

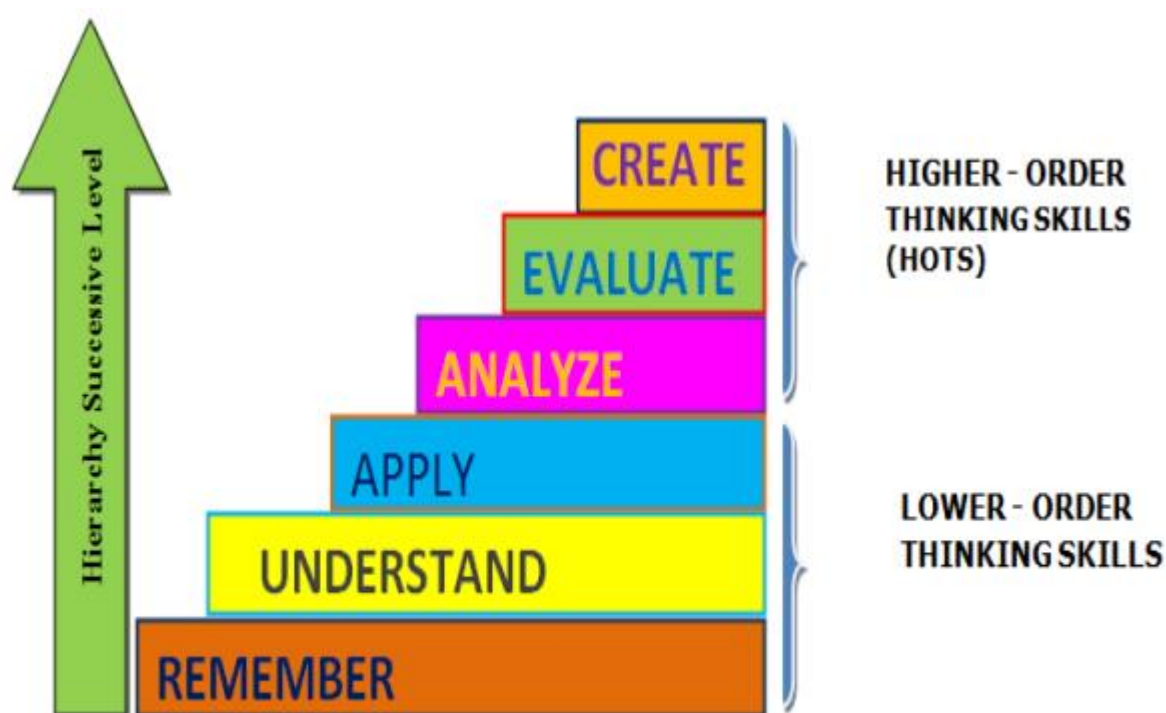
COURSE DESCRIPTOR BOOKLET

MASTER OF BUSINESS ADMINISTRATION

Post-Graduation

R – 18 REGULATION

**For the Batch of Students admitted during Academic Year
2019 - 2020**



BLOOM'S TAXONOMY OF LEARNING OUTCOMES

..... Nurturing the professionals for future leaders



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	MANAGEMENT AND ORGANIZATION BEHAVIOR				
Course Code	CMBB01				
Program	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Dr.T.Srinivasa Rao, Professor., MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

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

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management and Organization Behaviour	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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

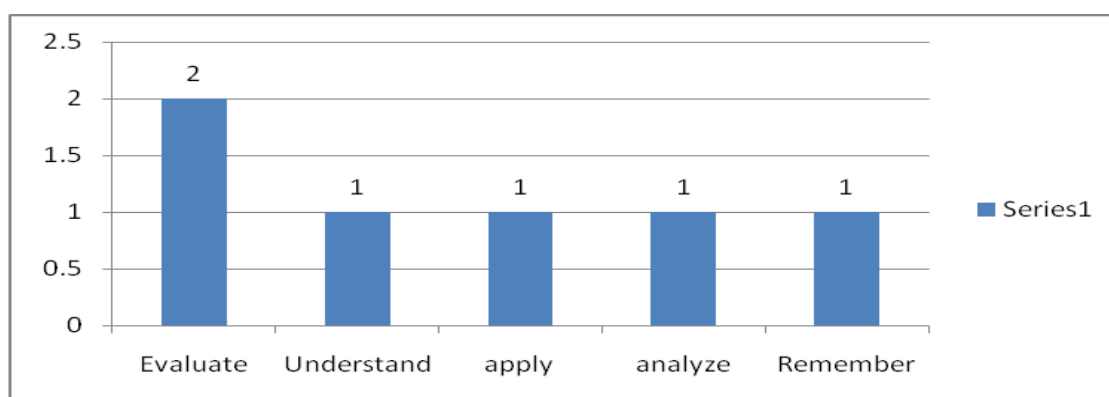
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES (COs):

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

VII. COURSE OUTCOMES (COs):

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



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments
PO 3	Ethics: Ability to develop Value based Leadership ability	3	Assignments
PO 5	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	2	Seminar/ conferences
PO 6	Entrepreneurial and Innovation skills: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	1	Guest Lectures
PO7	Strategic skills: Ability to conduct strategic analysis using theoretical and practical applications.	1	Guest Lectures

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes (COs)	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of management system and to an extent appreciate the importance of Organization and new managerial developments in the context of managerial decisions.	2
CO 2	PO 3	Comprehend and write effective reports on the various aspects of by developing good communicational aspects and the role of employees and reforms in managing the stable system.	3
	PO6	Focus on working of insurance organizations in the formal economy world with its communicational abilities.	3
CO 3	PO 3	Apply (knowledge) the managerial principles and characteristics of organization and its importance of	3

		managing the organization.	
	PO 7	Focus on working of organizations in the formal with its communicational abilities.	2
CO 4	PO 5	Construct the managerial models of employees in communicating with management.	3
CO 5	PO 1	Understanding the business and organization conditions of the communicate the changing mindsets of the global tastes and preferences.	3
	PO 6	Derive the existence possibility of management services in meeting the needs and important of the employees with its legal and ethical business.	5
CO 6	PO 1	Examine the risk and its types in the risk management processes while implementing the managerial decisions of Organization behavior.	3
	PO 7	Explain the qualitative development measures for organization methods with appropriate implementation strategies.	2

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	-	-	-	-	-	-	-
CO 2	-	-	66.66	-	-	66.66	-	-
CO 3	-	-	100.00	-	-	-	50.00	-
CO 4	-	-	-	-	60.00	-	-	-
CO 5	100.00	-	-	-	-	66.66	-	-
CO 6	100.00	-	-	-	-	-	50.00	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	-	-
CO 2	-	-	3	-	-	3	-	-
CO 3	-	-	3	-	-	-	2	-
CO 4	-	-	-	-	2	-	-	-
CO 5	3	-	-	-	-	3	-	-
CO 6	3	-	-	-	-	-	2	-
TOTAL	9	-	6	-	2	6	4	-
AVERAGE	3.0		3.0		2.0	3.0	2.0	-

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

Unit-I	HISTORY OF MANAGEMENT
The Management Process, Management Functions, kinds of managers, Managerial roles and skills. Evolution of Management Theories of Management Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.	
Unit-II	PLANNING ,DECISION MAKING AND GOAL SETTING
Organizational planning, Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom's Participative decision making model	
Unit-III	ORGANIZING AND CONTROLLING
Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges. Controlling: The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.	
Unit-IV	INDIVIDUAL AND GROUP BEHAVIOR
Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness.	
Unit-V	LEADERSHIP, MOTIVATION AND ORGANIZATIONAL STRUCTURE
Leadership traits, Leadership styles, Leadership theories, Power and Politics. Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theories of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.	
Textbooks:	
1. Richard L. Daft, —New Era of Management, Cengage Learning, 11th Edition, 2017. 2. Afsaneh Nahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, —Organizational Behaviour, Sage Publications, 10th Edition 2015.	
REFERENCE BOOKS:	
1. Laurie J. Mullins, —Management, and Organizational Behavior, Pearson Publications, 9th Edition 2012. 2. Stephen P. Robbins, Timothy A.Judge, Neharika Vohra, —Organizational Behavior, Pearson, 16th Edition, 2017. 3. Ramesh B. Rudani, —Management and Organizational Behavior, Tata McGraw hill, 8th Edition 2011. 4. Rajeesh Viswanathan, —Principles of Management Concepts and Cases, Himalaya Publishing House (HPH), 10th Edition 2010. Dr. Vandana Jain, —Management Theory and Practice, IBH, 7th Edition 2012.	

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

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction to management	CO1	T-1, R-2
3	Meaning, definitions, importance, limitations of management and meaning of organization	CO1	T-2, R-2
4	Objectives, significance of scientific management and different stages in the management	CO1	T-1, R-2
5	Limitations of individual interest and group interest of the person in the organization	CO1	T-1, R-2
6	Psychology needs esteem needs social needs with suitable examples	CO1	T-2, R-2
7	Different types of theories with suitable examples	CO1	T-1, R-1
8	Different types of theories with suitable examples	CO1	T-1, R-1
9	Definition, meaning, merits, demerits of management and systems theory	CO1	T-2, R-2
10	Classification theories with suitable examples	CO1	T-1, R-2
11	Classification theories with suitable examples	CO1	T-1, R-2
12	Definitions, meaning, definition, advantages and disadvantages of Decision making..	CO2	T-2, R-2
13	Definitions, meaning, definition, advantages and disadvantages of Decision making..	CO2	T-2, R-2
14	Definitions, meaning, definition, advantages and disadvantages of Decision making.	CO2	T-1, R-2
15	Definitions, meaning, definition, advantages and disadvantages of Decision making.	CO2	T-1, R-2
16	Definitions, meaning, advantages of decision structure	CO2	T-1, R-2
17	Definitions, meaning, objectives, limitations, methods decision making model	CO2	T-2, R-2
18	Definitions decision making process and steps in model	CO2	T-1, R-2
19	Procedure of decision making and most feasible situations in planning ,	CO2	T-2, R-2
20	Introduction to planning, vision, mission and goals	CO3	T-1, R-1
21	Authority and power and responsibility	CO3	T-2, R-2
22	Introduction to organizing	CO3	T-1, R-2
23	Principles of organizational design	CO3	T-2, R-2
24	Organizational functional and control systems	CO4	T-2, R-1
25	Types of controls	CO4	T-2, R-2
26	Introduction to group concept	CO4	T-1, R-1

Lecture No	Topics to be Covered	COs	Reference
27	Importance of organizational behavior	CO4	T-2, R-2
28	Importance of organizational behavior	CO4	T-2, R-2
29	Personality theories	CO4	T-1, R-2
30	Personality theories	CO4	T-1, R-2
31	Personality theories	CO4	T-1, R-2
32	Perception, perception and individual decision making	CO5	T-1, R-1
33	Perception, perception and individual decision making	CO5	T-1, R-1
34	Perception, perception and individual decision making	CO5	T-1, R-1
35	Formation of group behavior	CO5	T-1, R-1
36	Formation of group behavior	CO5	T-1, R-1
37	Classification of groups, group properties	CO5	T-2, R-1
38	Group cohesiveness, group decision making process and types.	CO5	T-1, R-1
39	Introduction to leadership	CO6	T-1, R-2
40	Leadership theories	CO6	T-1, R-1
41	Leadership theories	CO6	T-1, R-1
42	Power and Politics	CO6	T-1, R-1
43	Maslow's needs theory, , two factor theory of motivation	CO6	T-1, R-1
44	McGregor's theory, existence relatedness and growth (ERG) theory	CO6	T-2, R-1
45	McClelland's needs theory, Valence theory	CO6	T-1, R-1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Determination

Prepared By:

Dr. T.Srinivasa Rao, Professor

HOD, MBA



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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Course Title	ACCOUNTING FOR MANAGEMENT				
Course Code	CMBB02				
Program	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	1	4	-	-
Course Coordinator	Dr.T. Varalakshmi, Associate Professor, MBA				

I. COURSE OVERVIEW:

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

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Accounting 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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.6 %	Remember
16.6 %	Understand
33.33 %	Apply
16.6 %	Analyze
16.6 %	Evaluate
0 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

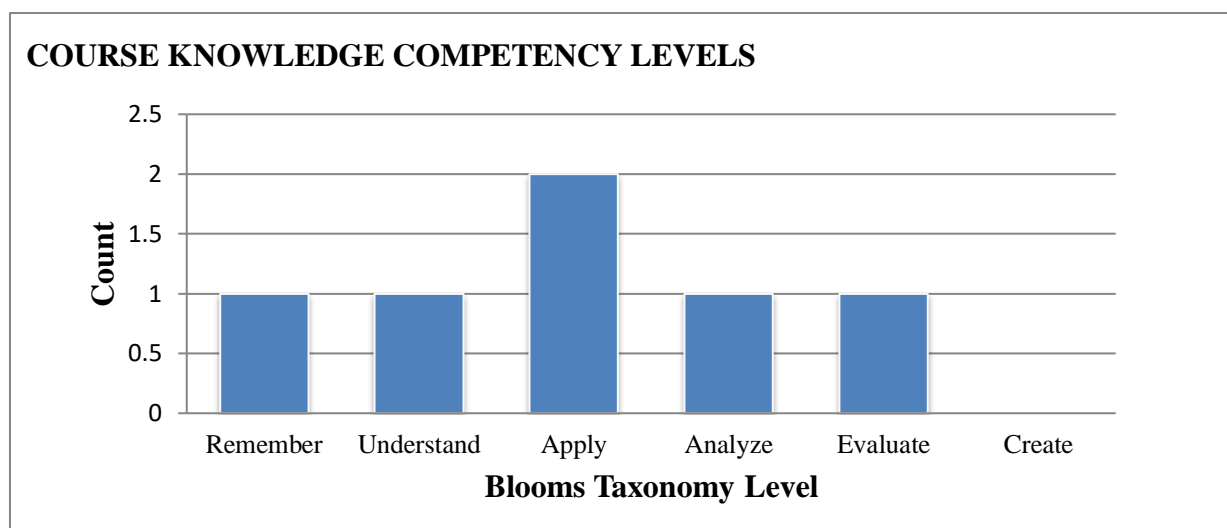
VI. COURSE OBJECTIVES:

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

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO1	Demonstrate the basic concepts and levels of management to make better organizational decisions.	Remember
CO2	Make use of plans and the planning process that helps organization to gain competitive advantage.	Understand
CO3	Use the knowledge of processes used in developing the various organizational designs.	Apply
CO4	Summarize the authority and power to influence people to get the work done through proper Communication channel.	Analyze
CO5	Illustrate the behaviour of individuals and groups in organizations that resolve conflicts in organization.	Apply
CO6	Apply various types of motivational theories that help to achieve organizational goals.	Evaluate

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	Guest Lectures
PO2	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO3	Ethics: Ability to develop value based Leadership ability	3	Seminars
PO4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2.3	Assignments
PO7	Strategic Skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	2.3	Assignments

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of accounting concepts and to an extent appreciate (understand) the importance of accounting system to promote the organized management system to solve the business problems.	2
	PO 2	Explain various types of accounts for foster analytical and critical thinking of transactional decisions.	3
	PO 3	Discuss the accounting principlesto develop value based Leadership ability in maintaining the books of records.	3
	PO 4	Conclude the GAAP rules and regulations to understand the economic and legal aspects of business.	3
CO 2	PO 1	Identify (knowledge) the role of accounts and its methods and techniques in managing the stable accounting system.	2
	PO 4	Comprehend and write effective reports on the various legal aspects of accounting system by developing good communicational aspects	3
	PO 7	Memorize the strategies of depreciation valuation methods for better formulation of business environment.	2
CO 3	PO 1	Derive the existence possibility of inventory management in meeting the practical solutions of the organization.	2
	PO 7	Differentiate the managerial principles and characteristics of inventory and its importance managerial strategies in the global business environment.	4
CO 4	PO 2	Construct the managerial models in funds flow statements to communicate with the customers.	3
	PO 7	Examine the significance of cash flow records to formulate profitable strategies in share price fixation.	2
CO 5	PO 1	Apply (knowledge) the issue of shares to analyzeof managing the stores conditions of the firm.	2
	PO 2	Understanding the cash flow statements of the accounts to communicate the changing operational returns.	3
	PO 7	Recognize the importance of inventory management in implementing strategies of the stores maintenance.	2
CO 6	PO 1	Examine the financial statements preparation processes while implementing the managerial decisions offinancial businesses.	2
	PO 2	Compare various types of financial statements to be suitable for the vision and mission of organizations.	3
	PO 3	Prepare the transparent and effective financial statements to promote value based leadership styles in the organizations.	3
	PO 4	Extend the profitability and capital ratios with identified techniques in the financial statement analysis.	1

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

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

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

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

XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

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

CO 4	-	3	-	-	-	-	2	-
CO 5	3	3	-	-	-	-	2	-
CO 6	3	3	3	1	-	-	-	-
TOTAL	15	12	6	7			9	-
AVERAGE	3	3	3	2.3	0	0	2.3	0

XIV. ASSESSMENT METHODOLOGY - DIRECT

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

XV. ASSESSMENT METHODOLOGY - INDIRECT

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

XVI. SYLLABUS

UNIT-I	INTRODUCTION TO ACCOUNTING
Definitions, meaning, Importance, limitations, objectives, functions of financial accounting and classification of accounts, principles of accounts, accounting concepts and conventions, the generally accepted accounting principles (GAAP), their implications on accounting system; advantages and limitations of double entry system, accounting cycle.	
UNIT-II	THE ACCOUNTING PROCESS
Books of original record: journal and subsidiary books, ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments: Methods of depreciation: Meaning, definitions, causes of depreciation, methods of depreciation like fixed installment method, diminishing balance method, annuity method and depreciation fund method (simple problems).	
UNIT-III	INVENTORY VALUATION
Meaning, objectives of inventory valuation, methods, merits and demerits of inventory valuation methods like FIFO method, LIFO method, weighted average method, simple average method (problems). Issue of shares: entries for issue of shares at par, issue of shares at discount and premium, calls in arrears, forfeiture of shares, reissue of forfeiture of shares (problems).	
UNIT-IV	FINANCIAL ANALYSIS
Meaning, definitions, significance, limitations of funds flow and cash flow statements, Statement showing changes in working capital, funds from operations, distinction between funds flow and cash flow statements, funds flow and income statement, funds flow and balance sheet, cash profits and book profits; preparation and analysis of funds flow statement and cash flow statement (problems).	
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; meaning, definitions, significance and	

limitations of ratio analysis; types of ratios like liquidity, leverage, solvency and profitability ratios (problems), du pont chart, accounting standards issued by the institute of chartered accounts of India (ICAI)

Textbooks:

1. Paresh Shah, "Financial Accounting for Management", Oxford University Press, 3rd Edition, 2019.
2. Prter & Norton, "Financial Accounting", Cengage publications, 9th Edition, 2017.
3. N.Ramachandran, "Financial Accounting and Analysis" Tata McGraw-Hill Publishing Limited, 3rd Edition, 2015.
4. S.N.Maheswari, "Financial Accounting", IBH Publications, 7th Edition, 2015.
5. Maheshwari S. N., and Maheshwari S. K., "Accounting for Management", Vikas Publishing House, 3rd Edition, 2014.
6. S Ramanathan, "Accounting for Management", Oxford University Press, 1st Edition, 2014.
7. Narayana Swamy, "Financial Accounting and Analysis" PHI Publications, 2nd Edition, 2012.
8. Narayana Swamy R, "Financial Accounting: A Management Perspective", Prentice Hall of India, Delhi, 4th Edition, 2011.
9. Jelsy Josheph Kuppapally, "Accounting for Managers", Prentice Hall of India, Delhi, 1st Edition, 2010.
10. S.P.Jain and K.L.Narang, "Financial Accounting" Kalyani Publishers, 10th revised Edition, 2010.
11. S.P.Jain and K.L.Narang, "Cost & Management Accounting", Kalyani Publishers, 10th revised Edition, 2010.
12. Shashi.K.Gupta and R.K.Sharma, "Advanced Management Accounting" Kalayani publishers, 2nd revised Edition, 2003.

