



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)  
Dundigal, Hyderabad -500 043

## MASTER OF BUSINESS ADMINISTRATION

### COURSE DESCRIPTOR

<b>Course Title</b>	TALENT AND KNOWLEDGE MANAGEMENT				
<b>Course Code</b>	CMBB61				
<b>Programme</b>	MBA				
<b>Semester</b>	IV	MBA			
<b>Course Type</b>	ELECTIVE-V				
<b>Regulation</b>	IARE-R18				
<b>Course Structure</b>	<b>Theory</b>			<b>Practical</b>	
	<b>Lectures</b>	<b>Tutorials</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Chief Coordinator</b>	Mr. K. Vijaya Sekhar Reddy, Assistant Professor, MBA				
<b>Course Faculty</b>	Mr. K. Vijaya Sekhar Reddy, Assistant Professor, MBA				

#### I. COURSE OVERVIEW:

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	Prere
PG	CMBB61	-	-

### III. MARKSDISTRIBUTION:

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 Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

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

#### Continuous Internal Examination (CIE):

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

### Alternative Assessment Tool (AAT)

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

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

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

**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
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
CMBB61.01	CO1	Understand importance, designing & building a talent reservoir and segmentation of talent reservoir.	PO1	3
CMBB61.02	CO2	Demonstrate the characteristics, types of valid competency model and talent management information system.	PO1	3
CMBB61.03	CO3	Examine the purpose of developing a talent management information strategy and the role of leaders in talent management.	PO2	2
CMBB61.04	CO4	Express the nature of knowledge management alternative views of knowledge, types of knowledge and concept of location of knowledge.	PO2	2
CMBB61.05	CO5	Analyze the frame work of Hansen earl's seven schools of knowledge management alvesson and karreman's knowledge management approach.	PO4	1
CMBB61.06	CO6	Discuss the knowledge management solutions, mechanisms, systems and knowledge management infrastructure.	PO4	1
CMBB61.07	CO7	Describe the factors knowledge management processes in organizational performance.	PO4	1
CMBB61.08	CO8	Express the Hansen earl's seven schools of knowledge management	PO1	3
CMBB61.09	CO9	Express the nature of knowledge management alternative views of knowledge, types of knowledge and concept of location of knowledge.	PO2	2
CMBB61.10	CO10	To knowledge management approaches in knowledge management solutions, mechanisms, systems and infrastructure.	PO4	1

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

Course Outcomes (COs)	Program Outcomes (POs)		
	PO1	PO2	PO
CO1	3		
CO2	3		
CO3		2	
CO4		2	
CO5			1
CO6			1
CO7			1
CO8	3		
CO9		2	
CO10			1

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

**X. ASSESSMENT METHODOLOGIES–DIRECT**

CIE Exams	PO1	EE Exams	PO1	Assignments	-	Seminars	PO2
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO4						

**XI. ASSESSMENT METHODOLOGIES-INDIRECT**

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

**XII. SYLLABUS**

<b>UNIT-I</b>	<b>MEANING AND IMPORTANCE OF TALENT MANAGEMENT:</b>
Meaning and importance of talent management. Designing and building a talent reservoir, segmenting the talent reservoir. Talent management grid. Creating a talent management system. Institutional strategies for dealing with talent management.	
<b>UNIT -II</b>	<b>COMPETENCY</b>
Meaning, characteristics, types steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.	
<b>UNIT-III</b>	<b>THE NATURE OF KNOWLEDGE MANAGEMENT</b>
The nature of knowledge management alternative views of knowledge. types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.	

