identify the causes and hazards effects of earthquakes and distribution of earthquakes.	**PO3**	2
CMBB24.07	CO7	Demonstrate of human adjustment perception and mitigation of earthquake.	**PO5**	3
CMBB24.08	CO8	Learn about harmful effects of Infrequent events: Cyclones, Lightning, Hailstorms, and Cyclones.	**PO2**	1
CMBB24.09	CO9	Understand Emergency Stage importance and Post Disaster stage- Rehabilitation phase	**PO5**	3
CMBB24.10	CO10	Explain the Biological hazards/ disasters: Population Explosion.	**PO5**	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	1							
CO 2	1							
CO 3	1							
CO 4			2					
CO 5		1						
CO 6			2					
CO 7					3			
CO 8		1						
CO 9					3			
CO 10					3			

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 1,PO 2 PO 3, PO 5	SEE Exams	PO 1,PO 2 PO 3, PO 5	Assignments	PO 1,PO 2 PO 3, PO 5	Seminars	PO 1,PO 2 PO 3, 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

UNIT- I	**ENVIRONMENTAL HAZARDS & DISASTERS**
Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards Environmental stress and Environmental Disasters Different approaches and relation with human Ecology, Landscape Approach, Ecosystem Approach, Perception approach, Human Ecology and its application in geographical researches.	
UNIT – II	**TYPES OF ENVIRONMENTAL HAZARDS & DISASTERS**
Natural hazards and Disasters, Man indexed hazards and Disasters, Natural Hazards, Planetary Hazards / Disasters, Extra Planetary Hazards / disasters, Planetary Hazards, Endogenous Hazards, Exogenous Hazards.	

UNIT – III	ENDOGENOUS HAZARDS
Endogenous Hazards , volcanic eruption, Earthquakes, landslides, Volcanic Hazards / Disasters, Causes and distribution of volcanoes, hazardous effects of volcanic eruptions, Environmental impacts of volcanic eruptions. Earthquake Hazards / disasters, Causes of Earthquakes ,Distribution of earthquakes , Hazardous effects of earthquakes, Earthquake Hazards in India, Human adjustment, perception and mitigation of Earthquake.	
UNIT – IV	EXOGENOUS HAZARDS/ DISASTERS
Exogenous hazards / disasters, Infrequent events, Cumulative atmospheric hazards / disasters Infrequent events**:** Cyclones, Lightning, Hailstorms; Cyclones**:** Tropical cyclones and Local storms, Destruction by tropical cyclones and local storms (causes, distribution human adjustment, perception and mitigation) Cumulative atmospheric hazards/ disasters :- Floods, Droughts, Cold waves, Heal waves Floods :- Causes of floods, Flood hazards India, Flood control measures (Human adjustment, perception and mitigation) Droughts :- Impacts of droughts, drought hazards in India, Drought control measures, Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion; Soil Erosion: Mechanics and forms of Soil Erosion, Factors 7 causes of Soil Erosion, Conservation measures of Soil Erosion; Chemical hazards / disasters: Release of toxic chemicals, nuclear explosion, Sedimentation processes Sedimentation processes: Global Sedimentation problems, Regional Sedimentation problems, Sedimentation and Environmental problems, Corrective measures of Erosion and Sedimentation.	
UNIT-V	EMERGING APPROACHES IN DISASTER MANAGEMENT
Emerging approaches in Disaster Management - Three stages 1. Pre-disaster Stage (preparedness) 2. Emergency Stage 3. Post Disaster stage – Rehabilitation	
Text Books:	
1. Donald Hyndman and David Hyndman, “Natural Hazards and Disasters”, Cengage Learning, 5th Edition, 2016. 2. R. B. Singh, “Environmental Geography”, Heritage Publishers, 2nd Edition, 1990.	
Reference Books:	
1. R.B.Singh (Ed) Environmental Geography, Heritage Publishers New Delhi,1990 2. Savinder Singh Environmental Geography, Prayag Pustak Bhawan, 1997 3. Kates,B.I & White, G.F The Environment as Hazards, oxford, New York, 1978 4. R.B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000	

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	Environmental Hazards &Disasters	CO1	T1,T2
4-5	Cumulative atmospheric hazards/ disasters.	CO1	T2, R1,R2
6-7	Landscape Approach - Ecosystem Approach - Perception approach.	CO2	T3, R1,R2
8-9	Perception approach, Human Ecology and its application in geographical researches.	CO2	T1, R1,R4
10-11	Environmental stress & Environmental Disasters	CO3	T1,T3
12-13	Endogenous Hazards	CO3	T2, R1,R3
14-16	Landscape Approach - Ecosystem Approach - Perception approach -	CO4	T2, R1,R4
17-19	Human ecology & its application in geographical researches.	CO4	T3, , R1,R2
20-22	Environmental Hazards &Disasters.	CO5	T1, R1,R2
22-24	Environmental hazards, Environmental Disasters**.**	CO5	T2, R3,R4
25-26	Cumulative atmospheric hazards**,** Environmental stress.	CO6	T3, R1,R2

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
27-29	Concept of Environmental Hazards.	CO6	T3,T2,R2
30-32	Environmental stress & Environmental Disasters.	CO7	T2, R1,R2
33-35	Endogenous Hazards.	CO7	T1 ,T2
36-38	Landscape Approach - Ecosystem Approach - Perception approach.	CO8	T2 , R1,R2
39-42	Human ecology & its application in geographical researches.	CO9	T3, R1,R2
42-43	Types of Environmental hazards & Disasters.	CO1	T1 ,T2
45-48	Natural hazards and Disasters.	CO8	T1, R1,R2
49-52	Man induced hazards &Disasters.	CO6	T1 ,T2
53-56	Natural Hazards- Planetary Hazards/ Disasters.	CO7	T3, , R1,R2
57-60	Planetary Hazards- Endogenous Hazards - Exogenous Hazards.	CO9	T1 ,T2,R3

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

S No	Description	Proposed actions	Relevance with pos
1	Stronger coordination, cooperation and linkages among the sectors.	Seminars	PO 1, PO 2, PO 5
2	Improvements for institutional capacity.	Seminars	PO 1, PO 2, PO 3
3	Effective implementation to realize inclusiveness of all multi stakeholders.	Seminars / Guest Lectures	PO1, PO 3, PO5
4	Lacks of skills in risk assessment due to geological and climatology equipments.	Guest Lectures	PO2, PO 3, PO5