Reference Books:

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

XVII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
1	Meaning, definitions, functions, importance and limitations of financial accounting.	CO1	T1: 1.1- 1.6.
2	Objectives, significance of financial accounting and different stages in the accounting cycle.	CO1	T1:1.3 - 1.4.
3	Limitations of financial accounting and different meanings of the single entry and double entry systems.	CO1	T1:1.16 -1.19.
4	Business entity concept, dual aspect concept, realization concept, going concern concept, money measurement concept, cost concept, accounting period concept, accrual concept, matching concept, objective evidence concept with suitable examples.	CO1	T1:2.28 -2.36.
5	Different types of convention of full disclosure, convention of materiality, convention of conservatism and convention of consistency with suitable examples.	CO1	T1:2.38 -2.40.
6	Definition, meaning, merits, demerits of double entry system and differences between double entry system and single entry systems.	CO1	T1:1.18 -1.21. T4:2.67-2.84
7	Classification of accounts and principles of personal and impersonal accounts with suitable examples.	CO1	T1:1.17 -1.19. T4: 2.62-2.64

Lecture No	Topics to be Covered	COs	Reference
8	Definitions, meaning, definition, advantages and disadvantages of journal. Write different types of subsidiary journals.	CO1	T1:3.43 -3.61. T4: 2.84-2.87.
9-10	Definitions, meaning, advantages of ledger and uses of purchases, sales, purchase returns and sales returns journals. Journal entries, ledger accounts and subsidiary books.	CO1	T1:5.100-140.
11	Definitions, meaning, objectives, limitations, methods of preparing trial balance and significance of trial balance. Show trial balance.	CO1	T1: 3.71-3.77. T4: 2.87-2.91
12	Definitions of depreciation, the causes of deprecation and factors influencing on depreciation.	CO2	T1:11.345-47. T4:8.293-295.
13	Accounting procedure of charging depreciation under fixed installment method, diminishing balance method, annuity method, sinking fund method.	CO2	T1:11.347-64. T4:8.293-295
14	Differences between fixed installment method and diminishing balance method.	CO2	T1:11.353-54.
15	Meaning of capital and revenue expenditure and differences between capital and revenue expenses.	CO2	T1:7.177-180.
16	Impact, objectives of deprecation and need for providing depreciation.	CO2	T1:11.346-47.
17	Discuss the meaning, merits and demerits of fixed installment method, diminishing balance method, annuity method and sinking fund method. Problems on methods of depreciation.	CO2	T1:11.347-64. T4:8.293-295.
18	Meaning and advantages of trading account. Valuation of fixed assets. Problems on trading account.	CO2	T1: 7.181-187
19	Definitions of profit and loss account and the significance of profit and loss account. Problems on profit and loss account.	CO2	T1:7.188-196
20	Definition, meaning and the significance of Balance sheet. Problems on final accounts with adjustments.	CO2	T1:7.197-238.
21	Meaning, advantages and disadvantages of first in first out method. Problems on stores ledger under FIFO method.	CO3	T2: 1.74-1.75.
22	Meaning, advantages and disadvantages of last in first out method. Problems on stores ledger under LIFO method.	CO3	T2: 1.76-1.77.
23	Meaning, advantages and disadvantages of simple average method. Prepare stores ledger under simple average method.	CO3	T2: 1.77-1.79.
24	Meaning, advantages and disadvantages of weighted average method. Prepare stores ledger under weighted average method.	CO3	T2:1.80-1.84.
25	Definitions and different methods of inventory valuation. Problems on stores ledger under different methods.	CO3	T2: 1.85-101.
26	Objectives of inventory valuation. Problems on stores ledger under different methods.	CO3	T2: 1.85-101. T4:7.251-263.
27	Meaning of goodwill and different methods of valuation of goodwill. Problems on different methods of valuation of goodwill.	CO3	T1: 8.1-8.13.
28	Meaning and different types of preference shares and issue of shares. Entries on issue of shares at par, discount, premium forfeiture of shares and reissue of forfeiture of shares.	CO3	T1: 8.15-8.26.
29	Meaning, different types and issue of debentures and redemption of debentures Problems on issue of shares.	CO3	T1: 1.295-317
30	Definitions, meaning, significance and limitations of funds flow statement. Problems on funds flow and cash flow statements.	CO4	T3: 5.9-5.78.
31	Definitions, meaning, significance and limitations of cash flow statement. Problems on funds flow and cash flow statements.	CO4	T3:6.2-6.17.
32-33	Factors which are influenced on working capital requirement.	CO4	T3:4.7-4.10.
34	Differences between cash flow and funds flow statements. Problems on funds flow and cash flow statements.	CO4	T3:6.8-6.9
35	Differences between funds flow and Balance sheet. Problems on funds flow and cash flow statements.	CO4	T3: 5.9-5.78. T4:12.586-291

Lecture No	Topics to be Covered	COs	Reference
36	Differences between funds flow and income statement. Problems on funds flow and cash flow statements.	CO4	T3: 5.9-5.78. T4:12.586-591
37	Meaning, different types and importance of working capital. Problems on funds flow and cash flow statements.	CO4	T3: 5.9-5.78. T4:12.586-608
38	Definitions, meaning and significance of Financial statement analysis. Problems on different types of financial statements.	CO4	T2:1. 285-303. T4:11.524-527
39	Definitions and limitations of financial statements and types of financial statements.	CO5	T2:1.285-303. T4:11.524-525
40	Definitions, meaning, significance and limitations of ratio analysis	CO5	T2:1.311-313.
41	Meaning, uses and different types of liquidity ratios. Problems on different types of liquidity Ratios.	CO5	T2:1.313-342.
42	Meaning, uses and different types of activity ratios.	CO5	T2:1.313-342.
43	Determination of different types of activity ratios.	CO5	T2:1.313-342.
44	Meaning, uses and different types of capital structure ratios.	CO5	T2:1.313-342. T4:11.523-558
45	Determination of different types of capital structure Ratios.	CO6	T2:1.313-342.
46-47	Meaning, uses and different types of Profitability ratios.	CO6	T2:1.313-342.
48	Determination of different types of Profitability ratios.	CO6	T1: 1.1- 1.6.
49	Determination of liquidity Ratios and profitability ratios.	CO6	T1:1.3 - 1.4.
50	Determination of activity ratios and capital structure ratios.	CO6	T1:1.16 - 1.19.

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Meaning, definitions, functions, importance and limitations of financial accounting.	CO1	T1: 1.1- 1.6.
3	Objectives, significance of financial accounting and different stages in the accounting cycle.	CO1	T1:1.3 - 1.4.
4	Limitations of financial accounting and different meanings of the single entry and double entry systems.	CO1	T1:1.16 -1.19.
5	Business entity concept, dual aspect concept, realization concept, going concern concept, money measurement concept, cost concept, accounting period concept, accrual concept, matching concept, objective evidence concept with suitable examples.	CO1	T1:2.28 -2.36.
6	Different types of convention of full disclosure, convention of materiality, convention of conservatism and convention of consistency with suitable examples.	CO1	T1:2.38 -2.40.
7	Definition, meaning, merits, demerits of double entry system and differences between double entry system and single entry systems.	CO1	T1:1.18 -1.21. T4:2.67-2.84
8	Classification of accounts and principles of personal and	CO1	T1:1.17 -1.19.

Lecture No	Topics to be Covered	COs	Reference
	impersonal accounts with suitable examples.		T4: 2.62-2.64
9-10	Definitions, meaning, definition, advantages and disadvantages of journal. Write different types of subsidiary journals.	CO1	T1:3.43 -3.61. T4: 2.84-2.87.
11	Definitions, meaning, advantages of ledger and uses of purchases, sales, purchase returns and sales returns journals. Journal entries, ledger accounts and subsidiary books.	CO1	T1:5.100-140.
12	Definitions, meaning, objectives, limitations, methods of preparing trial balance and significance of trial balance. Show trial balance.	CO1	T1: 3.71-3.77. T4: 2.87-2.91
13	Definitions of depreciation, the causes of deprecation and factors influencing on depreciation.	CO2	T1:11.345-47. T4:8.293-295.
14	Accounting procedure of charging depreciation under fixed installment method, diminishing balance method, annuity method, sinking fund method.	CO2	T1:11.347-64. T4:8.293-295
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18	Discuss the meaning, merits and demerits of fixed installment method, diminishing balance method, annuity method and sinking fund method. Problems on methods of depreciation.	CO2	T1:11.347-64. T4:8.293-295.
19	Meaning and advantages of trading account. Valuation of fixed assets. Problems on trading account.	CO2	T1: 7.181-187
20	Definitions of profit and loss account and the significance of profit and loss account. Problems on profit and loss account.	CO2	T1:7.188-196
21	Definition, meaning and the significance of Balance sheet. Problems on final accounts with adjustments.	CO2	T1:7.197-238.
22	Meaning, advantages and disadvantages of first in first out method. Problems on stores ledger under FIFO method.	CO3	T2: 1.74-1.75.
23	Meaning, advantages and disadvantages of last in first out method. Problems on stores ledger under LIFO method.	CO3	T2: 1.76-1.77.
24	Meaning, advantages and disadvantages of simple average method. Prepare stores ledger under simple average method.	CO3	T2: 1.77-1.79.
25	Meaning, advantages and disadvantages of weighted average method. Prepare stores ledger under weighted average method.	CO3	T2:1.80-1.84.
26	Definitions and different methods of inventory valuation. Problems on stores ledger under different methods.	CO3	T2: 1.85-101.
27	Objectives of inventory valuation. Problems on stores ledger under different methods.	CO3	T2: 1.85-101. T4:7.251-263.
28	Meaning of goodwill and different methods of valuation of goodwill. Problems on different methods of valuation of goodwill.	CO3	T1: 8.1-8.13.
29	Meaning and different types of preference shares and issue of shares. Entries on issue of shares at par, discount, premium forfeiture	CO3	T1: 8.15-8.26.

Lecture No	Topics to be Covered	COs	Reference
	of shares and reissue of forfeiture of shares.		
30	Meaning, different types and issue of debentures and redemption of debentures Problems on issue of shares.	CO3	T1: 1.295-317
31	Definitions, meaning, significance and limitations of funds flow statement. Problems on funds flow and cash flow statements.	CO4	T3: 5.9-5.78.
32-33	Definitions, meaning, significance and limitations of cash flow statement. Problems on funds flow and cash flow statements.	CO4	T3:6.2-6.17.
34	Factors which are influenced on working capital requirement.	CO4	T3:4.7-4.10.
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36	Differences between funds flow and Balance sheet. Problems on funds flow and cash flow statements.	CO4	T3: 5.9-5.78. T4:12.586-291
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39	Definitions, meaning and significance of Financial statement analysis. Problems on different types of financial statements.	CO4	T2:1. 285-303. T4:11.524-527
40	Definitions and limitations of financial statements and types of financial statements.	CO5	T2:1.285-303. T4:11.524-525
41	Definitions, meaning, significance and limitations of ratio analysis	CO5	T2:1.311-313.
42	Meaning, uses and different types of liquidity ratios. Problems on different types of liquidity Ratios.	CO5	T2:1.313-342.
43	Meaning, uses and different types of ratios.	CO5	T2:1.313-342.
44	Determination of different types of ratios.	CO5	T2:1.313-342.
45	Determination of different types of ratios.	CO5	T2:1.313-342. T4:11.523-558
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1

Lecture No	Topics to be Covered	COs	Reference
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Dr.T. Varalakshmi, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department					
Course Title	MANAGERIAL ECONOMICS				
Course Code	CMBB03				
Program	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Ms. B. Swathi, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

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

III. MARKSDISTRIBUTION:

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

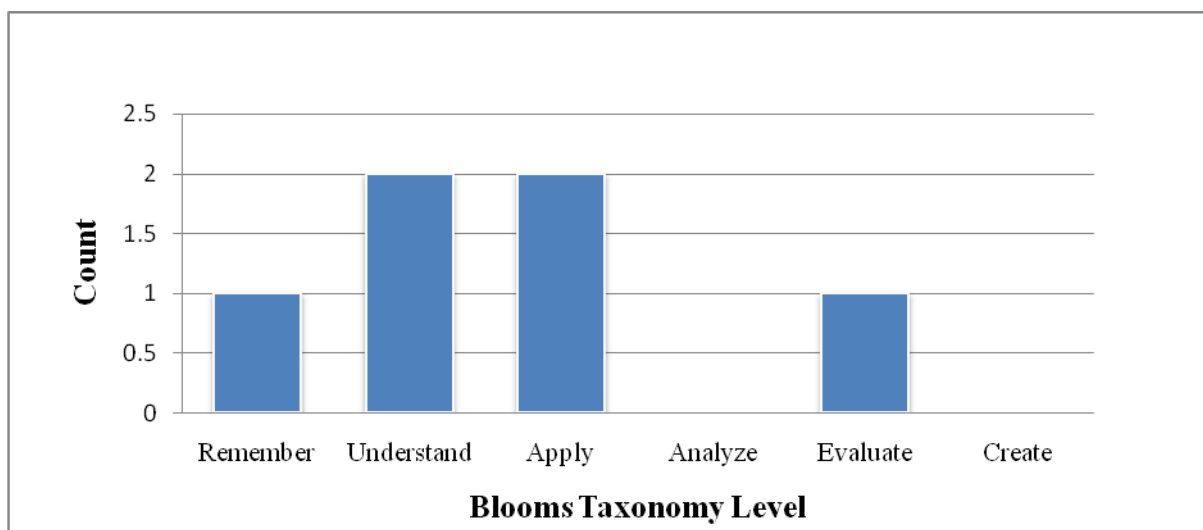
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES (COs):

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

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Define Nature, scope and principles of managerial economics to key management decisions within the organizations	Remember
CO 2	Identify the fundamentals of managerial economics such as demand, demand forecasting, production, which helps in doing business effectively.	Apply
CO 3	Discuss various forms of production functions to know its affects in the cost of production.	Understand
CO 4	Evaluate benefit/cost, life cycle and break even analyses on one or more economic alternatives.	Evaluate
CO 5	Identify the differences between short-run and long-run cost for the fixation of manufacturing cost of product.	Apply
CO 6	Summarize the industry structure at firm level to develop pricing strategies with profit maximization.	Understand



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		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	2	Assignments

Program Outcomes		Strength	Proficiency Assessed by
	to a team environment.		