<b>UNIT-IV</b>	<b>KNOWLEDGE MANAGEMENT</b>
Framework of Hansen earl's seven schools of knowledge management alvesson and karreman's knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.	
<b>UNIT-V</b>	<b>ORGANIZATINAL IMPACT OF KNOWLEDGE MANAGEMENT</b>
Organizational impacts of knowledge management on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization importance, types and timing, knowledge discovery systems.	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", Tata McGraw Hill, 1<sup>st</sup>Edition, 2004.</li> <li>2. Ed by Larry Israelite, "Talent Management", ASTD Press, 1<sup>st</sup>Edition, 2004.</li> <li>3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge, 1<sup>st</sup>Edition, 2009.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Stuart Barnes, "Knowledge Management Systems", Cengage Learning, 1<sup>st</sup>Edition, 2002.</li> <li>2. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", Pearson Education Inc., 2<sup>nd</sup>Edition, 2009.</li> <li>3. Donald Hislop, "Knowledge Management in Organizations", Oxford University Press, 3<sup>rd</sup>Edition, 2009.</li> </ol>	

### XIII. COURSE PLAN:

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

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
1	Definition, Meaning and importance of talent management	CO 1	T-1, R-1
2-3	Designing and building procedure of a talent reservoir.	CO 1	T-2, R-2
4-5	Segmenting the talent reservoir.	CO 1	T-1, R-2
6-7	Usefulness of talent management grid.	CO 1	T-1, R-2
8-9	Creating a talent management system.	CO 2	T-2, R-2
10-11	Institutional strategies for dealing with talent management.	CO 2	T-1, R-1
12-13	Meaning, characteristics of developing a valid competency model.	CO 2	T-2, R-2
14-15	Different types of steps in developing a valid competency model	CO 3	T-1, R-2
16-18	The concept of Talent management information systems.	CO 3	T-2, R-2
19-20	Talent management information systems.	CO 4	T-1, R-2
21-22	Developing a talent management information strategy.	CO 4	T-1, R-2
23	Role of leaders in talent management.	CO 4	T-2, R-2
24-25	The nature of knowledge management alternative views of knowledge.	CO 4	T-1, R-2
26	Concept of location of knowledge	CO 5	T-2, R-2
27	Need for rise of the knowledge worker.	CO 5	T-1, R-1
28	Features of knowledge intensive firm.	CO 5	T-2, R-2
29	Key processes in knowledge intensive firms.	CO 6	T-1, R-2
30	Framework of Hansen earl's seven schools of knowledge management.	CO 6	T-2, R-2

Lecture No	Topics to be covered	Course Outcomes (COs)	Reference
31	Alvesson knowledge management approaches.	CO 7	T-2, R-1
32	Karreman's knowledge management approaches.	CO 7	T-2, R-2
33	Knowledge management solutions.	CO 7	T-1, R-1
34	Knowledge mechanisms and systems.	CO 7	T-2, R-2
35	Significance of Knowledge management infrastructure.	CO 8	T-1, R-2
36	Organizational impacts of knowledge management on people.	CO 8	T-1, R-1
37	Organizational impacts of knowledge management on processes and products.	CO 8	T-1, R-3
38	Organizational impacts of knowledge management on organizational performance.	CO 8	T-2, R-3
39	Factors influencing knowledge management.	CO 9	T-1, R-3
40	Knowledge management assessment of an organization importance.	CO 9	T-1, R-2
41	Different types of knowledge management.	CO 9	T-1, R-1
42	Timing of knowledge management.	CO 10	T-1, R-1
43	Types of knowledge discovery systems.	CO 10	T-1, R-1
44	The significance of timing of knowledge management.	CO 10	T-2, R-1
45	The importance of knowledge discovery systems.	CO 10	T-1, R-1

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

S. No	Description	Proposed actions	Relevance with POs
1	The importance of talent management, designing and building procedure of a talent reservoir, the usefulness of talent management grid, the significance of creation of a talent management system.	Seminars / NPTEL	PO 1, PO 2, PO 4
2	The institutional strategies for dealing with talent management, characteristics of developing a valid competency model, the concept of talent management information systems, the concept of developing a talent management information strategy, the role of leaders in talent management.	Seminars / Guest Lectures / NPTEL	PO 2, PO 4

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