Prepared by:
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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**				
Course Code	CMBB29				
Programme	MBA				
Semester	III				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	0	4	-	-
Chief Coordinator	Mrs. I Sireesha, Assistant Professor, MBA				
Course Faculty	Mrs. 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	CMBB05	I	Statistics for Management	4

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**
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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.	2	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.	1	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
CMBB29:01	CO 1	Introduce the basic knowledge of operations research and its application in managerial areas.	PO 1	3
CMBB29:02	CO 2	Describe a model and analyze the solving technique to propose recommendations for business decision-making.	PO 4	3
CMBB29:03	CO 3	Comprehend the topic of linear algebra and its use in practical problems.	PO 5	1
CMBB29:04	CO 4	Develop a linear programming model from problem description and Apply the Simplex method to solve linear programming problems.	PO 7	2
CMBB29:05	CO 5	Categorize and optimize resources to maximize profit and eliminate customers waiting period for service delivery.	PO 8	2
CMBB29:06	CO 6	Evaluate multiple optimal solution and unbalanced assignment problem techniques.	PO 7	2
CMBB29:07	CO 7	Summarize decisions made under different environmental conditions like certainty, uncertainty and risk.	PO 5	1
CMBB29:08	CO 8	Demonstrate and construct decision trees to determine possible consequences, resource costs, and utility in the projects.	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
CMBB29:09	CO 9	Classify queuing models with queue discipline in single and multi service stations with finite and infinite population.	PO 5	1
CMBB29:10	CO 10	Describe a model and analyze the solving technique to propose recommendations for business decision-making.	PO 7	2

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							
CO 2				3				
CO 3					1			
CO 4							2	
CO 5								2
CO 6							2	
CO 7					1			
CO 8				3				
CO 9					1			
CO 10							2	

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

UNIT I	Nature and Scope of Operation Research
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.	

UNIT II	Linear Programming Method
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.	
UNIT-III	**Assignment Model**
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.	
UNIT-IV	**Decision Theory**
Introduction, ingredients of decision problems, decision making under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.	
UNIT-V	**Queuing Theory**
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.	
TEXT BOOKS: 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/s to be covered	COs	Reference
1-2	Origins of operation research, applications	CO1	T1
3-4	Defining a model and types of model.	CO2	T1
5-8	Opportunities and short comings of using an operation research model.	CO3	T2
9-10	Structure of LPP, assumptions of LPP and Application areas of LPP.	CO4	T2
11-12	Guidelines for formulation of LPP and formulation of LPP For different areas.	CO5	T1
13-15	Solving of LPP by graphical method.	CO5	T1
16-22	Simplex method and two phase method.Big-M method. Converting primal LPP	CO6	T2
23	Transportation problem: mathematical model of transportation problem.	CO6	T1
24-29	Methods for finding initial feasible solution	CO6	T1
29-32	Test of optimality, Modi Method, Variation transportation.	CO7	T2
33	Problems like unbalanced supply and demand.	CO7	T1

Lecture No.	Topic/s to be covered	COs	Reference
34	Degeneracy and its resolution.	CO8	T1
35	Algorithm for solving assignment model.	CO8	T2
36	Hungarian's method for solving assignment problem.	CO9	T1
37-41	Variations of assignment problem. Unbalanced assignment problem.	CO9	T1
42-43	Travelling salesman problem.	CO9	T2
44	Introduction of decision problems.	CO10	T2
45	Decision making under uncertainty, Cost of uncertainty	CO10	T1

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

S. No	Description	Proposed actions	Relevance with POs
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:
Mrs. I. Sireesha, Assistant Professor, MBA **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

<table>
<tr><td>Course Title</td><td colspan="5">SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</td></tr>
<tr><td>Course Code</td><td colspan="5">CMBB34</td></tr>
<tr><td>Programme</td><td colspan="5">MBA</td></tr>
<tr><td>Semester</td><td colspan="5">III</td></tr>
<tr><td>Course Type</td><td colspan="5">PROFESSIONAL ELECTIVE – I</td></tr>
<tr><td>Regulation</td><td colspan="5">IARE-R18</td></tr>
<tr><td rowspan="3">Course Structure</td><td colspan="3">Theory</td><td colspan="2">Practical</td></tr>
<tr><td>Lectures</td><td>Tutorials</td><td>Credits</td><td>Laboratory</td><td>Credits</td></tr>
<tr><td>4</td><td>-</td><td>4</td><td>-</td><td>-</td></tr>
<tr><td>Chief Coordinator</td><td colspan="5">Mrs. B Tulasi Bai, Assistant Professor, MBA</td></tr>
<tr><td>Course Faculty</td><td colspan="5">Mrs. B Tulasi Bai, Assistant Professor, MBA</td></tr>
</table>

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	Credits
PG	CMBB17	II	Financial Management	4

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 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**
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th 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	Guest Lectures
PO2	**Decision making Skills**: Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO4	**Communication Skills:** Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	1	Assignments
PO6	**Entrepreneurial Skills:** Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Guest Lectures
PO7	**Strategic analysis**: Ability to conduct strategic analysis using theoretical and practical applications.	3	Seminars
PO8	**Technology Skills:** 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**
CMBB34.01	CO1	Understand the investment environment in India, overview of Indian financial system securities.	PO1	1
CMBB34.02	CO2	Explain the investment management process and security analysis.	PO1	1
CMBB34.03	CO3	Recognize the significance of risk and return relationship from investing Markowitz portfolio theory.	PO2	3
CMBB34.04	CO4	Know the risk and returns from investing Markowitz portfolio theory and portfolio selection.	PO2	3
CMBB34.06	CO5	Analyze different types of bonds, interest rates, term structure of interest rates and measuring bond yields.	PO4	1
CMBB34.07	CO6	Demonstrate bond pricing theorems, bond duration, and active and passive bond management strategies.	PO6	2
CMBB34.08	CO7	Examine the concepts of equity analysis, equity valuation, and balance sheet analysis.	PO6	2