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect the basic economic principles and methodologies to key management decisions within the organization.	2
	PO 4	Helps to understand global, legal, economic aspects of business.	2
CO 2	PO 2	Understand the fundamentals of managerial economics such as demand, production, price and supply which helps in decision making.	2
CO 3	PO 2	Comprehend and write cost, life cycle and break even analysis which helps in decision making.	2
CO 4	PO 3	Discuss various forms of production function like Iso quant and Iso-cost and finding out optimal combinations of inputs including the Cobb-Douglas function.	1
CO 5	PO 3	Compare the economies of scale, diseconomies of scale, and how it will affect the cost of production	1
	PO 4	Examine the cost function and differences between short-run and long-run cost function. Helps to analyze economic aspects of business.	2
CO 6	PO 4	Identify (Knowledge) the cost efficient method of producing components which are better sourced from other companies.	2

	PO 5	Summarize the industry structure at firm level to develop production which leads in the achievement of organizational goals.	2
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XII. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO) MAPPING

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100%	-	-	66%	-	-	-	-
CO 2	-	100%	-	-	-	-	-	-
CO 3	-	100%	-	-	-	-	-	-
CO 4	-	-	33%	-	-	-	-	-
CO 5	-	-	33%	100%	-	-	-	-
CO 6	-	-	-	100%	40%	-	-	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	2	-	-	-	-
CO 2	-	3	-	-	-	-	-	-
CO 3	-	3	-	-	-	-	-	-
CO 4	-	-	1	-	-	-	-	-
CO 5	-	-	1	3	-	-	-	-
CO 6	-	-	-	3	2	-	-	-
TOTAL	3	6	2	8	2	-	-	-
AVERAGE	3	3	1	2.7	2	0	0	0

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO 2, PO 3, PO 4, PO 5	SEE Exams	PO 1, PO 2, PO 3, PO 4, PO 5	Assignments	PO 2, PO 5	Seminars	PO 1, PO 4
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

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, Equi 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 I so-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.	
Textbooks:	
1. Craig H. Petersen. Chris Lewis and Sudhir K. Jain: “Managerial Economics”, Pearson, 14 th Edition 2012 2. Dominick Salvatore Managerial Economics, Oxford, 7 th Edition, 2012. Geetika, “Managerial Economics”, TMH, 2 nd Edition, 2012.	
Reference Books:	
1. G S Gupta, Managerial Economics, TMH, 2 nd Edition. 2. D.M. Mitanni, Managerial Economics theory and applications, Himalaya Publishing House, 5 th Edition	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Acquire knowledge of basic terms related to managerial economics	CO1	T1- 1.3-1.8
3	Acquire knowledge of basic terms related to managerial economics	CO1	T1- 1.3-1.8
4	Understand managerial economics relationship with other areas	CO1	T1-2.6-2.10
5	Understand managerial economics relationship with other areas	CO1	T1-2.6-2.10
6	Explain the importance of managerial economist	CO1	T1-3.1-3.18
7	Explain the importance of managerial economist	CO1	T1-3.1-3.18
8	Understand the basic economic principles	CO1	T1-4.5-4.15

Lecture No	Topics to be Covered	COs	Reference
9	Understand the basic economic principles	CO1	T1-4.5-4.15
10	Understand the relationship between quantity demanded and price of product	CO2	T1- 5.2-3.2
11	Understand the relationship between quantity demanded and price of product	CO2	T1- 5.2-3.2
12	Understand the relationship between quantity demanded and price of product	CO2	T1- 5.2-3.2
13	Explain various approaches to demand estimation	CO2	T1- 5.3 4-4.9
14	Explain various approaches to demand estimation	CO2	T1- 5.3 4-4.9
15	Explain various approaches to demand estimation	CO2	T1- 5.3 4-4.9
16	Identify the methods to estimate demand in an organization	CO2	T1- 5.51-6.8
17	Identify the methods to estimate demand in an organization	CO2	T1- 5.51-6.8
18	Identify the methods to estimate demand in an organization	CO2	T1- 5.51-6.8
19	Understand relationship between price and quantity supply	CO2	T1-7.117.13
20	Understand relationship between price and quantity supply	CO2	T1-7.117.13
21	Understand the change in output with change in inputs	CO2	T1-7.14-7.21
22	Understand the change in output with change in inputs	CO2	T1-7.14-7.21
23	Understand the change in output with change in inputs	CO2	T1-7.14-7.21
24	Understand the change in output with change in inputs	CO2	T1-7.14-7.21
25	Understand the change in output with change in inputs	CO2	T1-7.14-7.21
26	Understand the change in output with change in inputs	CO2	T1-7.14-7.21
27	Understand the change in output with change in inputs	CO2	T1-7.14-7.21
28	Understand the measurement of demand in numerical	CO3	T1- 8.4-8.16
29	Understand the measurement of demand in numerical	CO3	T1- 8.4-8.16
30	Analyze the benefits obtained by expanding production	CO3	T1-8.19-8.25
31	Analyze the benefits obtained by expanding production	CO3	T1-8.19-8.25
32	Understand the concepts of cost and the factors affecting cost	CO3	T1-9.3-9.13
33	Understand the concepts of cost and the factors affecting cost	CO3	T1-9.3-9.13
34	Analyze the relationship between output and cost	CO3	T19.11-0.25
35	Analyze the relationship between output and cost	CO3	T19.11-0.25
36	Analyze the relationship between output and cost	CO3	T19.11-0.25
37	Recall the different cost concepts to minimize cost	CO4	T19.21-0.27
38	Acquire knowledge of market and its structure	CO4	T1.11.511.7
39	Acquire knowledge of market and its structure	CO4	T1.11.511.7
40	Acquire knowledge of market and its structure	CO4	T1.11.511.7
41	Analyze the relationship between output and price in the market	CO5	T1.12.512.29
42	Analyze the relationship between output and price in the market	CO5	T1.12.512.29
43	Understand the price and pricing philosophy	CO6	T113.615.19
44	Understand the price and pricing philosophy	CO6	T113.615.19
45	Understand the price and pricing philosophy	CO6	T113.615.19
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2

Lecture No	Topics to be Covered	COs	Reference
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Ms. B. Swathi, Assistant Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	BUSINESS LAW AND ETHICS				
Course Code	CMBB04				
Program	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Dr. E SUNITHA, Associate Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

This course focus on the sale of goods and its relating issues in the international purchase or sale at the time of executing of contracts with the various kinds of negotiable instruments. Business law provides the knowledge regarding the companies act to incorporate a company and also about partnership form of business organizations and duties and rights of partners and also about concepts relating to competition act. In addition to the above the course imparts the knowledge on various types of cyber-crimes and frauds and about concepts relating to digital signature which are relating to IT act.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Business Law and 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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

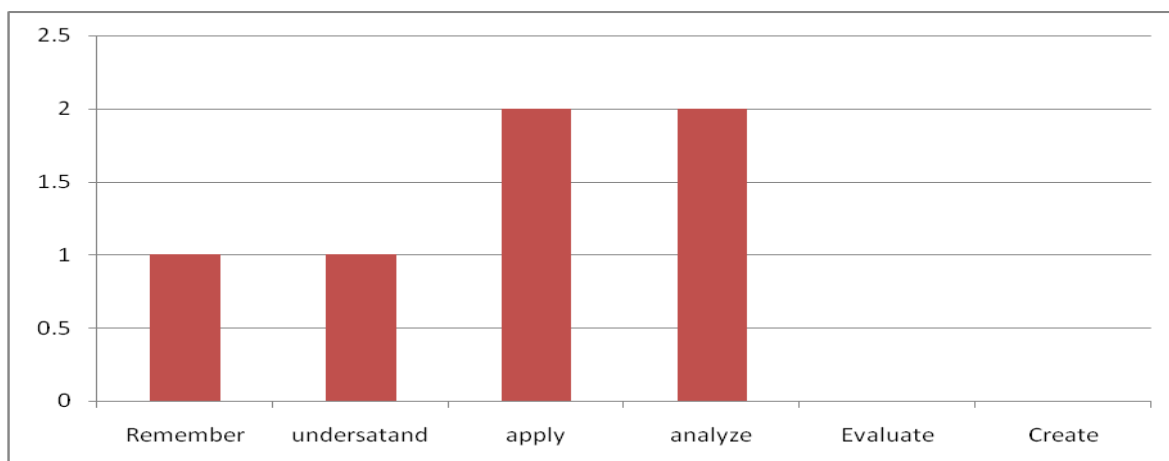
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	About business law, business functions in internal and external environment.
II	The laws of contract, sale of goods act 1930
III	An overview on basic business legal environment and negotiable instruments.
IV	Prevailing legal environment of company and competition acts in India
V	The information technologies acts and cyber security aspects

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Demonstrate the important elements of the Indian contract act like indemnity, guarantee and agency contracts for effective decision making in business.	Understand
CO 2	Make use of the importance of contract of sales and situations in real time business.	Apply
CO 3	Justify the features of negotiable instruments like promissory note, bill of exchange and cheque and their usages while dealing with them.	Analyze
CO 4	Utilize various ways of crossing and discharge and dishonour related issues while making payments through cheques etc.	Apply
CO 5	Discuss about Business Ethics and recognize how it helps organization to take decisions.	Analyze
CO 6	Summarize various cyber laws and relating rules and regulations to prevent cybercrimes and cyber frauds in the organization.	Remember



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO2	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	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

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

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

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

Course Outcomes (COs)	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 2	Understand the main source of law regulating contracts in India. Foster analytical thinking about contract and agreement, types to solve the issues.	3
	PO 3	Ability to understand about the Valid contracts, Void contracts, Voidable Contracts, Illegal Contracts and Unenforceable contracts.	3
	PO 4	Remember the concepts of breach of contract, understanding the discharge of contracts and its types.	2
CO 2	PO 2	Analyze the principle of business laws adopted by firms to conduct foreign trade.	2
	PO 4	Understand and Compare about Companies Act which enabled companies to be formed by registration.	3
CO 3	PO 2	Evaluate functions using a provision has been made for class action suits.	2
	PO 3	Understand the relevant legal terms in business.	2
	PO 4	Remember the topic of Bills of Exchange	3
	PO 8	Analyze the Goods and Services Tax (GST).	2
CO 4	PO 8	Inculcate and develop technical skills to face the competitive world successfully with latest developments acts.	2
CO 5	PO 3	Understand the features of negotiable instruments like promissory note, bill of exchange and cheques.	3
	PO 4	Understand the endorsements related issues, the GST and the basic ethical behavior need in business.	2

CO 6	PO 2	Understand the cyber crime scenario in Indian issues .	2
	PO 3	Apply the Challenges in Cyber crime and strategies to face the challenges of cyber crime.	2
	PO 4	Apply the levels of business ethics and the theories related to moral behavior	2
	PO 8	Remember the Stages of Moral development Kohlberg's study.	2

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	-	100.00	100.00	100.00	-	-	-	-
CO 2	-	100.00	-	100.00	50.00	-	-	-
CO 3	-	100.00	100.00	100.00	-	-	-	100.00
CO 4	-	-	-	-	-	-	-	100.00
CO 5	-	-	100.00	100.00	-	-	-	-
CO 6	-	100.00	100.00	-	-	-	-	100.00

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	-	3	3	3	-	-	-	-
CO 2	-	3	-	3	2	-	-	-
CO 3	-	3	3	3	-	-	-	3
CO 4	-	-	-	-	-	-	-	3
CO 5	-	-	3	3	-	-	-	-
CO 6	-	3	3	-	-	-	-	3
TOTAL	-	12	12	12	2	-	-	9
AVERAGE	0	3	3	3	2	0	0	3

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO 2, PO3, PO 4, PO 8	SEE Exams	PO 2, PO3, PO 4, PO 8	Assignments	PO 2, PO 3, PO 4, PO 8	Seminars	PO 2, PO3, PO 4, PO 8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

Unit-I	LAW OF CONTRACT - 1872
Nature of contract and essential elements, types of contracts, unlawful and illegal agreements, contingent contracts, performance and discharge of contracts, remedies for breach of contract, indemnity and guarantee, latest amendments.	
Unit-II	LAW OF CONTRACT
Nature of Contract and Essential elements of valid contract, 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. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, and Performance of Contract of Sale.	
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-why does it matter? 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.	
Textbooks:	
<ol style="list-style-type: none"> 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:	
<ol style="list-style-type: none"> 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, "Professional Ethics and Human Values", Lakshmi Publications, 4th Edition, 2016. 	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Understand the difference between agreement and a Contract.	CO 1	T1
3	Understand the different types of contracts and essential elements of contracts in brief	CO 1	T1
4	Understand the different types of contracts and essential elements of contracts in brief	CO 1	T1
5	Describe the performance and discharge of contracts, and illustrate remedies of breach of contract	CO 1	T1, T3
6	Describe the performance and discharge of contracts,	CO 1	

Lecture No	Topics to be Covered	COs	Reference
	and illustrate remedies of breach of contract		T1, T3
7	Learn concepts and differences between indemnity and guarantee	CO 1	T1
8	Learn concepts and differences between indemnity and guarantee	CO 1	T1
9	Illustrate general principles related to conditions & Warranties	CO 1	T2
10	Illustrate general principles related to conditions & Warranties	CO 1	T2
11	Illustrate general principles related to conditions & Warranties	CO 1	T2
12	Understand the principles related to sales, performance of contract of sale.	CO 1	T1,T2,T3
13	Understand the principles related to sales, performance of contract of sale.	CO 1	T1,T2,T3
14	Discuss the steps involved in incorporation of the company,	CO 2	T1,T2
15	Discuss the steps involved in incorporation of the company,	CO 2	T1,T2
16	Illustrate the procedure of appointment of directors, Powers, duties and liabilities of directors	CO 2	T1
17	Illustrate the procedure of appointment of directors, Powers, duties and liabilities of directors	CO 2	T1
18	Describe the company meetings, resolutions, winding up of a company, latest amendments, companies amendment act 2013, changes and guidelines	CO 3	T1
19	Describe the company meetings, resolutions, winding up of a company, latest amendments, companies amendment act 2013, changes and guidelines	CO 3	T1
20	Understand the negotiable instruments act 1881.	CO 3	T1 , T3
21	Understand the negotiable instruments act 1881.	CO 3	T1 , T3
22	Understand the negotiable instruments act 1881.	CO 3	T1 , T3
23	Describe rules related to all negotiable instruments.	CO 3	T1
24	Describe rules related to all negotiable instruments.	CO 3	T1
25	Describe rules related to all negotiable instruments.	CO 3	T1
26	Discuss endorsements, Holder in due course, Discharge of Parties.	CO 4	T1,T2
27	Discuss endorsements, Holder in due course, Discharge of Parties.	CO 4	T1,T2
28	Understand the basics related to Goods and Services Tax (GST).	CO 4	T1
29	Understand the basics related to Goods and Services Tax (GST).	CO 4	T1
30	Understand the basics related to Goods and Services Tax (GST).	CO 4	T1
31	Illustrate the basic ethical behavior need in business and why does it matter?	CO 4	T1,T2
32	Illustrate the basic ethical behavior need in business and why does it matter?	CO 4	T1,T2
33	Illustrate the basic ethical behavior need in business and why does it matter?	CO 4	T1,T2
34	Describe the levels of business ethics.	CO 5	T1
35	Describe the levels of business ethics.	CO 5	T1
36	Describe the levels of business ethics.	CO 5	T1
37	Analyze the need for cyber laws in the Indian context	CO 6	T1,T2
38	Analyze the need for cyber laws in the Indian context	CO 6	T1,T2
39	Analyze the need for cyber laws in the Indian context	CO 6	T1,T2
40	Describe the challenges facing in Indian IT Act to Indian Law	CO 6	T1
41	Describe the challenges facing in Indian IT Act to Indian Law	CO 6	T1
42	Describe the challenges facing in Indian IT Act to Indian Law	CO 6	T1
43	Understand the cyber crime scenario in Indian issues and Challenges in Cyber Crime	CO 6	T2
44	Understand the cyber crime scenario in Indian issues and Challenges in Cyber Crime	CO 6	T2
45	Understand the cyber crime scenario in Indian issues and Challenges in Cyber Crime	CO 6	T2

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Dr. E SUNITHA, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	STATISTICS FOR MANAGEMENT				
Course Code	CMBB05				
Program	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms. G. Joseph Mary, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

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

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Statistics For Management	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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.67 %	Remember
50 %	Understand
-	Apply
-	Analyze
16.67 %	Evaluate
-	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

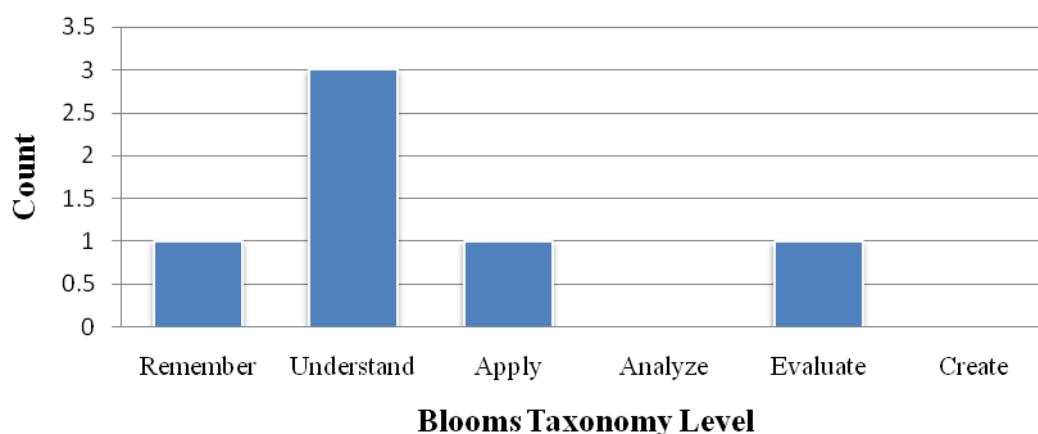
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	The various statistical techniques and solve problems effectively in the statistics.
II	Different types of skewness and know about the coefficient variations of skewness.
III	The application of statistical measures of central tendency and also statistical measures of dispersion.
IV	Application of ANOVA, other non-parametric test and analyze the recent trends.
V	Time series analysis and also trend analysis of data and its importance for solving the problems.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Recognize the significance, limitations, origin and different branches of statistics for better managerial analysis.	Remember
CO 2	Discuss various types of measures of dispersion like, coefficient of skewness coefficient of variation for solving direct and indirect problems.	Understand
CO 3	Narrate the tabulation and classification of data to draw effective solutions for solving problems.	Understand
CO 4	Demonstrate the diagrammatical and graphical representation for analysis of data by using different dimensional diagrams.	Understand
CO 5	Examine the various T-distribution sample tests like ANOVA techniques and correlation analysis for testing the samples.	Apply
CO 6	Evaluate regression analysis and different types of time series for testing goodness of attributes fitness.	Evaluate

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

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

Program Outcomes (POs)		Strength	Proficiency Assessed by
	entrepreneurs		

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of statistical system and to an extent appreciate (understand) the importance of mathematical functions to promote the organized economy system and to solve business problems.	2
CO 2	PO 2	Recognizing (knowledge) the contribution of various types of measures of central tendency and measures of dispersion (application) for foster analytical and critical thinking abilities for data-based decision making	3
	PO 4	Identify (knowledge) the appropriate types of coefficient of skewness and the coefficient of variation in managing and communicate global, economic, legal, and ethical aspects of business.	2
CO 3	PO 4	Apply (knowledge) the managerial principles and characteristics of the tabulation and classification of data to draw effective solutions to understand the economy aspects of the business.	2
	PO 6	Construct the pricing models of diagrammatical and graphical representation for analysis of data to analyze and communicate the inherent reasons for decision making.	3

CO 4	PO 6	Derive the existence activities of various T-distribution applications with independent and dependent variables in evaluating business opportunities.	3
CO 5	PO 6	Understanding the different types of small sample tests, techniques of ANOVA and correlation analysis to identifying sources of potential funding, and to develop as successful entrepreneurs.	3
CO 6	PO 6	Examine the regression analysis and different types of time series while testing attributes goodness to improve innovation skills.	3

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

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

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

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

CO 6	-	-	-	-	-	100%	-	-
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XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – **0** ≤ **C** ≤ 5% – No correlation; **2** – 40 % < **C** < 60% – Moderate.

