# INSTITUTE OF AERONAUTICAL ENGINEERING
**(Autonomous)**
Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

| Course Title | TALENT AND KNOWLEDGE MANAGEMENT | | | | |
|---|---|---|---|---|---|
| Course Code | **CMB423** | | | | |
| Programme | MBA | | | | |
| Semester | IV | | | | |
| Course Type | CORE | | | | |
| Regulation | IARE-R16 | | | | |
| Course Structure | **Theory** | | | **Practical** | |
| | **Lectures** | **Tutorials** | **Credits** | **Laboratory** | **Credits** |
| | 3 | - | 4 | - | - |
| Chief Coordinator | K. Vijaya Sekhar Reddy, Assistant Professor, MBA | | | | |
| Course Faculty | K. Vijaya Sekhar Reddy, Assistant Professor, MBA | | | | |

## I. COURSE OVERVIEW:

The course focuses on the importance of talent management and talent management system, the role of leaders in talent management and developing a talent management information strategy enable students to understand and develop talent management skills. This course includes the nature of knowledge management alternative views of knowledge, location of knowledge, role of knowledge worker. This course uses the frame work of Hansen earl's seven schools of knowledge management and alvesson and karreman's knowledge management approaches, knowledge management solutions, mechanisms and systems and knowledge management infrastructure. This course also focuses on organizational impacts of knowledge management which is very useful for enhancement of skills and knowledge of people and knowledge discovery systems.

## II. COURSE PRE-REQUISITES:

| Level | Course Code | Semester | Prerequisites |
|---|---|---|---|
| - | - | - | - |

## III. MARKS DISTRIBUTION:

| Subject | SEE Examination | CIA Examination | Total Marks |
|---|---|---|---|
| Talent and Knowledge Management | 70 Marks | 30 Marks | 100 |

## IV.  DELIVERY / INSTRUCTIONAL METHODOLOGIES:

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| ✔ | Chalk & Talk | ✔ | Quiz | ✔ | Assignments | ✘ | MOOCs |
| ✔ | LCD / PPT | ✔ | Seminars | ✘ | Mini Project | ✘ | Videos |
| ✘ | Open Ended Experiments | | | | | | |

## V.  EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

**Semester End Examination (SEE):** The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows. Two full questions with "either" or "choice" will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

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

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

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

Table 1: Assessment pattern for CIA

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

**Continuous Internal Examination (CIE):**
Two CIE exams shall be conducted at the end of the 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.

**Quiz / Alternative Assessment Tool (AAT):**
Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are be answered by choosing the correct answer from a given set of choices (commonly four). . The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

## VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

| | Program Outcomes | Level | Proficiency assessed by |
|---|---|---|---|
| PO1 | **Managerial Skills**: Apply knowledge of management theories and practices to solve business problems. | 3 | Lectures |
| PO2 | **Decision making Skills**: Foster analytical and critical thinking abilities for data-based decision making. | 3 | Assignment |
| PO4 | **Communication Skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business. | 3 | 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 and Innovation Skills**: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs. | 2 | Exercises |
| PO7 | **Strategic Skills**: Analyze and formulate managerial strategies to sustain in dynamic global business environment. | 1 | Lectures |

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

## VII. COURSE OBJECTIVES (COs):

| | The course should enable the students to: |
|---|---|
| I | Understand organizational impacts of knowledge management on people and organizational performance. |
| II | Learn and plan the talent required for an organization. |
| III | Transfer the knowledge in most efficient manner by latest tools and techniques. |
| IV | Acquire knowledge with different mechanisms and systems. |

## VIII. COURSE OUTCOMES (COs):

| CO Code | CO's | At the end of the course, the student will have the ability to: | PO's Mapped | Strength of Mapping |
|---|---|---|---|---|
| CMB423.01 | CO 1 | Understand importance, designing & building a talent reservoir and segmentation of talent reservoir. | PO 1 | 3 |
| CMB423.02 | CO 2 | Explain the concept of talent management grid and the concept of creation of talent management system. | PO 2 | 3 |
| CMB423.03 | CO 3 | Know institutional strategies for dealing with knowledge management. | PO 4 | 3 |
| CMB423.04 | CO 4 | Demonstrate the characteristics, types of valid competency model and talent management information system. | PO 5 | 2 |
| CMB423.05 | CO 5 | Examine the purpose of developing a talent management information strategy and the role of leaders in talent management. | PO 6 | 1 |
| CMB423.06 | CO 6 | Express the nature of knowledge management alternative views of knowledge, types of knowledge . | PO 6 | 1 |

| CO Code | CO's | At the end of the course, the student will have the ability to: | PO's Mapped | Strength of Mapping |
|---|---|---|---|---|
| CMB423.07 | CO 7 | Elucidate the concept of rise of the knowledge worker and the features of knowledge intensive firms. | PO 1 | 3 |
| CMB423.08 | CO 8 | Analyze the frame work of Hansen earl's seven schools of knowledge management alvesson and karreman's knowledge management approach. | PO 2 | 3 |
| CMB423.09 | CO 9 | Discuss the knowledge management solutions, mechanisms, systems and knowledge management infrastructure. | PO 4 | 3 |
| CMB423.10 | CO 10 | Describe the organizational impacts of knowledge management on people, processes, products and organizational performance. | PO 6 | 1 |