CMBB34.09	CO8	Identify the overview of derivative markets, option markets, strategies, forward and future marketing strategies and design swaps.	PO7	3
CMBB34.10	CO9	Recognize different types of mutual fund schemes, structure, net asset value, risk and return	PO7	3
CMBB34.11	CO10	Improve performance evaluation models like sharpe model, trey nor model, Jensen model, fame's decomposition.	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	1							
CO 2	1							
CO 3		3						
CO 4		3						
CO 5				1				
CO 6						2		
CO 7						2		
CO 8							3	
CO 9							3	
CO 10								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

UNIT– I	INVESTMENT AND SECURITY ANALYSIS
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.	
UNIT–II	**PORTFOLIO ANALYSIS**
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.	
UNIT-III	**BOND ANALYSIS AND VALUATION AND MANAGEMENT**
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.	
UNIT– IV	**EQUITY VALUATION AND DERIVATIVES**
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.	
UNIT – V	**MUTUAL FUNDS**
Types of mutual funds schemes, structure, net asset value, risk and return, performance evaluation models Sharpe model, trey nor model, Jensen model, fame's decomposition. Trends in Indian mutual funds.	

Text books

1. William. Sharpe, Gordon j Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall, 2012.
2. Reilly, Brown, "Analysis of Investment and Management of Portfolios", Cengage, 10th Edition, 2012.

References

1. Donald E Fischer, Ronald J Jordan," Security Analysis and Portfolio Management", 6th Edition, 2012
2. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management",2nd Edition, 2011
3. Punithavathi Pandian "Security Analysis and Portfolio Management" 2nd Edition TMH 2012

E-text books:

1. http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf
2. https://www.amazon.in/Security-Analysis-Portfolio-Management-Kevin-ebook/dp/B00K7YGOZ4

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	Investment environment in India.	CO 1	T1
3	Overview of Indian financial system, Investment alternatives	CO 1	T2
4-6	Securities trading in stock markets	CO 1	R2
7-8	The investment management process, Security analysis	CO 1	T1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
9-10	Fundamental analysis, technical analysis, Efficient market hypothesis	CO 2	T1
11-12	The returns and risks from investing, portfolio selection- efficient portfolios	CO 3	T1
13-15	Markowitz portfolio theory, mean variance approach	CO 3	T2
16-18	The single index model, capital asset pricing model, arbitrage pricing theory	CO 4	T1
19-20	Types of bonds, interest rates of bonds, term structure of interest rates	CO 4	R1
21-23	Measuring bond yields- yield to maturity, yield to call, holding period return	CO 5	T1
24-26	Bond pricing theorems, bond duration, active and passive bond management strategies	CO 6	T2
27-29	Bond immunization, bond volatility, bond convexity	CO 6	T1
30-32	Equity analysis & valuation- balance sheet analysis, equity valuation models, intrinsic value & market price	CO 7	T2
33-35	the p/e ratio & earnings multiplier approach, price/book value, price/ sales ratio, economic value added	CO 8	T1
36-37	Overview of derivatives markets- option markets, option strategies and option valuation, forward market strategies	CO 8	T1
38-40	Types of mutual funds schemes, Structure of mutual funds, net asset value, risk and return	CO 9	T2
41-43	Performance evaluation model of Sharpe, Treynor, Jensen model, fama's decomposition,	CO 10	R1
44-45	Trends in Indian mutual funds	CO 10	T1

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

S. No	Description	Proposed actions	Relevance with POs
1	Optimum planning of investments in a portfolio	Seminars / NPTEL	PO 1, PO 2
2	Evaluation of a security and mutual funds for pricing	Seminars / Guest Lectures / NPTEL	PO 4, , PO 7

Prepared by:
Ms. B Tulasi Bai, Assistant Professor **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**STRATEGIC MANAGEMENT ACCOUNTING**					
Course Code	**CMBB35**					
Programme	MBA					
Semester	III					
Course Type	**PROFESSIONAL ELECTIVE – II**					
Regulation	IARE-R18					
Course Structure	**Theory**			**Practical**		
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**	
	4		4	-	-	
Chief Coordinator	Mrs. G Joseph Mary Assistant Professor, MBA					
Course Faculty	Mrs. G Joseph Mary Assistant 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. 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 management control and decision making.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB02	I	Accounting Financial Management	4

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 %	st the objectiveness of the concept.
50 %	st 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	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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)	Skills	Strength	Proficiency assessed by
PO 1	**Managerial Skills**: Apply knowledge of management theories and practices to solve business problems.	2	Assignments
PO 2	**Decision making Skills**: Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO 4	**Communication Skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO 7	**Strategic Skills**: 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 and cost accounting.
II	Understand management and cost accounting principles, techniques and their applications to various decision making situations.
III	Analyze 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 which are involved in decision making, planning and control for the purpose of maximizing profitability and minimizing cost.
V	Be aware of different types of costing methodologies for cost reduction and cost control and elimination of wastage in the production process.

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
CMBB35.01	CO 1	Describe the objectives, importance and limitations of cost accounting,	PO1,PO4	2
CMBB35.02	CO 2	Examine the classification, allocation and apportionment of overheads for the purpose of knowing machine hour rate and cost of production.	PO2	3
CMBB35.03	CO 3	Discuss the significance and limitations of unit costing, job costing, process costing, and cost sheet.	PO2	3
CMBB35.04	CO 4	Apply the applications of marginal costing in terms of specific fixed assets, cost control, suitable product mix, and profit planning and closing down or	PO4	3
CMBB35.05	CO 5	Discuss the limiting factor, selection of suitable product mix, desired level of profits	PO7	2
CMBB35.06	CO 6	Diversification of products, closing down or suspending activities, level of activity planning	PO1	2
CMBB35.07	CO 7	Determine the importance budgetary control. and the classification of various types of budgets	PO4	3
CMBB35.08	CO 8	Enumerate the cost audit and management audit.	PO7	2
CMBB35.09	CO 9	Demonstrate the significance and limitations of standard costing vs. budgetary control.	PO2	3

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB35.10	C010	Predict the importance, limitations, reasons and types of variance analysis	PO4,PO7	2.5

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			2				
CO 2		3						
CO 3		3						
CO 4				3				
CO 5							2	
CO 6	2							
CO 7				3				
CO 8							2	
CO 9		3						
CO 10				3			2	