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	-	-
CO 2	-	3	-	3	-	-	-	-
CO 3	-	-	-	3	-	-	-	-
CO 4	-	-	-	-	-	3	-	-
CO 5	-	-	-	-	-	3	-	-
CO 6	-	-	-	-	-	3	-	-
TOTAL	3	3	-	6	-	9	-	-
AVERAGE	3	3	0	3	0	3	0	0

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

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
Bivariate and multivariate 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.	
Textbooks:	
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.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Overview, origin and development	CO1	T-1, R-2
3	Overview, origin and development	CO1	T-2, R-2
4	Managerial applications of statistics, branches of the study	CO1	T-1, R-2
5	Managerial applications of statistics, branches of the study	CO1	T-1, R-2

Lecture No	Topics to be Covered	COs	Reference
6	Statistics with computers, limitations of statistics	CO1	T-2, R-2
7	Statistics with computers, limitations of statistics	CO1	T-1, R-1
8	Mean, median, mode, geometric mean and harmonic mean	CO1	T-2, R-2
9	Mean, median, mode, geometric mean and harmonic mean	CO2	T-1, R-2
10	Mean, median, mode, geometric mean and harmonic mean		
11	Dispersion, range ,quartile deviation, mean deviation	CO2	T-2, R-2
12	Dispersion, range ,quartile deviation, mean deviation		
13	Dispersion, range ,quartile deviation, mean deviation	CO2	T-1, R-2
14	Co-efficient of variation skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness		
15	Co-efficient of variation skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness	CO2	T-1, R-2
16	Co-efficient of variation skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness	CO2	T-2, R-2
17	Kelley's co-efficient of skewness; theory and problems, discussion on direct and indirect methods of solving the problems	CO2	T-1, R-2
18	Kelley's co-efficient of skewness; theory and problems, discussion on direct and indirect methods of solving the problems	CO2	T-2, R-2
19	Kelley's co-efficient of skewness; theory and problems, discussion on direct and indirect methods of solving the problems	CO3	T-1, R-1
20	Bi variate and multi variate data, data classification and tabulation, diagrammatic and graphical representation of data.	CO3	T-2, R-2
21	Bi variate and multi variate data, data classification and tabulation, diagrammatic and graphical representation of data.	CO3	T-1, R-2
22	One dimensional, two dimensional and three dimensional diagrams and graphs	CO3	T-2, R-2
23	T-Distribution: properties and applications, testing for one and two means, paired t-test; analysis of variance:	CO4	T-2, R-1
24	T-Distribution: properties and applications, testing for one and two means, paired t-test; analysis of variance:	CO4	T-2, R-2
25	T-Distribution: properties and applications, testing for one and two means, paired t-test; analysis of variance:	CO4	T-1, R-1
26	One way and two way ANOVA (with and without interaction),chi-square distribution: test for a specified population variance	CO4	T-2, R-2
27	One way and two way ANOVA (with and without interaction),chi-square distribution: test for a specified population variance	CO4	T-2, R-2
28	One way and two way ANOVA (with and without interaction),chi-square distribution: test for a specified population variance	CO4	T-1, R-2
29	One way and two way ANOVA (with and without interaction),chi-square distribution: test for a specified population variance	CO4	T-1, R-1
30	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.	CO4	T-1, R-1
31	Test for goodness of fit, test for independence of attributes;	CO5	T-1, R-1

Lecture No	Topics to be Covered	COs	Reference
	correlation analysis: scatter diagram, positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation.		
32	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.	CO5	T-1, R-1
33	Spearman's rank correlation, concept of multiple and partial correlation	CO5	T-1, R-1
34	Spearman's rank correlation, concept of multiple and partial correlation	CO5	T-1, R-1
35	Spearman's rank correlation, concept of multiple and partial correlation	CO5	T-1, R-1
36	Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients	CO5	T-2, R-1
37	Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients	CO5	T-1, R-1
38	Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients	CO6	T-1, R-2
39	Time Series Analysis: Components, models of time series additive, multiplicative and mixed models; Trend analysis	CO6	T-1, R-1
40	Time Series Analysis: Components, models of time series additive, multiplicative and mixed models; Trend analysis	CO6	T-1, R-1
41	Time Series Analysis: Components, models of time series additive, multiplicative and mixed models; Trend analysis	CO6	T-1, R-1
42	Free hand curve, semi averages, moving averages, least square methods; Index numbers	CO6	T-2, R-1
43	Characteristics and uses of index numbers, types of index numbers, un weighted price indices, weighted price indices	CO6	T-2, R-1
44	Tests of adequacy and consumer price indexes.	CO6	T-1, R-1
45	Tests of adequacy and consumer price indexes.	CO6	T-1, R-1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Ms. G. Joseph Mary, Assistant Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	MANAGEMENT OF TECHNOLOGY				
Course Code	CMBB06				
Program	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Dr. Surya Narayana Reddy, Associate Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

This course focuses on the planning, implementation, evaluation, and control of the organization's resources and capabilities in order to create value and competitive advantage. The aim of this course is to help students develop a strong conceptual foundation for managing technological innovations. It introduces concepts and frameworks for analyzing how firms can adapt, commercialize, create and capture value from technology-based products and services.

III. MARKSDISTRIBUTION:

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

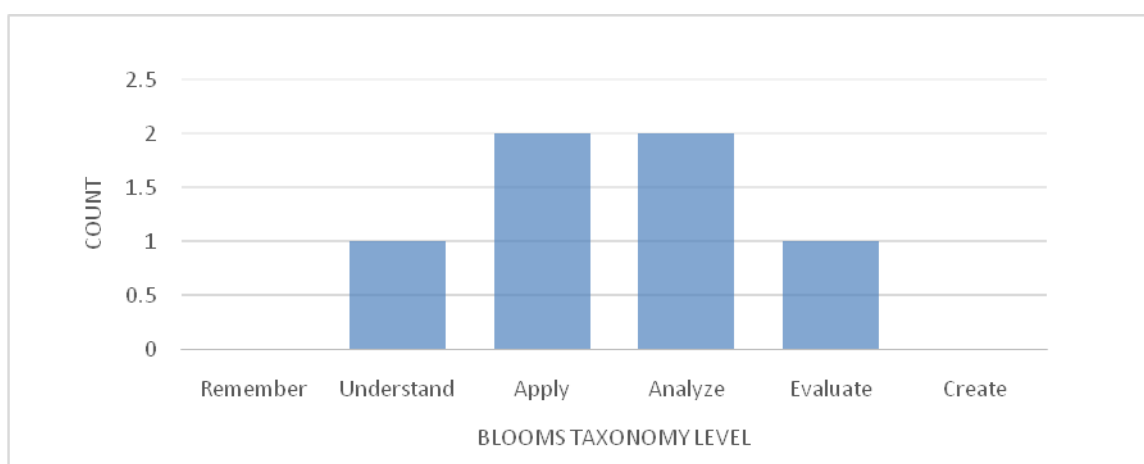
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	Develop the ability to design innovation strategies that can successfully take advantage of innovation opportunities
II	Able to examine the patterns and sources of technological change and the mechanisms for capturing the economic benefits from innovation
III	Identify the strategic and organizational challenges involved in managing technological innovation activities.
IV	Explore the challenges, tools and principles involved in managing innovation and technology.
V	Adopt to manage the different modes of technological transfers, for the promotion of economic development through commercializing innovative technology.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Discuss the basic concepts of technology and innovation strategies to gain competitive advantage of the firm.	Understand
CO 2	Elucidate the cost effectiveness in financial aspects of Research and Development for the new product development process.	Evaluate
CO 3	Make use of the need and importance of research and development for the generation of new products in the organizations.	Apply
CO 4	Introduce new innovation activities in the organization for decision making.	Apply
CO 5	Demonstrate the role of technological forecasting with regard to solve the technological issues in the organization.	Analyze
CO 6	Illustrate the concept of Technology and learn about interpersonal skills for communicating effectively.	Understand



VIII. PROGRAM OUTCOMES:

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

IX. 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	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	2	Assignments
PO3	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	3	Seminars
PO4	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.	3	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	To adopt and understand (knowledge) the basic concepts of Technology management for the purpose of contributing successful technological innovations in different fields of management.	2
	PO 7	To construct the (knowledge) strategic analysis (application) for examining the product failures and their causes.	2
	Po8	To formulate strategies through organised R&D activities for the purpose of achieving success in today's competitive world by adopting the technological skills .	1
CO 2	PO 1	Apply (knowledge) the techniques of Discounted cash flow techniques and other techniques for successful selection and implementation of projects through managerial theories and practices .	1
	PO 4	Focus on cost effectiveness through financial aspects of R&D by developing good communicational aspects and to produce new products in the market .	3
CO 3	PO 1	Apply (knowledge) the managerial principles and practices for successful implementation of New product development through R&D.	2
	PO 4	To Construct the different types of communication channels and increase the effectiveness of communication skills for the New product development process.	3
CO 4	PO 8	To Inculcate and develop technical skills to adapt and manage innovation activities (new product and process development) for decision making, management and early cancellation for the competitive world successfully.	1
CO 5	PO1	To Understand the major forecasting tools and techniques that are used in technological forecasting to know the current	2

		status and solving the business problems by associating with Management theories and practices.	
	PO 7	To formulate the strategic analysis using theoretical and practical applications to examine technology role in decision making with regard to technological issues.	2
	PO 8	To implement technology decision making by technical skills to face the competitive world successfully.	2
CO 6	PO 1	Explain the concept of technology transfer to manufacture a new product or implementing a new product by using managerial Skills and practices to solve business problems.	2
	PO 4	To understand, analyse and communicate global, economic, legal and ethical aspects of business to solve the business problems by using the different communication channels.	1
	PO8	To adapt the change of technology transfer by using and developing technical skills to face the competitive world successfully.	1

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	-	-	-	-	-	50.00	50.00
CO 2	50.00	-	-	100.00	-	-	-	-

CO 3	100.00	-	-	100.00	-	-	-	-
CO 4	-	-	-	-	-	-	-	50.00
CO 5	100.00	-	-	-	-	-	50.00	100.00
CO 6	100.00	-	-	33.33	-	-	-	50.00

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – 0 ≤ C ≤ 5% – No correlation; **2 – 40 % < C < 60%** – Moderate.

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	2	2
CO 2	2	-	-	3	-	-	-	-
CO 3	3	-	-	3	-	-	-	-
CO 4	-	-	-	-	-	-	-	2
CO 5	3	-	-	-	-	-	2	3
CO 6	3	-	-	1	-	-	-	2
TOTAL	14			7			4	9
AVERAGE	2.8	0	0	2.3	0	0	2	2.3

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO 1,PO 4, PO 7,PO 8	SEE Exams	PO 1,PO 4, PO 7,PO 8	Assignments	PO 1,PO 4	Seminars	PO 7,PO8
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO1, PO7						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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 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.	
Unit-III	
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	
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: modes of technology transfer, price of technology transfer, negotiation for price of management of technology.	
Textbooks:	
NeelakantamTatikonda, “Management of Technology”, Excel Publications, New Delhi, 1st ^{Edition} , 2010. 2. Tarek Khalil, “Management of Technology, “The Key to Competitiveness and Wealth”, Tata McGraw Hill, Boston, 4 th Edition, 2011. 3. V.K.Narayanan, “Managing Technology and Innovation for Competitive Advantage”, Pearson Education, 3 rd Edition, 2007. 4. Norma Harison and Samson, “Technology Management Text and Cases”, Tata McGraw Hill, 4 th Edition, 2011.	
Reference Books:	
1. C.S.G.Krishnamacharyulu, “ Management of technology “ Himalaya Publications , 2 nd Edition,2010 2. Shane, “Technology Strategy for Managers and Entrepreneurs”, Pearson, 5 th Edition, 2015. 3. Khandwala, “Corporate Creativity”, Tata McGraw Hill, 4 th Edition, 2013. 4. Lucy C. Morse, Daniel L. Babcock, “Managing Engineering and Technology “, Pearson, 6 th	

Edition, 2014.
Web References
1. http://www.change-management.com/Prosci-Defining-Change-Management.pdf 2. http://www.tcs.com/SiteCollectionDocuments/White%20Papers/EntSol-Whitepaper-Change-Management-Theories-Methodologies-0213-1.pdf .
E-Text Books
1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com 4. http://www.nickols.us/four_strategies.pdf http://ifcext.ifc.org/ifcext/spiwebsite1.nsf/0/00DB06A86B84D253852576BA000E2AF0/\$File/MoC%20Procedure.pdf

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction to Technological innovation	CO 1	T-1 p.g. 41-45, R-2 p.g 2-10
3	Factors contributing to successful Technological innovation.	CO 1	T-2p.g. 46-49, R-2p.g. 25-26
4	Factors contributing to successful Technological innovation.	CO 1	T-2p.g. 46-49, R-2p.g. 25-26
5	Factors contributing to successful Technological innovation.	CO 1	T-2p.g. 46-49, R-2p.g. 25-26
6	Strategies for research and development: Research and Development as business	CO 1	T-1p.g.50 - 52, R-2p.g. 27-32
7	Strategies for research and development: Research and Development as business	CO 1	T-1p.g.50 - 52, R-2p.g. 27-32
8	Resource allocation to research and development, and strategy in the decision making process	CO 1	T-2 p.g. 173-175, R-2p.g. 33-35
9	Resource allocation to research and development, and strategy in the decision making process	CO 1	T-2 p.g. 173-175, R-2p.g. 33-35
10	Selecting and implementing of Research and Development strategy	CO 1	T-2p.g. 180-184, R-2p.g. 48-58
11	Selecting and implementing of Research and Development strategy	CO 1	T-2p.g. 180-184, R-2p.g. 48-58
12	Introduction to Financial forecast	CO2	T-1p.g. 221-223, R-1p.g. 85-95
13	Research and Development Financial Forecasts	CO2	T-1p.g. 225-228, R-2p.g. 99-105
14	Working Capital requirement and Financing	CO2	T-1p.g. 230-238, R-2p.g. 154-158

Lecture No	Topics to be Covered	COs	Reference
15	Financial models for Project Selection	CO2	T-1p.g. 245-249, R-2p.g. 155-198
16	Financial models for Project Selection	CO2	T-1p.g. 245-249, R-2p.g. 155-198
17	Allocation of resources and Discounted cash flow techniques	CO3	T-1p.g. 250-259, R-2p.g. 116-125
18	Allocation of resources and Discounted cash flow techniques	CO3	T-1p.g. 250-259, R-2p.g. 116-125
19	Allocation of resources and Discounted cash flow techniques	CO3	T-1p.g. 250-259, R-2p.g. 116-125
20	Allocation of resources and Discounted cash flow techniques	CO3	T-1p.g. 250-259, R-2p.g. 116-125
21	Some other techniques of evaluating Research and Development Projects	CO3	T-1p.g. 260-273, R-2p.g. 105-145
22	Introduction to Research and Development	CO3	T-1p.g. 276-278, R-2p.g. 142-153
23	Types of research and Development project portfolio	CO3	T-1p.g. 280-284, R-2p.g. 65-68
24	Research and Development project planning	CO3	T-1p.g. 285-287, R-2p.g. 112-116
25	Tools of R&D project planning	CO3	T-1p.g. 289-292 R-1p.g. 117-125
26	Project termination and close out	CO3	T-1p.g. 296-298, R-2p.g. 214-225
27	Commercialization of research outcomes	CO4	T-1p.g. 299-302, R-2p.g. 198-215
28	Industrial designs	CO4	T-1p.g. 302-306, R-2p.g. 214-225
29	Product architecture and design for manufacturing	CO4	T-1p.g. 306-308, R-1p.g. 214-225
30	Developing indigenous substitute for raw materials	CO4	T-1p.g. 308-312, R-2p.g. 190-215
31	Introduction to Technological forecasting	CO5	T-1p.g. 396-397, R-1p.g. 98-116
32	Introduction to Technological forecasting	CO5	T-1p.g. 396-397, R-1p.g. 98-116
33	Introduction to Technological forecasting	CO5	T-1p.g. 396-397, R-1p.g. 98-116
34	Technology forecasting process	CO5	T-1p.g. 404-407, R-2p.g. 216-235
35	Forecasting Models	CO5	T-1p.g. 407-409, R-2p.g. 236-245
36	Forecasting Models	CO5	T-1p.g. 407-409, R-2p.g. 236-245
37	Classification of Forecasting technology	CO5	T-1p.g. 409-410, R-1p.g. 235-245
38	Classification of Forecasting technology	CO5	T-1p.g. 409-410, R-1p.g. 235-245
39	Trend exploration methods	CO5	T-2p.g. 414-416, R-1p.g. 235-256
40	Introduction technology forecasting	CO6	T-1p.g. 417-432, R-1p.g. 302-325

Lecture No	Topics to be Covered	COs	Reference
41	Classification of technology	CO6	T-1p.g. 436-437, R-2p.g. 215-223
42	Levels of technology transfer	CO6	T-1p.g. 437-439, R-1p.g. 216-225
43	Price technology transfer	CO6	T-1p.g. 458-460, R-1p.g. 237-248
44	Negotiation for price of management technology	CO6	T-1 p.g.461-465, R-1p.g. 253-262
45	General provisions of technology transfer	CO6	T-1p.g. 472-477, R-1p.g. 308-315
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Dr. Surya Narayana Reddy, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

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DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	INTELLECTUAL PROPERTY RIGHTS				
Course Code	CMBB07				
Program	MBA				
Semester	I				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Ms. K. Lakshmi Revathi, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

This course introduces the international legal rules, principles and institutions of the world trade organization as well as intellectual property rights. It provides the knowledge on 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.