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

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

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

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

## X. ASSESSMENT METHODOLOGIES – DIRECT

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

## XI. ASSESSMENT METHODOLOGIES - INDIRECT

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

## XII. SYLLABUS

| UNIT-I | MEANING AND IMPORTANCE OF TALENT MANAGEMENT: |
|---|---|

Meaning and importance of talent management. Designing and building a talent reservoir, segmenting the talent reservoir. Talent management grid. Creating a talent management system. Institutional strategies for dealing with talent management.

| UNIT-II | COMPETENCY: |
|---|---|

Meaning, characteristics, types steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

| UNIT-III | THE NATURE OF KNWLEDGE MANAGEMENT: |
|---|---|

The nature of knowledge management alternative views of knowledge. types of knowledge. Location of knowledge.
Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

| UNIT-IV | KNOWLEDGE MANAGEMENT: |
|---|---|

Framework of Hansen earl's seven schools of knowledge management alvesson and karreman's knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

| UNIT-V | ORGANIZATINAL IMPACT OF KNOWLEDGE MANAGEMENT: |
|---|---|

Organizational impacts of knowledge management on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization importance, types and timing, knowledge discovery systems.

**Text Books:**

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", Tata McGraw Hill, 1st Edition, 2004.
2. Ed by Larry Israelite, "Talent Management", ASTD Press, 1st Edition, 2004.
3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge, 1st Edition, 2009.

**Reference Books:**

1. Stuart Barnes, "Knowledge Management Systems", Cengage Learning, 1st Edition, 2002.
2. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", Pearson Education Inc., 2nd Edition, 2009.
3. Donald Hislop, "Knowledge Management in Organizations", Oxford University Press, 3rd Edition, 2009.

## XIII. COURSE PLAN:

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

| Lecture No | Topics to be covered | Course Outcomes (COs) | Reference |
|---|---|---|---|
| 1 | Understand the knowledge of Meaning and importance of talent management. | CO 1 | T-1, R-1 |
| 2 | Access the designing and building procedure of a talent reservoir. | CO 1 | T-2, R-2 |
| 3-4 | Acquire the knowledge about the segmenting the talent reservoir. | CO 1 | T-1, R-2 |

| Lecture No | Topics to be covered | Course Outcomes (COs) | Reference |
|---|---|---|---|
| 5-6 | Identify the usefulness of talent management grid. | CO 2 | T-1, R-2 |
| 7 | Explain the significance of creation of a talent management system. | CO 2 | T-2, R-2 |
| 8 | Illustrate the institutional strategies for dealing with talent management. | CO 2 | T-1, R-1 |
| 9-10 | Understand the meaning, characteristics of developing a valid competency model. | CO 2 | T-1, R-1 |
| 11 | Explain the different types steps in developing a valid competency model | CO 3 | T-2, R-2 |
| 12-13 | Understand the concept of Talent management information systems | CO 3 | T-1, R-2 |
| 14 | Illustrate the knowledge about the Talent management information systems. | CO 3 | T-1, R-2 |
| 15-16 | Understand the Developing a talent management information strategy. | CO 4 | T-2, R-2 |
| 17 | Express the role of leaders in talent management. | CO 4 | T-1, R-1 |
| 18-19 | Identify the nature of knowledge management alternative views of knowledge. | CO 4 | T-1, R-1 |
| 20 | Explain the concept of location of knowledge. | CO 5 | T-2, R-2 |
| 21-22 | Discuss the need for rise of the knowledge worker. | CO 5 | T-1, R-2 |
| 23 | Identify the features of knowledge intensive firm | CO 6 | T-1, R-2 |
| 24-25 | Express the key processes in knowledge intensive firms. | CO 6 | T-2, R-2 |
| 26 | Identify the Framework of Hansen earl's seven schools of knowledge management. | CO 7 | T-1, R-1 |
| 27-28 | Demonstrate the lesson knowledge management approaches. | CO 7 | T-1, R-1 |
| 29 | Understand the karreman's knowledge management approaches. | CO 8 | T-2, R-2 |
| 30-31 | Describe the concept of knowledge management solutions. | CO 8 | T-1, R-2 |
| 32-33 | Discuss the significance of knowledge management structure | CO 9 | T-2, R-2 |
| 34-35 | Explain the concept of organizational impacts of knowledge management on people. | CO 9 | T-1, R-1 |
| 36-37 | Express the concept of organizational impacts of knowledge management on organizational performance. | CO 9 | T-2, R-2 |
| 38-39 | Understand the Knowledge management assessment of an organization importance. | CO 9 | T-1, R-1 |
| 40-41 | Understand different types of knowledge management. | CO 9 | T-1, R-1 |
| 42-43 | Discuss the timing of knowledge management. | CO 10 | T-2, R-2 |
| 44-45 | Understand different types of knowledge discovery systems. | CO 10 | T-1, R-2 |

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

| 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.K.Vijay Shekar Reddy,Assistant Professor

**HOD,MBA**