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1, PO2, PO4, PO7	SEE Exams	PO1, PO2, PO 4, PO7	Assignments	PO1	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

UNIT-I	MANAGEMENT ACCOUNTING VS COST ACCOUNTING
Definitions, nature, scope, objectives and functions of management accounting, importance and limitations of cost accounting and management accounting; differences between cost accounting, management accounting and financial accounting. Types of costing used in industries. 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 (problems), introduction to activity based costing and life cycle costing.	
UNIT-II	**COSTING FOR SPECIFIC INDUSTRIES**
Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses (problems), 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.	
UNIT-III	**MAKE OR BUY DECISIONS**
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. Break even analysis: application of breakeven point for various business problems, meaning, significance and limitations of break even analysis and problems on break even point, inters firm comparison: need for inter firm comparison, types of comparisons, advantages.	
UNIT-IV	**BUDGETARY CONTROL**
Budget, definitions, advantages and disadvantages of budgetary control, steps in budgetary control, different types of budgets: flexible budget, sales budget, cash budget, production budget (problems), master budget, performance budgets, material vs. purchase budgets, zero based budgeting, introduction to cost audit and management audit.	
UNIT-V	**STANDARD COSTING**
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(problems), case studies.	
Text Books:	
1. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani publishers, 2012. 2. M.N.Arora, “Cost and Management Accounting”, Himalaya Publishing House, 2012..	
References:	
1. Shashi K.Gupta and R.K.Sharma, “Advanced Management Accounting”, Kalyani Publishers, 2nd Revised Edition, 2003. 2. M.E. ThukaramRao, "Management and Cost Accounting" , New Age International Publishers,2012.”.	
E-Text Books:	
1. https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting 2. http://www.freebookcentre.net/Business/Accounting-Books.html	

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	Objectives, advantages and limitations of management accounting and cost accounting, Role of accounting information in planning and control	CO 1	T1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
3-4	Cost concepts and managerial use of classification of costs, the management process and accounting	CO 1	T2
5-7	Cost analysis and control: direct and indirect expenses	CO 1	T1
8-9	Direct and indirect expenses, allocation and apportionment of overheads	CO 2	T1
10	Calculation of machine hour rate, introduction to activity based costing and life cycle costing..	CO 2	T2
11-13	Unit costing, job costing, cost sheet and tender sheet and process costing and their variants	CO 3	T1
14-15	Treatment of normal losses and abnormal losses, inter process profits	CO 3	T1
16-17	Costing for byproducts and equivalent production, introduction, application of marginal costing in terms of cost control	CO 4	T1
18-19	Profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.	CO 4	T1
20-21	Key or limiting factor, selection of suitable product mix, desired level of profits	CO 5	T2
22-23	Diversification of products, closing down or suspending activities, level of activity planning	CO 6	R1
26-27	Budget, budgetary control, steps in budgetary control	CO 7	T1
28-29	Flexible budget, different types of budgets: sales budget, cash budget,	CO 7	T1
30-33	performance budgets, material vs. purchase budgets,	CO 8	R1
34-35	zero based budgeting, introduction to cost audit and management audit	CO 8	T1
36-37	Standard cost and standard costing	CO 9	T1
37-38	standard costing vs. budgetary control,	CO 8	T1
39-40	standard costing vs. estimated cost	CO 9	T2
41	standard costing and marginal costing	CO 9	T1
42	analysis of variance, material variance	CO 10	T2
43	Sales and Profit variance. Case studies	CO 10	T1

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

S No	Description	Proposed actions	Relevance with POs
1	Tools and Techniques of Management Accounting	Seminars	PO 1
2	Practical Difficulties in Installing a Costing System	Guest Lectures	PO 2
3	Role of Cost Accounting in decision making	Seminars	PO 4

Prepared by:

Mrs. G Joseph Mary Assistant Professor **HOD-MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	FINANCIAL SERVICES AND SYSTEMS				
Course Code	CMBB36				
Programme	MBA				
Semester	III				
Course Type	Professional Elective-III				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Chief Coordinator	Mrs. S Lakshmi, Assistant Professor, MBA				
Course Faculty	Mrs. 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	CMBB17	II	Financial management	4

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
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8^{th} and 16^{th} 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 identifies, 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	Provide basic knowledge about the Finance concepts, markets and various services provided in those markets.
II	Apply financial concepts, theories, and tools, and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions.
III	Enrich the information about the roles of intermediaries and its regulating bodies.
IV	Understand factoring, leasing, venture capital concepts and aware on the importance of finance for economic well

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
CMBB36.01	CO 1	Gain knowledge about management of financial products and services.	PO1,PO2, PO4	2
CMBB36.02	CO 2	Assess the importance of various traditional and modern financial services.	PO 4,PO7	3
CMBB36.03	CO 3	Obtain an insight in the concept of leasing and ability to evaluate financially to make lease or buy decisions.	PO2,PO4,	3
CMBB36.04	CO 4	Assess the significance of hire purchase along with the tax and legal framework.	PO1,PO4	2
CMBB36.05	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
CMBB36.06	CO 6	Identify the characteristics of Bill discounting and its legal aspects and realize the discount charges and effective interest rates.	PO1,PO4	2
CMBB36.07	CO 7	Comprehend the notion behind Venture capital financing, its process and funding and entry strategies of venture capital financing.	PO2	2
CMBB36.08	CO 8	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
CMBB36.09	CO 9	Ascertain the process of merchant banking, new issue management, initial public offering, SEBI guidelines relating to new issues of securities.	PO1,PO4	2
CMBB36.10	CO 10	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 7	1			3				
CO 8		2						
CO 9		2		3			3	
CO 11	1			3				

Course Outcomes	Program Outcome							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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

UNIT-I	**FINANCIAL SYSTEM**
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.	
UNIT-II	**CONCEPT OF LEASING**
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.	
UNIT-III	**FACTORING**
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.	
UNIT-IV	**VENTURE CAPITAL FINANCING**
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.	
UNIT-V	**MERCHANT BANKING**
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..