III. MARKSDISTRIBUTION:

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0 %	Remember
50 %	Understand
0 %	Apply
16.66 %	Analyze
33.33%	Evaluate
0%	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

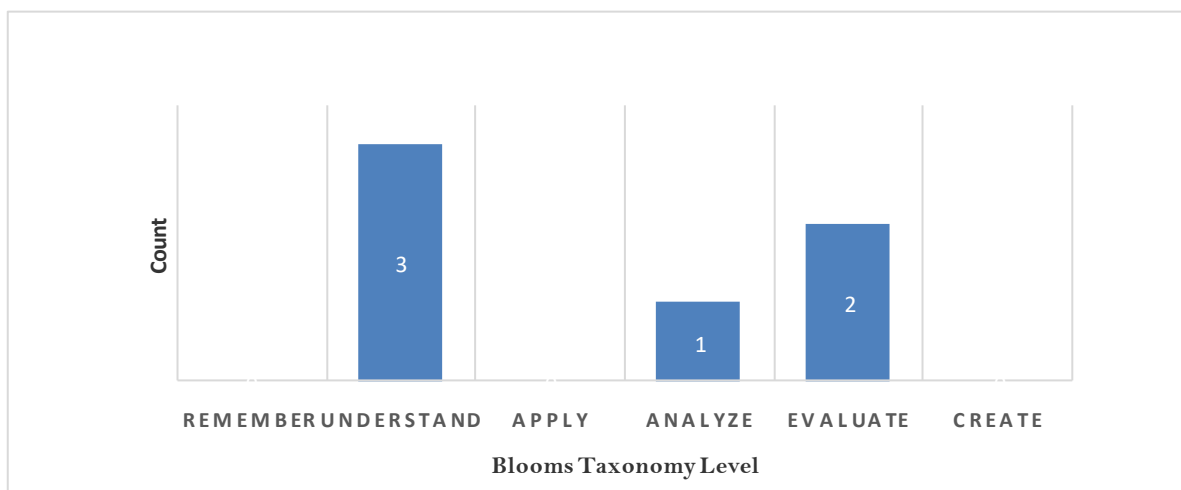
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	Contrast on the awareness on the benefits of Intellectual property in the modern society.
II	Identify the rights of owners with respect to the trademarks and also with the registration process and evaluation.
III	Applying the procedures of evaluation, registration, protection and acquisition of trademarks.
IV	Illustrate the student about the new developments in the law of intellectual property rights.
V	Appraise the trade mark law; copy right law, patent law and intellectual property audits.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Infer the importance, federal registration process and types of intellectual property rights for registering their Intellectual Property.	Understand
CO 2	Interpreting the trademarks acquisition process while acquiring the rights against trademarks.	Understand
CO 3	Assess the originality of material with respect to copyrights during the time of registration of copyrights.	Evaluate
CO 4	Analyze the fundamentals of patent law to transfer the ownership rights against trademarks.	Analyze
CO 5	Elucidate the trade secrets determination, misappropriation, protection for purpose of any infringement.	Understand
CO 6	Assess on the importance of the IP audits and its duties for maintaining proper documentation.	Evaluate



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	Discussions / Assignments
PO 4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	3	Seminars / Guest Lectures
PO 7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	2	Guest Lectures / Discussions
PO 8	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.	2	Assignments / Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of Intellectual properly to appreciate (understand) the need and importance of acquiring Intellectual Properties.	2
	PO 7	Explains the role of Intellectual Properties in their business after having a thorough understanding of the theoretical concepts of the Intellectual Properties in their strategy formulation.	3
CO 2	PO 1	Understanding (knowledge) the various functions of agencies and international organizations in providing solutions to their business problems with respect to the procedure of acquiring Intellectual Properties	2
	PO 4	Recognizing (knowledge) the importance and role of organizations in registering different kinds of Intellectual Properties with respect to various categories of innovations and their procedure in a pre determined way of communication to registering agencies.	2
	PO 8	Applying the technology in creating a new trademark era	1
CO 3	PO 1	Evaluate (knowledge) the Intellectual Properties with respect to cost incurred and profit gained on the Intellectual Properties.	2
	PO 4	Focus on working of applying and registering with the copy right and registration process.	2
CO 4	PO 8	Applied to create new technology for latest ingestions in the areas of patents and copyrights.	1
CO 5	PO 1	Understand the procedure with respect to trade secrets while determination and misappropriation and protection and litigation.	2

	PO4	Able to create various kinds of Trade Secrets and communicate the same for various agencies for registering their respective trade secrets.	3
	PO7	Create and Apply different kinds of Trade Secrets at their respective business areas.	3
CO 8	PO 4	Focus on the need for IP audits and Interpret the results there off and reporting them to the management.	2
	PO 7	Analyze the latest developments and innovations in various types of Intellectual Properties.	4

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	-	-	-	-	-	75.00	-
CO 2	100.00	-	-	66.66	-	-	-	50.00
CO 3	100.00	-	-	66.66	-	-	-	-
CO 4	-	-	-	-	-	-	-	50.00
CO 5	100.00	-	-	100.00	-	-	75.00	-
CO 6	-	-	-	66.66	-	-	-	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	3	-
CO 2	3	-	-	3	-	-	-	2
CO 3	3	-	-	3	-	-	-	-
CO 4	-	-	-	-	-	-	-	2
CO 5	3	-	-	3	-	-	3	-
CO 6	-	-	-	3	-	-	-	-
TOTAL	12			12			6	4
AVERAGE	3			3			3	2

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

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

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction of Intellectual Property (IP)	CO 1	T1:1.1, 1:1.2,R1
3	Introduction of Intellectual Property (IP)	CO 1	T1:1.1, 1:1.2,R1

Lecture No	Topics to be Covered	COs	Reference
4	Introduction of Intellectual Property (IP)	CO 1	T1:1.1, 1:1.2,R1
5	Introduction of Intellectual Property (IP)	CO 1	T1:1.1, 1:1.2,R1
6	Types of IP , International Organizations	CO 1	T1:1.4
7	Types of IP , International Organizations	CO 1	T1:1.4
8	Agencies and Treaties, Importance of Intellectual Property Rights	CO 1	T1:1.4, R2,R3
9	Agencies and Treaties, Importance of Intellectual Property Rights	CO 1	T1:1.4, R2,R3
10	Purpose and function of Trademarks	CO 2	T1:2.2, R3,R5
11	Purpose and function of Trademarks	CO 2	T1:2.2, R3,R5
12	Purpose and function of Trademarks	CO 2	T1:2.2, R3,R5
13	Acquisition of Trademarks Rights and Protectable Matter	CO 2	T1:2.4, 2.9
14	Acquisition of Trademarks Rights and Protectable Matter	CO 2	T1:2.4, 2.9
15	Selecting and Evaluating Trade Mark and Trademark Registration Processes	CO 2	T1:3.1, R5,R6
16	Selecting and Evaluating Trade Mark and Trademark Registration Processes	CO 2	T1:3.1, R5,R6
17	Selecting and Evaluating Trade Mark and Trademark Registration Processes	CO 2	T1:3.1, R5,R6
18	Selecting and Evaluating Trade Mark and Trademark Registration Processes	CO 2	T1:3.1, R5,R6
19	Fundamentals of Copyright Law	CO 3	T1:10.2, R2
20	Fundamentals of Copyright Law	CO 3	T1:10.2, R2
21	Fundamentals of Copyright Law	CO 3	T1:10.2, R2
22	Originality of material and rights of Reproduction and Right to perform the work publicly	CO 4	T1:11.2
23	Originality of material and rights of Reproduction and Right to perform the work publicly	CO 4	T1:11.2
24	Copy right registration, notice, International Copy right law	CO 4	T1: 12.3
25	Copy right registration, notice, International Copy right law	CO 4	T1: 12.3
26	Foundation of patent law, patent searching process, ownership rights and transfer	CO 3	T1: 12.5
27	Foundation of patent law, patent searching process, ownership rights and transfer	CO 3	T1: 12.5
28	Foundation of patent law, patent searching process, ownership rights and transfer	CO 3	T1: 12.5
29	Trade Secrets Law, Determination of Trade Secrets status	CO 5	T1:2.1, T1:2.3, R2,R3
30	Trade Secrets Law, Determination of Trade Secrets status	CO 5	T1:2.1, T1:2.3, R2,R3
31	Liability for misappropriations of Trade Secrets	CO 5	T1:22.2
32	Protection for submission, trade secrets Litigation	CO 6	T1:22.5, 1:22.8
33	Protection for submission, trade secrets Litigation	CO 6	T1:22.5, 1:22.8

Lecture No	Topics to be Covered	COs	Reference
34	Unfair Competition: Misappropriation of right of publicity, False advertising	CO 6	T1:23 R3,R4
35	New developments in Trade Law	CO 6	T1:23.3
36	New developments in Copyright Law	CO 3	T1:7 R5,R6
37	New developments in Copyright Law	CO 3	T1:7 R5,R6
38	New developments in Patent Law	CO 2	T1:8
39	New developments in Patent Law	CO 2	T1:8
40	Intellectual Property Audits and International Overview of IP	CO 3	T1:15.7
41	Intellectual Property Audits and International Overview of IP	CO 3	T1:15.7
42	Intellectual Property Audits and International Overview of IP	CO 3	T1:15.7
43	International Trademark Law, Copy right Law, patent Law and Trade Secrets Law	CO 4	T1:16, 1:21.1,2
44	International Trademark Law, Copy right Law, patent Law and Trade Secrets Law	CO 4	T1:16, 1:21.1,2
45	International Trademark Law, Copy right Law, patent Law and Trade Secrets Law	CO 4	T1:16, 1:21.1,2
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Ms. K. Lakshmi Revathi, Assistant Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	HUMAN RESOURCE MANAGEMENT				
Course Code	CMBB15				
Program	MBA				
Semester	II				
Course Type	CORE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Dr.T.Srinivas Rao, Professor,MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB001	II	MANAGEMENT AND ORGANIZATION BEHAVIOUR

II. 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.

III. MARKSDISTRIBUTION:

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

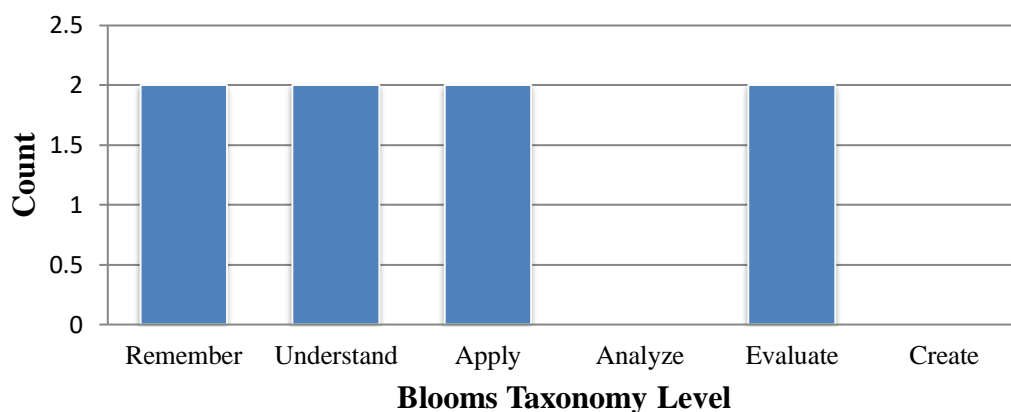
VI. COURSE OBJECTIVES (COs):

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

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Summarize fundamental human resource management concepts, such as job analysis and human resource planning, to find the best candidates for the job.	Understand
CO 2	Recognize and categorize various recruitment and selection procedures to improve employee performance.	Remember
CO 3	Demonstrate the concept of training and development, as well as describe the different types of training to improve employees' talents and performance.	Understand
CO 4	Make use of the training and development programmers to improve the effectiveness of the training.	Remember
CO 5	Determine performance appraisal procedures and approaches that assist in the development of work skills, knowledge, abilities, and personalities.	Evaluate
CO 6	Incorporate harmonious employee and employer relations to ensure continuous manufacturing.	Evaluate

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. 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:: Foster Analytical and critical thinking Abilities for data-based decision making solution.	3	Assignments
PO3	Ethics: Ability to develop Value based Leadership ability.	3	Seminars
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO5	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3	Assignments

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	2	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Understand the scope and need of Human resource management.	2
	PO 4	Ability to understand the human resource management, human resource objectives and human resource activities.	3
	PO 2	Illustrate the circumstances job analysis and design, uses of job analysis and methods of data collection.	2
CO 2	PO 4	Apply the concept of performance management skills, job description and specifications, job design, job redesign and job rotation.	2
	PO 7	Analyze the principles of job enlargement, job enrichment, strategic and human resource planning.	3
	PO 1	Understand and Compare about information of human resource planning process, human resource information systems and assessment of human resource requirements.	2
	PO 3	Understand the importance of medical evaluation, job offer, induction and placement.	3

	PO 5	Remember the information of designing and conducting the effective interview, reference and background verification.	3
CO 3	PO 1	Understand the concept of the recruitment process and methods of recruiting.	2
	PO 4	Remember the realistic job preview, challenges of recruiting, selection process and type of tests.	3
CO 4	PO 1	Analyze the concept of training process, training methods, and training methods.	2
CO 5	PO 4	Understand the need of training and the training management.	3
	PO 5	Understand the features of the individual group. Organizational techniques, evaluation of training and development	3
	PO 1	Apply the levels of the appraisal process and methods of evolution.	2
	PO 2	Understand the concept of performance evaluation and the appraisal interview.	2
	PO 3	Apply the concept of the feedback interview and the role of appraisal in managing performance	3
	PO 7	Remember the principles of reward systems.	3
CO 6	PO 2	Remember the performance related concepts like benchmarking, six sigma and competency mapping.	2
	PO 4	Understand the concept of career planning and development.	2
	PO 7	Remember the concept of Quality of work life.	2
	PO 3	Understand the causes of remedial measures, collective bargaining and the management of conflicts.	2
	PO 5	Remember the concept of the grievance procedure, guidelines for handling grievances.	3

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

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

CO 1	2	3	-	3	-	-	-	-
CO 2	2		3	2	3		3	
CO 3	2	-	-	3	-	-	-	-
CO 4	2	-	-	-	-	-	-	-
CO 5	2	2	3	3	3	-	3	-
CO 6	-	2	2	2	3	-	2	-

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

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

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – **0** ≤ **C** ≤ 5% – No correlation; **2** – 40 % < **C** < 60% – Moderate.

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

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

CO 2	3	-	3	3	2	-	3	-
CO 3	3	-	-	3	-	-	-	-
CO 4	3	-	-	-	-	-	-	-
CO 5	3	3	3	3	2	-	-	-
CO 6	-	-	-	3	2	-	-	-
TOTAL	15	6	6	12	6	-	3	-
AVERAGE	3	3	3	3	2	0	3	0

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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. Biswajeet Patt nayak , " Human Resource Management", Prentice hall of India, 2nd Edition, 2009. 2. Ashwathappa, "Human resource management", Himalaya Publications, 7th Edition, 2012.	
Reference Books:	
1.Aryasri, A. V. V Raju, "Human Resources Management", Students Helpline Publishing House Private Limited, 2 nd Edition, 2010. 2.Venkata Raman C. S, Srivastiva B. K, "Personnel Human Resource Management", Tata McGraw Hill, 2nd Edition, 2009. 3. Cynthia D. Fisher, Lyle F. Schoenfeld , "Human Resource Management", Wiley India Publishers, 3 rd Edition, 2009.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2-4	Meaning, definitions, objectives human resource management.	CO 1	T-1 1-5, R-2 2-10
5-7	The concept of human resource activates and challenges	CO 1	T-2 6-18, R-2 25-26
9-10	Concepts of job analysis and job design	CO 2	T-1 19 - 23, R-2 27-32
10-11	The concept of data collection, description, specifications, design and redesign, job rotation and job enlargement	CO 2	T-1 19-25, R-2 33-35
12-13	To discuss the recruitment and selection process	CO 2	12-13
14-16	The concept of human resource requirements, functions and policies	CO 2	T-2 104-115, R-2 99-105
17-19	The concept of recruitment process and methods of recruitment	CO 3	T-1 116-119, R-2 154-158
20-22	Meaning of realistic job preview, recruiting and selection process	CO 3	T-2 117-126, R-2 155-198
22-24	Job preview, recruiting and selection process	CO 4	T-1 158-159, R-2 116-125
25-26	The concept of types of test, interview process and types of interviews and it's errors	CO 4	T-1 99-135, R-2 105-145
27-29	Importance of conducting the interview and their effectiveness	CO 5	T-2 138-165, R-2 142-153
30-32	Importance of references and background verification	CO 5	T-1 168-175, R-2 65-68
33-35	The concept of medical evaluation and job offer, induction and placement	CO 5	T-2 77-85, R-2 112-116

Lecture No	Topics to be Covered	COs	Reference
36-38	Differences of training process and methods	CO 5	T-1 177-186, R-1 117-125
39-41	The concept of recruitment and selection process	CO 5	T-2 98-105, R-2 214-225
42-43	Discussing the management development and their individual group	CO 6	T-1 210-230, R-2 198-215
44-45	The concept of organizational techniques	CO 6	T-2 235-258, R-2 214-225
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Dr.T.SrinivasRao,Professor,MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	PRODUCTION OPERATIONS MANAGEMENT				
Course Code	CMBB16				
Program	MBA				
Semester	II				
Course Type	Core				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms.S.Sireesha, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
MBA	--	--	--

II. COURSE OVERVIEW:

This course introduces major concepts and tools used in the design and use of operations systems in organizations. It introduces the discipline and the role the function plays in a value-creating organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations. 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.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
PRODUCTION 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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.67%	Remember
50%	Understand
16.67%	Apply
16.67%	Analyze
16.67%	Evaluate
16.67%	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

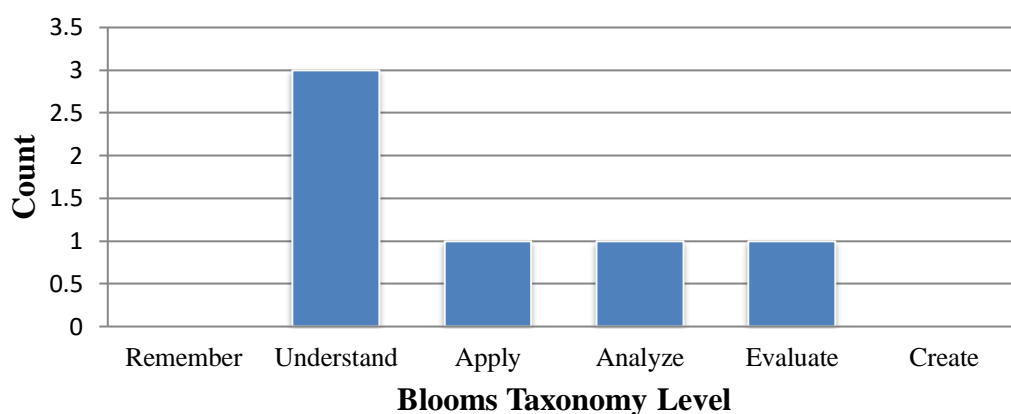
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	The concepts relating to production and production systems available for manufacturing units
II	Scheduling and layout alternatives to decide on plant location decisions.
III	The quality and quality determination with quality control charts and work study.
IV	Material requirement planning and materials budgeting for making production related decisions.
V	Stores management and inventory management techniques.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Identify and assess the procedures, methods, and concepts of production and operations management to get a better understanding of logistics and supply chain operations.	Apply
CO 2	Demonstrate the ability to schedule and control production processes in order to reduce production time and costs.	Understand
CO 3	Summarize the basic ideas of quality circles, quality assurance, and quality control to improve decision-making abilities.	Understand
CO 4	Conclude the quality processes, tools, and techniques in the manufacturing and service sectors to improve their operational performance.	Analyze
CO 5	Describe the Materials Requirement Planning and MRPII systems to choose the optimum quality.	Understand
CO 6	Recognize the importance of store management and inventory control to ensure their availability with minimum capital lock up.	Evaluate

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments.
PO2	Decision making skills: An ability to analyze a problem identifies, formulate and use the appropriate managerial skills for obtaining its solution.	3	Seminars
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO6	Entrepreneurial and Innovation Skills: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs	2.5	Assignments

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO7	Strategic Skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	3	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 4	Recollect (knowledge) the basic concept of derivative market system and to an extent appreciate (understand) the importance of financial system to promote the organized economy system to improve the financial literacy.	2
	PO 2	Describe (knowledge) the various services rendering by the customers from the derivatives market and new managerial developments in the financial sectors in the context of managerial decisions.	2
	PO 6	Interpret (knowledge) about services of the derivatives to communicate effectively with the customers to contribute to the economy development of the country.	3
CO 2	PO 7	Recognizing (knowledge) the contribution of forwards and futures markets which affects economy stability of country (application) by its functional strategic principles and methodology	3
	PO 2	Identify (knowledge) the appropriate pricing strategies and interest rate controlling the currency fluctuations in managing the stable financial system.	2
	PO 6	Demonstrate the currency fluctuations and its impact on in evaluating international business opportunities and to identify the sources of potential funding.	2

CO 3	PO 1	Apply (knowledge) the managerial principles and characteristics of options markets and its importance in managing the economy conditions of the country.	2
CO 4	PO 1	Construct the pricing models of currency options and hedging strategies in communicating with the customers to sell options products.	2
CO 5	PO 7	Derive the existence activities of commodity futures and swap products in meeting the needs and wants of the investors with its legal and ethical business aspects of international trade.	3
	PO 4	Understanding the business and economic conditions of the commodity derivatives to communicate the changing mindsets of the global tastes and preferences.	3
CO 6	PO 6	Examine the risk and its types in the risk management processes at swap markets while implementing the managerial decisions of financial businesses.	2
	PO 2	Explain the qualitative and quantitative measures for swap valuation with appropriate implantable strategies.	3

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

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

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

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

CO 2	-	100%	-	-	-	100%	75%	-
CO 3	100%	-	-	-	-	-	-	-
CO 4	100%	-	-	-	-	-	-	-
CO 5	-	-	-	100%	-	-	75%	-
CO 6	-	100%	-	-	-	100%	-	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – **0** ≤ **C** ≤ 5% – No correlation; **2** – 40 % < **C** < 60% – Moderate.