Text Books:

1. Meir Kohn, "Financial Institutions and Markets" Oxford University Press, 2009 2nd Ed.
2. Khan. M.Y, "Financial Services Tata McGraw-Hill, Pvt. Ltd.,"2010, 5th Ed ,New Delhi.
3. Gordon and Natarajan, "Financial Markets and Services", 2009, HPH, 7th Ed, Mumbai.

Reference Books:

1. Vasant Desai, "Financial Markets and Financial Services", 2009, HPH, 1st Ed., Mumbai.
2. Punithavathy Pandian, "Financial Services and Markets", 2009, Vikas Publishing House.
3. Mishkin. F.S. and Eakins. S.G.,"Financial Markets and Institutions", 2006, 5th edition Pearson Education.
4. Harold L Vogel, "Financial Markets Bubble and Crashes" 1st ed, 2009, Cambridge.

E-Text books:

1. http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20
2. http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf.
3. http://semester%20ebook%20materials/dmgt512_financial_institutions_and_services.pdf

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
2-5	Financial engineering, need for innovation, new financial products and services	CO1	T1
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 R1
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 R2
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
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 R1
20-22	Kalian sundaram committee. Reserve bank of India (RBI) guidelines.	CO4	T1
23-24	Bill discounting, concept and characteristics, process of bill discounting, legal aspects, parties involved and their legal obligations.	CO5	T1 R2
25-26	Financial aspects, calculation of discount charges and effective interest rates.	CO6	T2
27-32	Venture capital financing, concept and features, venture capital funding process, funding and entry strategies of venture capital financing	CO7	T1 R1
33-36	Structuring of venture capital financing, valuation of venture capital financing conventional valuation method, first Chicago method, revenue multiplier method.	CO7	T1 R2

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
37-39	Exit strategies of venture capital financing ventures capital financing scenario in India, regulatory frame work of venture capital financing.	CO8	T2
40-43	Merchant banking concept and evolution, functions of merchant banking, eligibility norms, lead manager, underwriter, brokers and, registrar, portfolio managers.	CO8	T1 R2
44-45	Green shoe option initial public offering promoter's contribution, preferential issues, SEBI guidelines relating to new issues of securities.	CO9	T1

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

S No	Description	Proposed actions	Relevance with PO's
1	Latest Technology updates of financial services about credit cards.	Seminars	PO 2
2	For practical knowledge, visit banks to know the procedure and formalities of financial services	Visits	PO 1

Prepared by:
Mrs. S. Lakshmi, Assistant Professor, MBA. **HOD, MBA**

INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**BANKING, INSURANCE AND RISK MANAGEMENT**			
Course Code	**CMBB37**			
Programme	MBA			
Semester	III			
Course Type	**Professional Elective - IV**			
Regulation	IARE - R18			
Course Structure	**Lectures**	**Tutorials**	**Practical Work**	**Credits**
	4	-	-	4
Chief Coordinator	Dr. T Vara Lakshmi, Associate Professor, MBA			
Course Faculty	Dr. T Vara Lakshmi, Associate Professor, MBA			

I. COURSE OVERVIEW:

The course defines the concept of banking, explains the functions of banks and Indian Commercial banking structure, banking sector reforms, evaluates the performance, narrates the deposit mix, forms of lending, types of advances, describes the formalities in dealing with different types of customers, explains the procedure of lending against different types of securities, discusses the various modes of creation of charges and the recent developments in the field of commercial banking. This course expounds the evolution of insurance, functions, nature and benefits of insurance; enumerates the classification of insurance and types of life and general insurance; exhibits the structure of Indian Insurance Industry; educates the IRDAI Condition, duties, powers and functions; explores the major reforms in the Indian insurance sector, elaborates the basic principles of Insurance and elucidates the Insurance Marketing and its significance; explains the risk and basic elements that empowers with contemporary developments.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB36	III	Financial Services and Systems

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Banking, Insurance and Risk 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.

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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 Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	AAT	
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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	**Managerial Skills**: Apply knowledge of management theories and practices to solve business problems.	2	Assignments
PO4	**Communication Skills:** Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	3	Assignments
PO7	**Strategic analysis**: Ability to conduct strategic analysis using theoretical and practical applications.	3	Seminars
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 about banking business in the country for the purpose of knowing the deposits of banks in the new dimensions
II.	Analyze banking sector reforms and regulations for the purpose of knowing and minimizing deficiencies in Indian Banking system.
III.	Evaluate the business and economics of insurance for changing mindset and implement latest trends in Insurance business.
IV.	Understand the risk management techniques and non insurance methods for identification and measures of risk with the objective of minimizing the risk.

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
CMBB37.01	CO1	Understand the Indian banking system and its origin and structure	PO1	2
CMBB37.02	CO2	Discuss the various services providing by the banks and new dimension in the real world	PO1, PO4	3
CMBB37.03	CO3	Demonstrate various legal aspects, purpose, functions and acts related to banking system and RBI.	PO4, PO7	3
CMBB37.04	CO4	Analyse the role of commercial banks, NPAs and reforms & deficiencies in Indian banking system	PO1, PO7	3
CMBB37.05	CO5	Explain the need, importance, principles and characteristics of insurance and its contract	PO1, PO4	3
CMBB37.06	CO6	Examine different products and branches of insurance and the role of agents and brokers.	PO1, PO4	3
CMBB37.07	CO7	Describe the history, legal framework, functions and governing issues of IRDAI.	PO4	3
CMBB37.08	CO8	Enumerate business and economics of insurance for changing mindsets as per the latest trends.	PO4, PO8	3
CMBB37.09	CO9	Introduce the risk, types of risks, methods and risk management process in business	PO1	2
CMBB37.10	CO10	Identify the techniques and measurements for risks and non insurance methods.	PO7, 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	3			3				
CO 3				3			3	
CO 4	3						3	
CO 5	3			3				
CO 6	3			3				
CO 7				3				
CO 8				3				3
CO 9	2							
CO 10							3	3

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1, PO4, PO7, PO8.	SEE Exams	PO1, PO4, PO7, PO8.	Assignments	PO1,PO4	Seminars	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

UNIT– I	**INTRODUCTION TO BANKING BUSINESS**
Introduction to banking sectors, History of banking business in India, Structure of Indian banking system, Types of accounts, advances and deposits in a bank, New dimensions and Products, E-banking, Mobile banking, Net banking, CRM, Cheque system and KYC system	
UNIT–II	**BANKING REFORMS AND REGULATIONS**
Banking regulation act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system, Role of commercial banks and its functions, Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non -Performing Assets	
UNIT-III	**INTRODUCTION TO INSURANCE**
Introduction to insurance, Need and importance of insurance, principles of Insurance, characteristics of insurance contract. Branches of insurance and types of insurance, life insurance and its products: role of agents and brokers.	