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	-	3	-	3		3	-	-
CO 2	-	3	-	-	-	3	3	-
CO 3	3	-	-	-	-	-	-	-
CO 4	3	-	-	-	-	-	-	-
CO 5	-	-	-	3	-	-	3	-
CO 6	-	3	-	-	-	3	-	-
TOTAL	6	9	-	6	-	9	6	-
AVERAGE	3	3	0	3	0	3	3	0

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO4, PO6, PO7	SEE Exams	PO1, PO2, PO4, PO6, PO7	Assignments	PO1, PO6	Seminars	PO 2, PO 4
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO1, PO7						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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, oc 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 A performance of suppliers makes or buys 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 o 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.	
Textbooks:	
1. Mahadevan.B, —Operations ManagementI, Pearson Education, Revised 2nd Edition, 2010. 2. Stevenson J. William, —Operations ManagementI, Tata McGraw-Hill, 9th Edition, 2009. 3. James R Evans, David A. Collier, —Operations ManagementI, Cengage Learning, 3rd Edition, 2007.	
Reference Books:	
1. AswathappaK. and SridharaBhat,—ProductionandOperationsManagementI, HPH, 2 nd Edition, 2010. 2. Ray Wild, —Operations Management, Thomson Learning, 1 st Edition, 2003. 3. Kanishka Bedi,—ProductionandOperationsManagementI, OxfordUniversityPress, 2 nd Edition, 2007. 4. UpendraKachru,—ProductionandOperationsManagementI, ExcelBooks, 2 nd Edition, 2010.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
1-2	Introduction to operations management	CO 1	T1: 1.7
3-4	Role of operations management in total management system	CO 1	T1: 2.1
5-7	Interface between the operation systems and systems of other functional areas	CO 1	T1: 2.8
8-9	Process planning and process design	CO 1	T1: 3.7
10-11	production planning and control: basic functions of production planning and control	CO 1	T1: 3.5
12-14	Production cycle, characteristics of process technologies	CO 2	T1: 4.1
15-16	Project, job shop, assembly, batch and continuous	CO 2	T1: 5.1
17-18	Inter relationship between product life cycle and process life cycle	CO 2	T1: 5.3
19-21	Aggregate planning, operations scheduling and product sequencing:	CO 2	T1: 5.3
22-24	Sequencing of products in multiproduct multi stage situations	CO 2	T1:5.3
25-26	plant capacity and line balancing;	CO 3	T1: 6.1
27-30	Plant layout, different types of layouts	CO 3	T1: 5.7
31-34	location and the factors influencing location;	CO 4	T1: 6.1,
35-36	Standards and specifications	CO 5	T2: 7.1
37-38	Quality assurance and quality circles	CO 5	T2: 7.3,
39-44	Various techniques in the methods study for identifying the most appropriate method	CO 5	T1: 6.1
41-42	Need and importance of materials management	CO 5	T2: 8.3,
43	Management-materials requirement planning materials budgeting	CO 6	T1: 7.1
44	Requirements for efficient. Management o stores, safety stock inventory control	CO 6	T2: 9.2
45	VED and FNSD analyses, value analysis, importance in cost reduction.	CO 6	T2: 9.8
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2

Lecture No	Topics to be Covered	COs	Reference
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Ms.S. Sireesha, Assistant Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	FINANCIAL MANAGEMENT				
Course Code	CMBB17				
Program	MBA				
Semester	II				
Course Type	Core				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Dr. T.Vara Lakshmi, Associate Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB02	I	Accounting for management

II. 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.

III. MARKSDISTRIBUTION:

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.6 %	Remember
33.33 %	Understand
16.6 %	Apply
16.6 %	Analyze
16.6 %	Evaluate
0 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

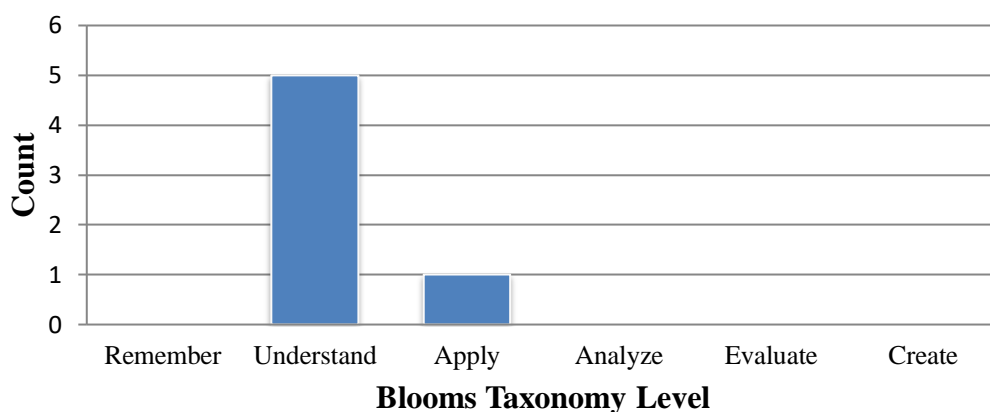
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	The basic functions and goals of financial management for better utilization of funds.
II	Investment strategies for effective utilization of financial resources.
III	Capital structure decisions and capital budgeting decisions to maximize the profits.
IV	Dividend decisions and related theories to help investors earn a high return on their investment.
V	Strategies and techniques of current asset management to fund day-to-day business operations and to pay for the ongoing operating expenses.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Describe the basic functions and goals of financial management to know the importance of finance function in the contemporary scenario.	Remember
CO 2	Discuss the significance of investment decisions, capital budgeting principles, and the cost of capital in assessing cash flows.	Understand
CO 3	Demonstrate the importance of financial structure and leverages decisions to analyze the capital structure.	Analyze
CO 4	Enumerate the theories of capital structure for breakeven analysis of financial leverage	Apply
CO 5	Summarize the dividend decisions, value of the firm, and relevance and irrelevance theories for dividend declaration and payments based on the MM hypothesis.	Understand
CO 6	Interpret the concept of cash, receivables, inventory and working capital management to identify the fund requirements for day-to-day operations.	Evaluate

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. 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: 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
PO6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	3	Seminars
PO7	Strategic analysis: Ability to conduct strategic nalysis using theoretical and practical applications.	2.75	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

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

	PO 4	Examine the significance of breakeven analysis of financial leverage to formulate profitable strategies in quantitative restrictions.	3
CO 5	PO 1	Derive the existence possibility of dividend decisions in meeting the practical solutions of the organization.	2
	PO 6	Differentiate the value of the firm and relevance for dividends declaration to analyze the managerial strategies in the funding business environment.	3
	PO 7	Outline the contribution of dividend to meet the funding activities of the investments.	4
CO 6	PO 6	Explain the working capital techniques with appropriate implementable strategies.	3
	PO 7	Examine the strategies in cash, receivables and inventory management while implementing the managerial decisions of businesses.	2

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	100.00	-	100.00	-	-	-	-
CO 2	-	100.00	-	100.00	-	-	100.00	-

CO 3	100.00	100.00	-	-	-	-	-	-
CO 4	100.00	-	-	100.00	-	-	-	-
CO 5	100.00	-	-	-	-	100.00	100.00	-
CO 6	-	-	-	-	-	100.00	50%	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – 0 ≤ C ≤ 5% – No correlation; **2 – 40 % < C < 60%** – Moderate.

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	3	-	3	-	-	-	-
CO 2	-	3	-	3	-	-	3	-
CO 3	3	3	-	-	-	-	-	-
CO 4	3	-	-	3	-	-	-	-
CO 5	3	-	-	-	-	3	3	-
CO 6	-	-	-	-	-	3	2	-
TOTAL	12	9	-	9	-	6	8	-
AVERAGE	3	3	-	3	-	3	2.75	-

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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, and 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.	
Textbooks:	
1M. Pandey, “Financial Management”, Vikas Publishing House, 10th Edition, 2010. 2.Jonathan Berk, Peter De Marzo and Ashok Thampy, “Financial Management”, Pearson publications, 2nd Edition, 2010.	
Reference Books:	
1.Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South-Western publications, 10th Edition, 2006. 2.Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill, 8th Edition, 2011.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Definition, nature, scope and evolution of finance function.	CO1	T-1, R-2
3	New role of finance function in the contemporary scenario.	CO1	T-2, R-2
4	Goals of finance function.	CO1	T-1, R-2
5	Maximizing profit Vs wealth Vs welfare maximization.	CO1	T-1, R-2
6	The agency relationship and costs	CO1	T-2, R-2
7	Basic finance function concept i.e., risk return trade-off.	CO1	T-1, R-1
8	Concept of time value of money.	CO1	T-2, R-2
9	Concept of future value and present value.	CO1	T-1, R-2
10	Investment decision process.	CO2	T-2, R-2
11	Developing cash flow, data for new projects.	CO2	T-1, R-2
12	Capital budgeting techniques- traditional and discounted cash flow methods.	CO2	T-1, R-2
13	Net present value Vs Internal rate of return debate.	CO2	T-2, R-2
14	Approaches for reconciliation.	CO2	T-1, R-2
15	Capital budgeting decision under conditions of risk and uncertainty.	CO2	T-2, R-2
16	Concept and measurement of cost of capital. Debt Vs Equity.	CO2	T-1, R-1
17	Cost of equity.	CO2	T-2, R-2
18	Cost of preference shares.	CO2	T-1, R-2
19	Cost of retained earnings.	CO2	T-2, R-2
20	Weighted average cost of capital and marginal cost of capital.	CO2	T-2, R-1
21	Importance of cost of capital in capital budgeting decisions.	CO2	T-2, R-2
22	Capital structure Vs financial structure.	CO3	T-1, R-1
23	Over and under capitalizations.	CO3	T-2, R-2
24	Financial leverage.	CO3	T-1, R-2
25	Operating leverage and composite leverage.	CO3	T-1, R-1
26	Earnings before interest and tax.	CO3	T-1, R-1
27	Earnings per share analysis	CO3	T-2, R-1
28	Break even analysis of financial leverage.	CO4	T-1, R-1
29	The Modigliani miller theory.	CO4	T-1, R-2
30	NI, Traditional theory and NOI theory.	CO4	T-1, R-1
31	Dividends and value of the firm.	CO5	T-1, R-1
32	Relevance of dividends, the MM hypothesis.	CO5	T-1, R-1
33	Factors determining dividend policy.	CO5	T-2, R-1
34	Dividends and valuation of the firm, the basic models.	CO5	T-1, R-1
35	Declaration and payment of dividends, bonus shares, Rights issue, share-splits.	CO5	T-1, R-1
36	Major forms of dividends: cash and bonus shares.	CO5	T-1, R-1
37	Major theories centered on the works of GORDON, WALTER and LITNER.	CO5	T-1, R-2
38	A brief discussion on dividend policies of Indian companies.	CO5	T-1, R-1
39	Components of working capital, gross vs. net working capital.	CO6	T-1, R-1
40	Determinants of working capital needs.	CO6	T-1, R-1
41	The operating cycle approach.	CO6	T-1, R-1

Lecture No	Topics to be Covered	COs	Reference
42	Management of cash, basic strategies for cash management.	CO6	T-1, R-1
43	Problems on the cash budget.	CO6	T-1, R-2
44	Management of receivables and management of inventory.	CO6	T-1, R-1
45	Planning of working capital.	CO6	T-2, R-1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO6	T-1, R-1
47	Problem solving and case study of Unit 2	CO6	T-2, R-1
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Dr. Vara Lakshmi Thavva, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	MANAGEMENT INFORMATION SYSTEM AND ERP				
Course Code	CMBB18				
Program	MBA				
Semester	II				
Course Type	Core				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	C. Praveen kumar, Assistant Professor,MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

The course focuses on the importance of management, management concepts, and management practices with the study of human behavior within organizations. The primary goal of this course is to prepare students for advanced leadership roles in modern organization. Students would be aware of various information system solutions like ERP, CRM, Data warehouses and the issues in successful implementation of technologies in any organization.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management Information System And ERP	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
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✓	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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16%	Remember
33.33%	Understand
16%	Apply
16%	Analyze
16%	Evaluate
0%	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

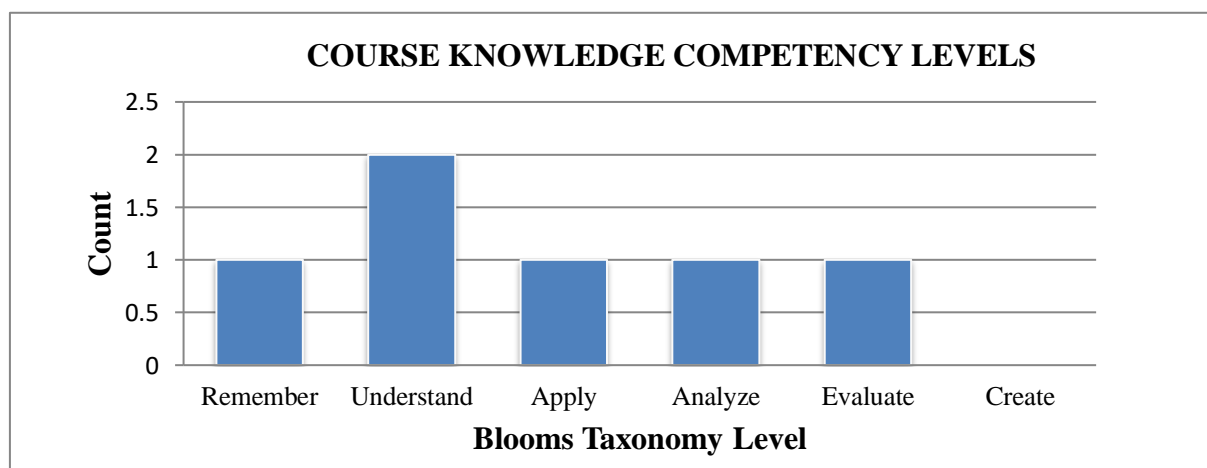
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	The effectiveness and decision making process for managers.
II	To apply theoretical models used in database management system to answer business questions.
III	To Assess comprehension between computer system and decision support system that help the department to solve the problems.
IV	To Identify the alternatives to solve new and non-repeated problems in the business decision making process.
V	To evaluate the controlling costs for the calculation of idle time, labor turnover, wastages and surplus capacity.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Summarize the basic concepts of management information system process, structure, and classification in order to develop strategic and operational planning and management control.	Understand
CO 2	Narrate electronic commerce, enterprise resource planning systems, and database management systems that help to make decisions in the selection, creation, and evaluation of computer-based systems.	Remember
CO 3	Determine information system planning, acquisition, and implementation to improve the performance of the company.	Evaluate
CO 4	Describe the maintenance of information systems that help to satisfy organizational and user requirements.	Understand
CO 5	Analyze system development stages, systems analysis, and business information to facilitate and evaluate strategic alternatives to solve business problems.	Analyze
CO 6	Apply the concept of cybercrime, classify cyber criminals, and resolve security issues to protect an IT infrastructure.	Apply



VIII. PROGRAM OUTCOMES:

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

IX. 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	Seminars
PO2	Decision making Skills: Foster Analytical and critical thinking abilities for data-based decision making.	2	Lectures
PO5	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	1.6	Assignments
PO8	Technical skills: Inculcate and develop technical skills to face competitive world successfully	5	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

CO 6	-	-	-	-	√	-	-	√
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XI. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

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

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

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

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

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

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – **0** ≤ **C** ≤ 5% – No correlation; **2** – 40 % < **C** < 60% – Moderate.