UNIT– IV	INSURANCE BUSINESS ENVIRONMENT
Regulatory and legal framework governing the insurance sector, history of IRDAI and its functions: Business and economics of insurance need for changing mindset and latest trends.	
UNIT – V	**INTRODUCTION TO RISK MANAGEMENT**
Introduction to Risk, meaning and types of risk in business and individual Risk management process, methods, Risk identification and measurement, risk management techniques, non insurance methods.	

Text books

1. Mark S. Dorfman, "Risk Management and Insurance", Pearson Publications, 9th Edition, 2009.
2. Reddy K S and Rao R N, "Banking and Insurance", Paramount publishers, 9 th Edition, 2013.
3. Varshney, P.N, "Banking Law and Practice", Sultan Chand and Sons, 25th Revised Edition, 2014.

References

1. Scott E. Harringam Gregory R. Nichanus," Risk Management and Insurance", TMH, 2nd Edition, 2009.
2. Geroge E. Rejda, "Principles of risk Management and Insurance", Pearson Education Publications, 9th Edition, 2009.
3. G. Koteshwar, "Risk Management Insurance and Derivatives", Himalaya Publications, 5th Edition, 2008.

Web References

1. http://www.ebooks directory.com
2. http://Campus guides.lib.utah.edu

E-Text Books

1. http://www.bookboon.com
2. http://www.freemagagement.com
3. http://www.emeraldinsight.com

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	Introduction to banking sectors	CO1	T-1, R-2
2	History of banking business in India	CO1	T-2, R-2
3	Structure of Indian banking system	CO1	T-1, R-2
4	Types of accounts	CO2	T-1, R-2
5	Advances and deposits in a bank	CO2	T-2, R-2
6-7	New dimensions and Products, E-banking, Mobile banking	CO2	T-1, R-1
8	Net banking, CRM, Cheque system and KYC system	CO2	T-2, R-2
9 - 10	Banking regulation act-1949	CO3	T-1, R-2
11 - 12	Reserve Bank of India Act-1934	CO3	T-2, R-2
13 - 14	Establishment of RBI, Functions and credit control system	CO3	T-1, R-2
15	Role of commercial banks and its functions	CO4	T-1, R-2
16	Banking sector reforms in India	CO4	T-2, R-2
17	Deficiencies in Indian banking including problems accounts	CO4	T-1, R-2
18	Non -Performing Assets	CO4	T-2, R-2
19	Introduction to insurance	CO5	T-1, R-1
20	Need and importance of insurance	CO5	T-2, R-2
21	Principles of Insurance	CO5	T-1, R-2
22	Characteristics of insurance contract	CO5	T-2, R-2
23	Branches of insurance	CO6	T-2, R-1

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
24	Types of insurance	CO6	T-2, R-2
25	Life insurance and its products	CO6	T-1, R-1
26 - 27	Role of agents and brokers	CO6	T-2, R-2
28 - 30	Regulatory and legal framework governing the insurance sector of IRDAI	CO6	T-1, R-2
31 - 33	History of IRDAI	CO7	T-1, R-1
34 - 35	IRDAI functions	CO7	T-1, R-1
36	Business and economics of insurance	CO8	T-2, R-1
37	Insurance need for changing mindset and latest trends	CO8	T-1, R-1
38	Introduction to Risk	CO9	T-1, R-2
39	Meaning and types of risk in business	CO9	T-1, R-1
40	Individual Risk management process	CO9	T-1, R-1
41	Risk Management methods	CO9	T-1, R-1
42	Risk identification and measurement	CO10	T-2, R-1
43 - 44	Risk management techniques	CO10	T-1, R-1
45	Non insurance methods	CO10	T-1, R-1

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

S. NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	Public, Private and Foreign sector banks in India and their role in Indian financial system	Seminars / Guest Lectures.	PO1, PO4, PO7
2	Rural and Regional Banks and Priority sector lending practices of banks and payment banks role in financial inclusion	Seminars / Guest Lectures.	PO4, PO7, PO8

Prepared by:
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Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**RECRUITMENT AND SELECTION**			
Course Code	**CMBB38**			
Programme	MBA			
Semester	III			
Course Type	**Professional Elective – I**			
Regulation	IARE - R18			
Course Structure	**Lectures**	**Tutorials**	**Practical Work**	**Credits**
	4	-	-	4
Chief Coordinator	Dr. T Srinivasa Rao, Professor, MBA			
Course Faculty	Dr. T Srinivasa Rao, Professor, MBA			

I. COURSE OVERVIEW:

Recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job. Undertaking this process is one of the main objectives of management. Indeed, the success of any business depends to a large extent on the quality of its staff. Recruiting employees with the correct skills can add value to a business and recruiting workers at a wage or salary that the business can afford, will reduce costs. Employees should therefore be carefully selected, managed and retained, just like any other resource.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB06	II	Human Resource Management

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Recruitment and Selection	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	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th 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	**Managerial skills:** Apply knowledge of management theories and practices to solve business problems.	2	Assignments
PO2	**Decision making skills**: An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.	2	Assignments
PO4	**Communication skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminar
PO8	**Technology skills**: Inculcate and Develop technical skills to face the competitive world successfully.	1	Seminar

3 = High; 2 = Medium; 1 = Low

VII. COURSE OBJECTIVES :

The course should enable the students to:	
I.	Identify the Innovative recruitment sources, Electronic Recruitment, Electronic resumes and Career web sites.
II.	Apply different methods of Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions.
III.	Design the Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories.
IV.	Understand the ability tests like mental Ability, effects of practice and coaching, mechanical ability test, personality measurement test, personality assessment.

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
CMBB38.01	CO1	Understand the Recruitment efforts and workers expectations in proactive and reactive recruitment process	PO1	2
CMBB38.02	CO2	Discuss the various innovative in recruitment process and electronic recruitment methods	PO1	2
CMBB38.03	CO3	Demonstrate interviewing techniques with competency based questions.	PO1, PO2	2
CMBB38.04	CO4	Analyze the questioning processes in interview	PO2	2
CMBB38.05	CO5	Explain the pre employment testing advantages and disadvantages with test validation and categories of	PO2, PO4	3
CMBB38.06	CO6	Examine different guidelines for obtaining and releasing information after background checking of policies	PO2, PO4	3
CMBB38.07	CO7	Describe the different ability test and efforts of practice and coaching	PO4, PO8	2
CMBB38.08	CO8	Enumerate the personality measurement and assessment by using integrity testing	PO4	3
CMBB38.09	CO9	Illustrate different recruitment and selection practices in abroad with appropriate case studies.	PO4, 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	2							
CO 2	2							
CO 3	2	2						
CO 4		2						
CO 5		3		3				
CO 6		3		3				
CO 7				2				2
CO 8				3				
CO 9				2				2

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1, PO2, PO4, PO8	SEE Exams	PO1, PO2, PO4, PO8	Assignments	PO1,PO2	Seminars	PO4, 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

UNIT– I	**RECRUITMENT CHALLENGES**
How to make recruitment efforts succeed, Workers Expectations- Recruitment Sources, Proactive and reactive recruitment, Innovative recruitment sources, Electronic Recruitment, Electronic resumes, Career web sites, International electronic recruitment electronic Web sources.	
UNIT–II	**INTERVIEWING AND JOB DESCRIPTION**
Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions, Key competency category, competency based lead-ins, Generic competency Questions, Additional types of questions, Probing questions, Questioning techniques to avoid, Encourage applicant to talk, Providing talk.	
UNIT-III	**PRE-EMPLOOYMENT TESTING**
Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories, Computer based testing. Background check policy, reference check, Guidelines for releasing and obtaining Information.	

UNIT– IV	ABILITY TESTS
Ability Tests- Mental Ability, effects of practice and coaching, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests and, Use of performance test, Assessment Center-Integrity Testing	
UNIT – V	**RECRUITMENT AND SELECTION PRACTICES ABROAD**
Recruitment and Selection Practices Abroad - Case Studies	

Text books

1. Phillips, "Strategic Staffing", Pearson Publications, 10 th Edition, 2009.
2. Daine Arthur, "Recruiting, Interviewing, Selecting & Orienting New Employee" , PHI, 4th Edition, 2007.
3. Robert Edenborough, " Assessment Methods in Recruitment, Selection and Performance" , Kogan, 8th Edition, 2006.
4. Sanjay Srivastava, "Case Studies in HRM" , Excel,12th Edition, 2009..N, "Banking Law and Practice", Sultan Chand and Sons, 25th Revised Edition, 2014.

References

1. Gatewood, Field,Barrick: "Human Resource Selection", Cengage, 2008.
2. Gareth Robert: "Recruitment and selection", Jaico, 2008.
3. N.K.Chanda: "Recruitment and Selection", Paragon International, 5TH Edition, 2009

Web References

1. http://serverlib.moe.gov.ir/documents/10157/42675/Employee+Recruitment+and+Selection.pdf
2. http://facta.junis.ni.ac.rs/eao/eao200702/eao200702-13.pdf

E-Text Books

1. http://trainingstation.walkme.com/5-best-employee-Recruitment-books.com

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	How to make recruitment efforts succeed, Workers Expectations	CO1	T-1, R-2
3-5	Recruitment Sources, Proactive and reactive recruitment	CO1	T-2, R-2
6-8	Innovative recruitment sources, Electronic Recruitment	CO2	T-1, R-2
9-12	Electronic resumes	CO2	T-1, R-2
13-15	Career web sites, International electronic recruitment electronic Web sources.	CO2	T-2, R-2
16-17	Interviewing, Job descriptions, Reviewing the application and résumé	CO3	T-1, R-1
18-21	Planning basic questions, Competency Based questions	CO3	T-2, R-2
22-23	Key competency category, competency based lead-ins	CO3	T-1, R-2
24-26	Generic competency Questions, Additional types of questions	CO4	T-2, R-2
27-29	Probing questions, Questioning techniques to avoid	CO4	T-1, R-2
30	Encourage applicant to talk, Providing talk	CO4	T-1, R-2
31	Pre-employment Testing	CO5	T-2, R-2
32-33	Testing advantages and disadvantages, test validation	CO5	T-1, R-2
34-35	Testing categories, Computer based testing	CO5	T-2, R-2
36-38	Background check policy	CO6	T-1, R-1
39	Reference check, Guidelines for releasing and obtaining Information.	CO6	T-2, R-2

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
40	Ability Tests- Mental Ability	CO7	T-1, R-2
41	Effects of practice and coaching, Mechanical ability test	CO7	T-2, R-2
42	Personality Measurement Test, Personality Assessment-Performance tests	CO8	T-2, R-1
43	Use of performance test, Assessment Center-Integrity Testing	CO8	T-2, R-2
44	Recruitment and Selection Practices Abroad -	CO9	T-1, R-1
45	Recruitment Case Studies	CO9	T-2, R-2

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

S. No	Description	Proposed actions	Relevance with POs
1	Introduction to hiring processes and hiring decisions	Seminars / Guest Lectures.	PO1, PO2
2	Explaining screening procedure of the candidate using technology	Seminars / Guest Lectures.	PO4, PO8

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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**TRAINING AND DEVELOPMENT**				
Course Code	**CMBB39**				
Programme	**MBA**				
Semester	**III**				
Course Type	**Professional Elective-II**				
Regulation	IARE - R18				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	3	-	3	-	-
Chief Coordinator	Ms. B Swathi, Assistant Professor, MBA				
Course Faculty	Ms. B Swathi, 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	CMBB15	II	**Human Resource Management**	**3**