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	-	3
CO 2	3	3	-	-	-	-	-	-
CO 3	-	-	-	-	-	-	-	3
CO 4	-	3	-	-	-	-	-	
CO 5	-	-	-	-	3	-	-	3
CO 6	-	-	-	-	-	-	-	3
TOTAL	6	6	-	-	3	-	-	12
AVERAGE	3	3	0	0	3	0	0	3

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

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
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.	
Textbooks:	
1. D P Goyal, "Management Information Systems", Managerial Perspective, MacMillan, 3rd Edition, 210. 2. Kelkar, "Management Information Systems", PHI, 212.	
Reference Books:	
1. Laudon and Laudon, "Management Information Systems", Pearson, 2015. 2. Nina Godbole and SunitBelapure, "Cyber Security", Wiley India, 2012.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Management information system importance, nature and scope of management information system. Structure and classification of management information system	CO 1	T1
3	Information and systems concept	CO 1	T1
4	Types of information, information systems for competitive advantage	CO 1	T1
5	Electronic commerce, enterprise resource planning systems	CO 2	T1
6	Decision support system	CO 2	T1
7-8	Business intelligence and knowledge management system	CO 3	T1
8-10	Information system planning	CO 3	T1
10-12	System acquisition, systems implementation	CO 3	T1
13-14	Evaluation and maintenance of information system	CO 3	T1
15-17	Meaning, advantages decision structure and how to implement a decision in management	CO 3	T1
18-20	Meaning, objectives, of v room participative decision making model	CO 3	T1
21-22	Systems analysis and design, requirement determination	CO 3	T1
23-24	Strategies for requirement determination, structured analysis tools	CO 4	T1
25-27	System design, design objectives	CO 4	T1
28-30	Conceptual design, design methods and detailed system design	CO 5	T1
31-32	Cybercrime definition and origin of the word	CO 5	T1

Lecture No	Topics to be Covered	COs	Reference
33-34	Cybercrime and information security. who are cyber criminals	CO 6	T1
35-38	Classification of cyber criminals legal perspectives	CO 6	T1
39-45	Indian perspectives, cybercrimes and Indian ITA 2000, global perspective on cybercrime era	CO 6	T1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

C.Praveen kumar, Assistant Professor,MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	MARKETING MANAGEMENT				
Course Code	CMBB19				
Program	MBA				
Semester	II				
Course Type	Core				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms. G. Joseph Mary, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

This course imparts the skills in the students to make effective decision making with respect to the various marketing functionalities including assessing marketing opportunities and also develop them to formulating marketing strategies along with implementation plans. Course topics include market-oriented strategic planning, marketing research and information systems, buyer behavior, target market selection, competitive positioning, product and service planning and 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.

III. MARKSDISTRIBUTION:

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

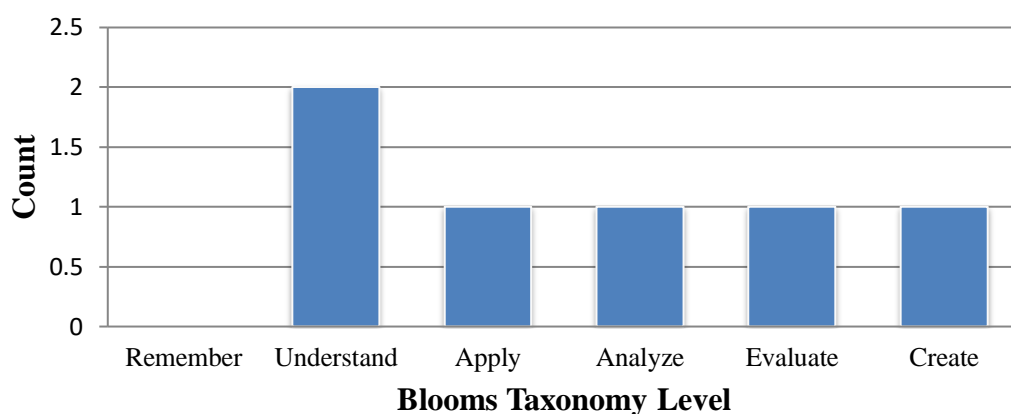
VI. COURSE OBJECTIVES (COs):

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

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Illustrate the marketing concepts and information system skills to evaluate current business events in the Industry.	Understand
CO 2	Analyze consumer markets, customer value, product and brand development to increase customer satisfaction.	Analyze
CO 3	Integrate the concepts of consumer and business market segmentation for effective product design and development.	Understand
CO 4	Apply the concept of market target and positioning to establish the image of a brand.	Apply
CO 5	Develop marketing channels, promotional mix and sales promotion strategies to set a business apart from its competitors.	Create
CO 6	Appraise pricing-related strategies, and developing marketing trends to maximize sales growth.	Evaluate

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. 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 3	Ethics: Ability to develop Value based Leadership ability	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

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 6	Recollect (knowledge) the basic concept of marketing to formulate different strategies and marketing plans to market different types of products and make the customers satisfy.	3
	PO 2	Adapt (knowledge) various kinds of methods to conduct research for recognizing the needs of the customers from time to time.	4
CO 2	PO 2	Identify (knowledge) the concepts for taking decisions to manufacture such products which results in creating customer value.	4
	PO 7	Apply (knowledge) the things practically for analyzing the formulating the customer strategies to make products successful in the market.	2
	PO 5	Identify (knowledge) the social and personal factors of the customers which determine the products to be developed by the entrepreneurs.	2
CO 3	PO 5	Apply (knowledge) the marketing concepts to reach organizational goal by developing and marketing products to the requirements of the customers in the market.	2
	PO 6	Focus on manufacture of different kinds of products which fit to the customers relating to number of segments in the market.	1
CO 4	PO 2	Apply (knowledge) the Marketing concepts to take decisions regarding Dissemination of the total market in to various categories on any bases.	2
	PO 7	Apply (knowledge) the Marketing concepts to classify and categorize the entire market strategically.	

CO 5	PO2	Interpretation (Knowledge) of the concepts of marketing to take decisions regarding marketing channels to make products to available to the customers.	2
	PO7	Apply (Knowledge) of the concepts of marketing to make a critical analysis strategically to ascertain the channel effectiveness.	2
	PO 6	Understanding (Knowledge) the marketing concepts to decide which kind of promotions to be followed to achieve competitive advantage.	2
CO 6	PO 2	Examining(Knowledge) the various kinds of sales promotion techniques to identify and select best technique which gives us optimum sales.	2
	PO 5	Differentiate between different kinds of promotion mix decision to satisfy the market demand in time and as a result they able to reach organizational goals in time.	2
	PO 3	Observe (knowledge) various ethical aspects and following the same in developing new products which helpful to wellbeing of mankind in ethical way.	4
	PO 7	Apply (Knowledge) the balance of payments and market sustainability to take strategic decisions.	1

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

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

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

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

CO 2	-	100%	-	-	60%	-	75%	-
CO 3	-	-	-	-	60%	100%	-	-
CO 4	-	100%	-	-	-	-	-	-
CO 5	-	100%	-	-	-	100%	75%	-
CO 6	-	100%	100%	-	60%	-	75%	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	-	3	-	-	-	2	-	-
CO 2	-	3	-	-	3	-	3	-
CO 3	-	-	-	-	3	2	-	-
CO 4	-	3	-	-	-	3	-	-
CO 5	-	3	-	-	-	2	3	-
CO 6	-	3	3	-	3	-	3	-
TOTAL	-	15	3	-	9	9	9	-
AVERAGE	0	3	3	0	3	2.25	3	0

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO 2, PO 3, PO 5, PO 6, PO 7	SEE Exams	PO 2, PO 3, PO 5, PO 6, PO 7	Assignments	PO 2, PO 3, PO 5, PO 6, PO 7	Seminars	PO 2, PO 3, PO 5, PO 6, PO 7
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

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	
Textbooks:	
1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha “Marketing Management”, 13 th edition, Pearson Education, 2012	
Reference Books:	
1. RamaswamyNamakumari, “Marketing Management”, TMH 5 th Edition, 2013. 2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, “Principles of marketing, south Asian perspective”, Pearson Education, 13 th edition, 2012. 3. K. Karunakaran, “Marketing Management”, Himalaya Publishing House 2 nd Edition, 2012. 4. RajanSaxena, “Marketing Management”, TMH, 4 th Edition, 2013.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Acquire knowledge of marketing.	CO 1	T1:22.5 R1:2.3
3-4	Understand the marketing environment.	CO 1	T1:22.5 R1:2.4
5-6	Understand the process marketing research	CO 1	T1:22.6 R1:2.6
7-9	Analyze the ethics in marketing research	CO 2	T1:22.7 R1:4.4
10-12	Understand the concept customer decision making	CO 2	T1:22.7 R1:4.10
13-15	Identify the importance of various factors in consumer behaviour.	CO 2	T1:22.8 R1:4.15
16-18	Acquire knowledge of product development	CO 2	T1:22.9 R1:5.4
19-20	Understand the concept of market segmentation	CO 3	T1:22.9 R1:5.8
22-24	Discuss the need of market targeting	CO 3	T1:23.10 R1:6.8
25-28	Identify the methods in targeting and positioning	CO 3	T1:23.10 R1:6.13
29-31	Understand the concepts of marketing channels	CO 4	T1:23.9 R1:7.5
32-34	Understand the concepts of alternative channels	CO 4	T1:23.10 R1:7.5
35-37	Acquire knowledge of various promotional mix	CO 5	T1:23.10 R1:8.1
38-40	Acquire knowledge of marketing communication	CO 5	T1:23.1
41-42	Understand the importance of pricing	CO 6	T1:23.1 R1:9.4
43	Understand the different marketing promotion tools	CO 6	T1:23.1 R1:9.9
44-45	Understand the ethics in Marketing	CO 6	T1:23.1 R1:9.10
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2

Lecture No	Topics to be Covered	COs	Reference
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Ms. G. Joseph Mary, Assistant Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	STRATEGY AND SUSTAINABLE ENTERPRISE				
Course Code	CMBB20				
Program	MBA				
Semester	II				
Course Type	Core				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Dr. Surya Narayana Reddy, Associate Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB20	II	Management Theory and Practice

II. COURSE OVERVIEW:

The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in organizations. The Strategic Management course is designed to explore an organization's vision, mission, examine principles, techniques and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Strategic 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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0%	Remember
83%	Understand
16.67%	Apply
0%	Analyze
0%	Evaluate
0%	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

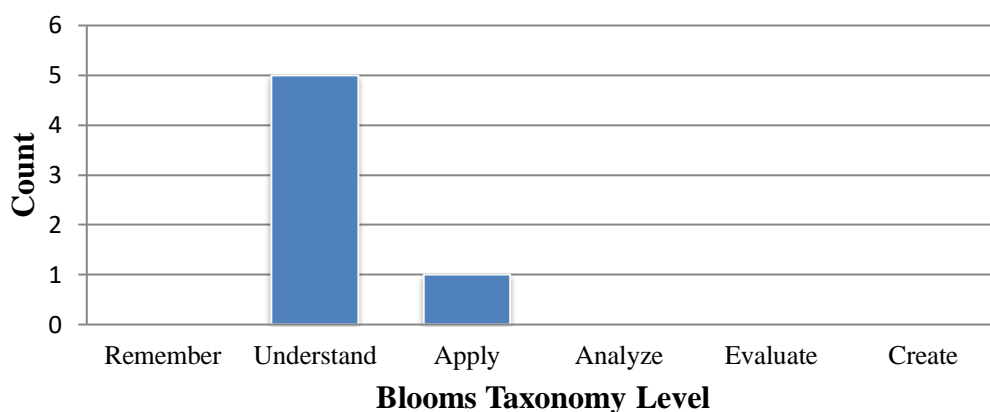
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	Explore the students on various perspectives and concepts in the field of Strategic Management.
II	Understand the principles of strategy formulation, implementation and control in organizations.
III	Implement the different types of strategies at corporate, business and functional levels developed in a dynamic environment.
IV	Develop international strategies for diversification of the firms.
V	Apply the strategic tools and techniques for the solution of business problems

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Demonstrate the strategic management process and environmental analysis for decision-making in the organization.	Understand
CO 2	Describe the business level strategies for holistic and multifunctional perspectives.	Understand
CO 3	Develop the concept of corporate level strategies to enhance the market value of businesses.	Apply
CO 4	Classify the cooperative strategies to Globalization of business.	Understand
CO 5	Illustrate the strategy at the international level and their strategic competitive outcomes for the globalization of business.	Understand
CO 6	Describe the concepts of organizational structure, strategic leadership, and measures to evaluate corporate performance.	Understand

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. 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.	2.6	Lectures
PO 2	Decision-making Skills: Foster Analytical and critical Thinking abilities for data-based decision making.	3	Lectures
PO 4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	2.5	Assignment
PO7	Strategic analysis: Ability to conduct strategic analysis Using theoretical and practical applications.	2.5	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Understand (knowledge) the core concepts of strategic management in order to formulate and implement strategies in the business.	2
	PO 2	Develop internal environmental analysis (knowledge) (application) to determine organizational strengths and weaknesses.	2
	PO4	Examine the Porters value chain analysis (knowledge) to develop customer and sales communication skills.	3
CO 2	PO 2	Focus (knowledge) on business-level strategy to gain business competitive advantage in the marketplace.	2
	PO 1	Elaborate (knowledge) the concepts of competitive rivalry and dynamics to gain the company's competitive edge in the market.	1
CO 3	PO 1	Describe (knowledge) the various types of corporate level strategies aimed at improving the firm's competitive position.	2
CO 4	PO 1	Distinguish(knowledge)between acquisition and restructuring strategies for increasing the productivity of the organization.	1
	PO4	Inculcate and develop communication skills (knowledge) to solve problems related to acquisition and restructuring strategies.	3
CO 5	PO4	Identify (knowledge) global opportunities and analyze global strategies for business diversification.	2
	PO7	Utilize the different modes of entry (knowledge) for overseas business transactions.	1
CO 6	PO 7	Adapt (knowledge)organizational structure patterns using strategic analysis for decision-making processes.	2

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100%	100%	-	100%	-	-	-	-
CO 2	100%	-	-	-	-	-	-	-
CO 3	100%	-	-	-	-	-	-	-
CO 4	100%	-	-	100%	-	-		-
CO 5	100%	-	-	100%	-	-	75%	-
CO 6	-	-	-	-	-	-	50%	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	3	-	3	-	-	-	-
CO 2	2	-	-	-	-	-	-	-
CO 3	3	-	-	-	-	-	-	-
CO 4	2	-	-	3	-	-	-	-
CO 5	2	-	-	3	-	-	3	-
CO 6	-	-	-	-	-	-	2	-
TOTAL	12	3	-	9	-	-	5	-
AVERAGE	2.4	3	0	3	0	0	2.5	0

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

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 ORGANIZATIONS
Organizational structure and controls, evolutionary patterns of strategy and organizational structure, leadership implications for strategy, entrepreneurial implications for strategy.	
Textbooks:	
1. Abdulrahman Al-Aali, Abbas Ali, “Strategic Management: Concepts and Cases”, Pearson Publication, 1 st Arab World Edition, 2011. 2. Bowman EH, Singh H., “Overview of Corporate Restructuring: trends and consequences”. In Corporate Restructuring, McGraw-Hill, 1 st Edition, 1990. 3. Bleeke J, Ernst D, “Collaborating to Compete: Using Strategic Alliances and Acquisitions in the Global Marketplace”, John Wiley & Sons Publications, 1 st Edition, 1993	
Reference Books:	
1. Albrecht, K, _Brain Power: “Learning to Improve Your Thinking Skills”, Simon and Schuster Publications, 1 st Edition, 1980. 2. Allaire, Y., and M. E. Firsirotu, “Theories of Organizational Culture” Prentice Hall, 1 st Edition, 1999. 3. Allen, R.W, “Organizational Politics _Tactics and Characteristics of its Actors”, 1 st California Management Review, 1979.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction to strategic Management	CO1	T-1 p.g 4-10, Ref p.g. 5-12
3	strategic management and competitiveness	CO1	T-1 p.g. 11-15, Ref p.g. 14-19
4	Vision and its importance	CO1	T-1 p.g. 16-20, Ref p.g.22-29
5	Mission and its importance	CO1	T-1 p.g. 21-29, Ref p.g.32-38
6	Objectives and strategic leaders	CO1	T-1 p.g. 38-45, Ref p.g.39-44
7	Strategic management process	CO1	T-1 p.g. 46-54, Ref p.g. 44-49
8	SWOT analysis	CO1	T-1 p.g. 55-65, Ref p.g. 51-57
9	Porters five force model	CO1	T-1 p.g. 73-82, Ref p.g. 62-67
10	competencies and competitive advantages	CO1	T-1 p.g. 83-90,

Lecture No	Topics to be Covered	COs	Reference
			Ref p.g.69-76
11	Value chain analysis and outsourcing	CO1	T-1 p.g. 91-94, Ref p.g.77-79
12	Introduction to formulation of strategic actions	CO2	T-1 p.g. 104-110, Ref p.g. 82-87
13	Effectively managing relationships with customers	CO2	T-1 p.g. 111-125, Ref p.g.92-96
14	Types of business-level strategy	CO2	T-1 p.g. 126-131, Ref p.g. 99-101
15	competitive rivalry and dynamics	CO2	T-1 p.g. 138-145, Ref p.g.102-108
16	a model of competitive rivalry and dynamics	CO2	T-1 p.g. 146-154, Ref p.g. 109-112
17	drivers of competitive actions and response	CO2	T-1 p.g. 154-160, Ref p.g.114-120
18	competitive rivalry and dynamics	CO2	T-1 p.g. 161-165, Ref p.g.120-124
19	competitive dynamics	CO2	T-1 p.g. 166-169, Ref p.g.126-132
20	Introduction to corporate level strategy levels of diversification	CO3	T-1 p.g. 170-175, Ref p.g. 134-141
21	reasons for diversification and related diversification	CO3	T-1 p.g. 183-190, Ref p.g.148-153
22	value created diversification	CO3	T-1 p.g. 191-193, Ref p.g.154-159
23	strategic acquisitions a restructuring	CO4	T-1 p.g. 202-210, Ref p.g.160-165
24	Reasons for acquisitions	CO4	T-1 p.g. 211-218, Ref p.g.166-171
25	problems in achieving acquisition success	CO4	T-1 p.g. 219-220, Ref p.g.172-178
26	effective acquisitions	CO4	T-1 p.g. 221-222, Ref p.g.179-183
27	restructuring	CO4	T-1 p.g. 223-224, Ref p.g.185-187
28	Introduction to global strategy	CO5	T-1 p.g. 234-239, Ref p.g.187-191
29	International strategies and environmental trends	CO5	T-1 p.g. 235-240, Ref p.g.192-196
30	Strategic competitiveness and outcomes	CO5	T-1 p.g. 241-246, Ref p.g.197-201
31	Risks in an international environment	CO5	T-1 p.g. 247-254, Ref p.g.202-209
32	Cooperative strategy	CO5	T-1 p.g. 254-259, Ref p.g.210-214
33	Business -level cooperative strategy	CO6	T-1 p.g. 270-275, Ref p.g.214-222
34	Corporate -level cooperative strategy	CO6	T-1 p.g. 276-279, Ref p.g.223-229
35	International cooperative strategy	CO6	T-1 p.g. 280-283, Ref p.g.230-234

Lecture No	Topics to be Covered	COs	Reference
36	Competitive risks with cooperative strategies	CO6	T-1 p.g. 284-293, Ref p.g.235-239
37	Introduction to organizational structure and controls	CO6	T-1 p.g. 340-348, Ref p.g.239-243
38	Relationship between strategy and structure	CO6	T-1 p.g. 349-354, Ref p.g.243-244
39	Evolutionary patterns of strategy and organizational structure	CO6	T-1 p.g. 354-360, Ref p.g.245-249
40	Implementing business level cooperative strategies	CO6	T-1 p.g.360-368, Ref p.g.251-259
41	Implementing corporate level strategies	CO6	T-1 p.g. 374-379, Ref p.g.259-264
42	Concept of strategic leadership	CO6	T-1 p.g. 380-396, Ref p.g.265-269
43	Key strategic leadership actions	CO6	T-1 p.g. 408-412, Ref p.g.269-278
44	Strategic entrepreneurship	CO6	T-1 p.g. 413-418, Ref p.g.278-284
45	International entrepreneurship, Cooperative strategies for entrepreneurship and innovation	CO6	T-1 p.g. 419-420, Ref p.g.287-295
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:
Dr. Surya Narayana Reddy, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

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Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	DISASTER MANGEMENT				
Course Code	CMBB24				
Program	MBA				
Semester	II				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms. K.L.Revathi , Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
-	-	-	-

II. COURSE OVERVIEW:

Disaster Management course imparts knowledge related to the disaster including preparedness, mitigation and rehabilitation. Disaster Management helps in the time of emergency, natural calamity and man-made calamity. This course reduce the potential losses from hazards, assure prompt and appropriate assistance to the victims of a disaster, and achieve a rapid and effective recovery

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
DISASTER MANGEMENT	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 expected percentage of cognitive level of the questions is broadly based on the criteria given in Table: 1.