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Training And 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 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^{th} and 16^{th} 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). 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
CMBB39.01	CO1	Describe the trends in training, career opportunities in training and important concepts of training.	PO1	3
CMBB39.02	CO2	Identify the importance of integrating organizational development, strategy, motivation, performance designing with learning process.	PO1	3
CMBB39.04	CO3	Discuss about the conduction of Training Need Analysis (TNA) model, different approaches to Training Need Analysis (TNA) and design.	PO1	3
CMBB39.05	CO4	Examine organizational constraints, developing objectives, facilitation of learning, and training transfer to job and analyze the training design theory.	PO3	2
CMBB39.06	CO5	Analyze the different types of training matching methods with outcomes, lectures and demonstrations.	PO3	2
CMBB39.07	CO6	Create the knowledge in games and simulations on the job training methods and computer based training (CBT).	PO3	2
CMBB39.08	CO7	Identify the development of training, implementation and transfer of training.	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
CMBB39.09	CO8	Determine the major players in training and development, rational for evaluation, resistance to training evaluation and types of evaluation.	PO5	2
CMBB39.10	CO9	Explain the areas of organizational training like orientation training, diversity training, sexual harassment training and team training.	PO5	2
CMBB39.11	CO10	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							
CO 3	3							
CO 4			2					
CO 5			2					
CO 6			2					
CO 7					2			
CO 8					2			
CO 9					2			
CO 10								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

UNIT –I	TRAINING ORGANIZATIONS
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.	
UNIT -II	**TRAINING NEED AND ANALYSIS**
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.	
UNIT – III	**TRAINING METHODS**
Matching methods without comes, lectures and demonstrations. Games and simulations, OJT, computer based training (CBT).	
UNIT –IV	**IMPLEMENTATION AND EVALUATION OF TRAINING**
Development of training, implementation, transfer of training, major players in training and development, Rational for evaluation, resistance to training evaluation, types of evaluation	
UNIT – V	**AREAS OF ORGANIZATIONAL TRAINING**
Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.	
Text Books:	
1. P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training", Pearson Education , 4th Edition , 2012. 2. Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development", McGraw-Hill, 3rd edition .2012. 3. Rolf Lynton,Uday Pareek, "Training for Development "Sage, 7th edition.2012.	
Reference Books:	
1. Jean Barbazette, "Training Needs Assessment Methods, Tools, and Techniques"-Wiley, 5th edition.2014.	

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
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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
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

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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**STRATEGIC HUMAN RESOURCE MANAGEMENT**				
Course Code	**CMBB40**				
Programme	**MBA**				
Semester	**III**				
Course Type	**PROFESSIONAL ELECTIVE -III**				
Regulation	**IARE-R18**				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4		4	-	-
Chief Coordinator	Dr. K. Vijaya Sekhar Reddy, Associate Professor				
Course Faculty	Dr. K. Vijaya Sekhar Reddy, Associate Professor				

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	CMBB15	II	Human Resource Management	4

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^{th} and 16^{th} 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.

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

The course should enable the students to:	
I	Understand how it helps the organization to attain its goals effectives 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
CMBB40.01	CO 1	Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock.	PO1	3
CMBB40.02	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
CMBB40.03	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
CMBB40.04	CO 4	Use and explore the social environment and human resource practices, international recruitment, selection, training, hiring policies.	PO3	1
CMBB40.05	CO 5	Use and explore the human resource information, designing of human resource information system, computerized skill inventories.	PO3	1
CMBB40.06	CO 6	Analyze the characteristics of global companies, difference between domestic and global companies, H.R.	PO4	1
CMBB40.07	CO7	Determine the development of global managers, concept, essential qualities of global literate leader , communication and interpersonal Relations,	PO5	2
CMBB40.8	CO 8	Describe the characteristics importance, limitations and the seniority wage system in japans employee management	PO6	1
CMBB40.9	CO 9	Demonstrate the scientific management, organic theories of management and the practice of HRM in American organizations.	PO7	3
CMBB40.10	CO 10	Describe the encouragement of union avoidance, transforming unionized industrial relations.	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			1					
CO 6				1				
CO 7					2			
CO 8						1		
CO 9							3	
CO 10							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

UNIT-I	**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**	**Classes: 10**
Introduction, objectives an 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).		
UNIT-II	**SOCIAL ENVIRONMENT AND STAFFING**	**Classes: 10**
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.		
UNIT-III	**BUSINESS MANAGEMENT OF GLOBAL COMPANIES**	**Classes: 10**
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.		
UNIT-IV	**HRM IN EUROPE AND JAPAN**	**Classes: 10**
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.		
UNIT-V	**THE AMERICAN APPROACH TO HRM**	**Classes: 10**
Scientific Management, Behavioral an 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.		
Text Books:		
1. Strategic Human Resource Management by "randall s. schuler and susan e jackson" Publisher: Blackwell Publishing.		
Reference Books:		
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 an scope of international human resource management, cultural and reality shock, international human resource management models	CO1	T1,R1
3-4	Remember the concept of pool's adaptation of Harvard model, the Brewster and bournois model,	CO2	T2
5-6	Understand the significance, convergence theory, Marxist theory, the cultural approach power distance (PDI)	CO2	T1
7-9	Understand the uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).	CO3	T2.R1
10-12	Remember of social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques	CO3	R2
13-15	Understand the cultural literacy and human resource information system in global business, cultural awareness, essentials, advantages,	CO4	T1,R1
16-18	Understand the cultural skills for co-operative advantages, human resource information system: concept ,limitations and uses	CO4	T2
19-20	Remember the characteristics of global companies, Difference between domestic and global companies	CO5	T1
22-24	Remember the human resource strategy planning for global organizations, HRM approaches in global companies	CO5	T2.R1
25-28	Analyze the developing of Global Managers, Global literate leader: concept, essential qualities	CO5	R2
29-31	Remember the communication and interpersonal Relations, Training, Career development, succession planning	CO6	T1,R1
32-34	the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice	CO7	T2
35-37	Analyze the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management.	CO8	T1
38-40	Analyze the characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management.	CO9	T2.R1
41-42	Understand the scientific Management, Behavioral an humanistic psychology, organic theories of management	CO10	R2
43	Remember the transforming unionized industrial relations, case study. International Compensation - Principles of International Compensation	CO11	T1,R1
44-45	Understand the Methods and practices of International Con, International Compensation and employee satisfaction.	CO12	T2

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,bournois model, case study and comparative employment policy	Seminars	PO 1
2	Social environment and human resource practices, global business	Seminars	PO 4

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