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0%	Remember
66.67%	Understand
33.37%	Apply
0%	Analyze
0%	Evaluate
0%	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

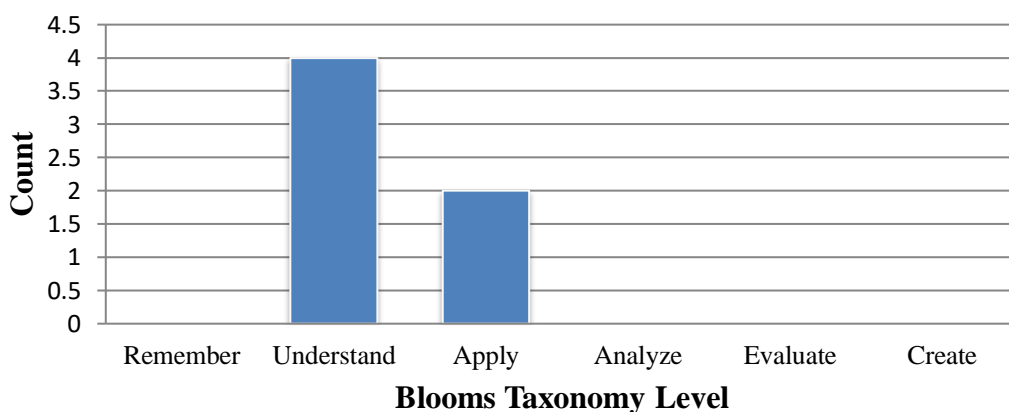
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	Disaster management types, trends, causes, consequences and control of disasters
II	Disaster management theories (cycle, phases) and the framework.
III	International disaster management experience to identify gaps and best practices.
IV	Disaster risk management institutional processes in India.
V	The applications of science and technology to disaster management

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Discuss the concepts of environmental hazards and disaster management to reduce potential losses from hazards	Understand
CO 2	Interpret environmental hazards and disasters in order to improve prediction, prevention, and allay their consequences.	Understand
CO 3	Describe the volcanoes, causes and effects of volcanic eruptions to generate new land masses.	Understand
CO 4	Identify the causes and hazardous effects of earthquakes for the survival of the community.	Apply
CO 5	Demonstrate the exogenous hazards and formation of sedimentary rocks associated for shaping of the earth's relief.	Understand
CO 6	Apply emerging approaches in disaster management for mitigation of the risk of disaster severity or consequences.	Apply

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

Program Outcomes (POs)	
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.
PO 2	Decision-making Skills: Foster Analytical and critical thinking abilities for data-based decision making.

Program Outcomes (POs)	
PO 3	Ethics: Ability to develop Value based Leadership ability.
PO 4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Leadership Skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
PO 6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.
PO 7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.

IX. 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

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

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

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

Course Outcomes(COs)	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Understand the concept of disaster management that helps to resolve organizational problems.	1
CO 2	PO 1	Understand the concept of disaster management that helps to resolve organizational problems	1
	PO 3	Discuss the concepts of environmental hazards that reduce potential losses and develop a leader based ability to face risks.	2
CO 3	PO 2	Analyze various problems in the organization and take right decision to get optimum solution.	1
CO 4	PO 3	Identify the causes and hazardous effects of earthquakes for the survival of the community.	2
	PO 2	Analyze various problems in the organization and take right decision to get optimum solution.	1
CO 6	PO 5	Recognize issues and challenges arising after disaster in the organization.	3

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100%	-	-	-	-	-	-	-
CO 2	100%	-	100%	-	-	-	-	-
CO 3	-	33%	-	-	-	-	-	-
CO 4	-	-	100%	-	-	-	-	-
CO 5	-	33%	-	-	40%	-	-	-
CO 6	-	-	-	-	40%	-	-	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	-	-	-	-	-	-	-
CO 2	2	-	3	-	-	-	-	-
CO 3	-	1	-	-	-	-	-	-
CO 4	-	-	3	-	-	-	-	-
CO 5	-	1	-	-	2	-	-	-
CO 6	-	-	-	-	2	-	-	-
TOTAL	4	2	6	-	4	-	-	-
AVERAGE	2	1	3	0	2	0	0	0

XV. ASSESSMENT METHODOLOGY - 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	-						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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
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, Heat 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	
Textbooks:	
1. Donald Hyndman and David Hyndman, “Natural Hazards and Disasters”, Cengage Learning, 5 th Edition, 2016. 2. R. B. Singh, “Environmental Geography”, Heritage Publishers, 2 nd 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

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2-3	Environmental Hazards &Disasters	CO1	T1,T2
4-5	Cumulative atmospheric hazards/ disasters.	CO1	T2, R1,R2
6-7	Landscape Approach - Ecosystem Approach - Perception approach.	CO1	T3, R1,R2
8-9	Perception approach, Human Ecology and its application in geographical researches.	CO1	T1, R1,R4
10-11	Environmental stress & Environmental Disasters	CO2	T1,T3
12-13	Endogenous Hazards	CO2	T2, R1,R3
14-16	Landscape Approach - Ecosystem Approach - Perception approach -	CO3	T2, R1,R4
17-19	Human ecology & its application in geographical researches.	CO3	T3, , R1,R2
20-22	Environmental Hazards &Disasters.	CO4	T1, R1,R2
22-24	Environmental hazards, Environmental Disasters.	CO4	T2, R3,R4
25-26	Cumulative atmospheric hazards, Environmental stress.	CO5	T3, R1,R2
27-29	Concept of Environmental Hazards.	CO5	T3,T2,R2
30-32	Environmental stress & Environmental Disasters.	CO6	T2, R1,R2
33-35	Endogenous Hazards.	CO6	T1 ,T2
36-38	Landscape Approach - Ecosystem Approach - Perception approach.	CO6	T2 , R1,R2
39-42	Human ecology & its application in geographical researches.	CO6	T3, R1,R2
43-44	Types of Environmental hazards & Disasters.	CO1	T1 ,T2
44-45	Natural hazards and Disasters.	CO6	T1, R1,R2
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Ms.K.L.Revathi, Assistant Professor , MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
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	-	4	-	-
Course Coordinator	Mrs. S. Shireesha, Assistant Professor				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB05	I	Statistics for Management	4

II. COURSE OVERVIEW:

The main objective of the course is to help develop and enhance quantitative approach & knowledge. This means good quantitative skills, as well as confidence in the usage of statistical methods and their interpretations, focusing on improved decision-making abilities based on quantitative sources.

III. MARKSDISTRIBUTION:

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

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

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

V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0 %	Remember
16.67 %	Understand
33.33%	Apply
0 %	Analyze
0 %	Evaluate
50 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

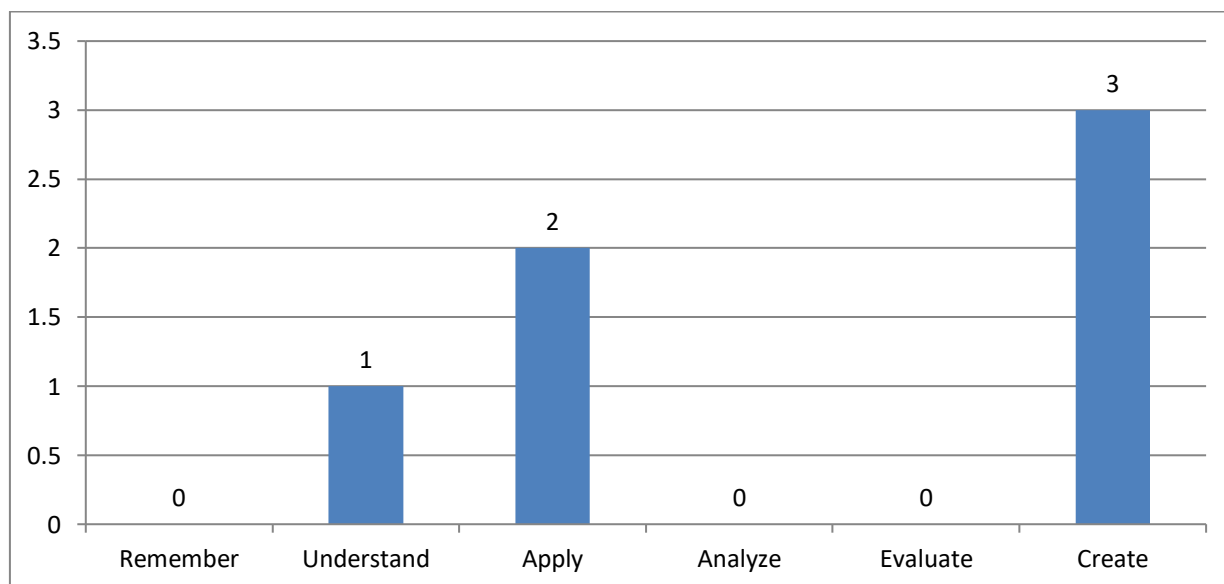
VI. COURSE OBJECTIVES:

The students will try to learn:	
I	Mathematical model and solve the real life system with limited constraints by applying LPP.
II	Transportation and assignment concepts to implement supply chain management
III	PERT and CPM techniques to plan, schedule, and control projects.
IV	Alternatives using decision-making under risk and uncertainty and game theory.
V	The simulation process in queuing theory to evaluate the system.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Apply quantitative techniques to solve and optimize real world problems for business decisions.	Apply
CO 2	Develop a fundamental application tools in industry for better solutions of computational experiments and analysis.	Create
CO 3	Make use of operation research to optimize the solution.	Apply
CO 4	Summarize the work in teams, technical knowledge, and in time task completion.	Understand
CO 5	Develop a report that describes, assess and evaluate the data solving techniques to recommendations based on results.	Create
CO 6	Design mathematical models for problems that arise in various disciplines.	Create

VIII. COURSE KNOWLEDGE AND COMPETENCY LEVEL



IX. PROGRAM OUTCOMES:

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

X. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	1	Assignment
PO2	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	3	CIE/AAT
PO6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	2	Seminar/ Conference s/ Research papers
PO7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	3	CIE/AAT

3 = High; 2 = Medium; 1 = Low

XI. MAPPING OF EACH CO WITH PO(s):

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

XII. JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of operation Research and to an extent appreciate (understand) the techniques of quantitative methods and their applicability.	2
	PO6	Acquire the knowledge about different managerial applications of Operation Research in various fields in modern times and analyze the use of computers in statistics	2
	PO 2	Design and solve the operations research problems by applying (knowledge) quantitative techniques for decision making.	1
	PO 7	Interpret (knowledge) quantitative methods of the various business problems to familiarize (understand) the optimum alternatives for the managers globally and societally.	2
CO 2	PO 2	Identify (knowledge) and formulate the real-world problems as a linear programming model to solve with different techniques.	2
	PO 6	Outline the conceptual framework of LPP in managing cost, time and profit within the organization and market to meet the expectations of entrepreneur.	2
	PO 7	Recognize (knowledge) linear programming problem which affects the stability of business (application) by its principles and methodology to get optimized solutions.	2
CO 3	PO 7	Recognize the importance of assignment and transportation problems to solve with various techniques for best management solutions.	2
CO 4	PO 1	Apply (knowledge) the managerial principles and characteristics of LPP to meetthe organisational goals in various conditions.	2
	PO 7	Appreciatethe Impact of LPP models by applying(knowledge) the Assignment and transportation techniques and tools domestically and nationally to get optimized solutions.	3
CO 5	PO 2	Explain the qualitative and quantitative methods for decision making to determine the price to control cost with appropriate implantable strategies.	3
	PO 7	Recognize the importance of decision-making approaches with implementable decision-making environments and interpret the results under various operational constraints	2
CO 6	PO 1	Examine the types of queuing models and its types in different situations while implementing the managerial decisions in business and queues with Poisson external arrivals and their requirements in the organizations.	1
	PO 7	Recognizing (knowledge) the contribution of queuing modelswith various business strategies (application) by its situations.	2

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

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

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

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	66.67	-	-	-	66.67	50.00	-
CO 2	-	66.67	-	-	-	33.33	50.00	-
CO 3	-	-	-	-	-	-	50.00	-
CO 4	50.00	-	-	-	-	-	75.00	-
CO 5	-	100.00	-	-	-	-	50.00	-
CO 6	100.00	-	-	-	-	-	50.00	-

XV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

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

CO 4	2	-	-	-	-	-	3	-
CO 5	-	3	-	-	-	-	2	-
CO 6	3	-	-	-	-	-	2	-
TOTAL	8	9	-	-	-	4	13	-
AVERAGE	2.67	3	-	-	-	2.0	2.17	-

XVI. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO6, PO7	SEE Exams	PO1, PO2, PO6, PO7	Assignments	PO1, PO2, PO6, PO7	Seminars	PO1, PO7
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO 1, PO7						

XVII. ASSESSMENT METHODOLOGY - INDIRECT

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

XVIII. 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.	
UNIT-III	ASSIGNMENT MODEL
Algorithm for solving assignment model, Hungarian 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.	
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- 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	QUEUEING THEORY
Queueing structure and basic components of a queueing model, distributions in queueing model, Differences in queueing model with FCFS, queue discipline, single and multiple service station with finite and infinite population.	
Text books	
1. J.K. Sharma, —Operations Research", Theory and applications, MacMillan, 5th Edition, 2013. 2. R. Pannerselvam, "Operations Research", PHI, 3rd Revised Edition, 2012.	
References	
1. Anand Sharma, —Quantitative Techniques for Decision Making, HPH, 1st Edition, 2010. 2. Prem Kumar Gupta —Introduction to Operations Research, S.Chand, 5th Edition, 2012. 3. K.L Schgel —Quantitative Techniques and Statistics, 3rd Revised Edition, 2012. 4. Hillier / Lieberman, "Introduction to operations research", 9th Edition, TMH, 2012. 5. Hamdy A Taha, "Operations Research: An Introduction", Pearson, 9th Edition, 2013.	
E-text books:	
1. https://www.goodreads.com/shelf/show/operations-research 2. https://books.google.co.in/books/about/Operations_Research.html?id=P9h42uyE72YC	

XIX. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Origins of operation research, applications of operation research in different managerial areas.	CO 1	T1
3	Defining a model and types of model. Process for developing an operations research model and practices.	CO 1	T2
4-6	Opportunities and short comings of using an operation research model.	CO 1	R2
7-8	Structure of LPP, assumptions of LPP and Application areas of LPP.	CO 2	T1
9-10	Guidelines for formulation of LPP and formulation of LPP for different areas.	CO 2	T1
11-12	Solving of LPP by graphical method.	CO 2	T1
13-15	Simplex method and two-phase method. Big-M method. Converting primal LPP to dual LPP.	CO 2	T2
16-18	Transportation problem: mathematical model of transportation problem.	CO 3	T1
19-20	Methods for finding initial feasible solution: Northwest corner Method, least cost method and Vogel's approximation method.	CO 4	R1

Lecture No	Topics to be Covered	COs	Reference
21-23	Test of optimality, Modi Method, Variation transportation.	CO 4	T1
24-26	Problems like unbalanced supply and demand, Degeneracy and its resolution.	CO 3	T2
27-29	Algorithm for solving assignment model, Hungarian's method for solving assignment problem.	CO 4	T1
30-32	Variations of assignment problem. Multiple optimal solutions, Maximization case in assignment problem, Unbalanced assignment problem.	CO 4	T2
33-35	Travelling salesman problem.	CO 3	T1
36-37	Introduction of decision problems.	CO 5	T1
38-39	Ingredients of decision problems.	CO 5	T2
40	Decision making under uncertainty, Cost of uncertainty, under risk and under perfect information.	CO 5	R1
41	Decision tree and Construction of decision tree.	CO 5	T1
42	Queuing structure, Basic components of a queuing model.	CO 6	T1
43	Distributions in queuing model, differences in queuing model with FCFS	CO 6	T2
44	Queue discipline, single service station with finite, single service station with infinite population.	CO 6	R2
45	Multiple service stations with finite and Multiple service stations with infinite population.	CO 6	T1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T1
47	Problem solving and case study of Unit 2	CO 2	T2
48	Problem solving and case study of Unit 3	CO 3,4	T1
49	Problem solving and case study of Unit 4	CO 6	T1
50	Problem solving and case study of Unit 5	CO 6	T2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T1
52	Question Bank Discussions Unit 1	CO 1	T2
53	Question Bank Discussions Unit 2	CO 2	T1
54	Question Bank Discussions Unit 2	CO 2	T1
55	Question Bank Discussions Unit 3	CO 3	T2
56	Question Bank Discussions Unit 3	CO 4	R1
57	Question Bank Discussions Unit 4	CO 5	T1
58	Question Bank Discussions Unit 4	CO 5	T1
59	Question Bank Discussions Unit 5	CO 6	T2
60	Question Bank Discussions Unit 5	CO 6	T1

Prepared by:
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HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Security Analysis And Portfolio Management				
Course Code	CMBB34				
Program	MBA				
Semester	III				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	--	--
Course Coordinator	Ms. I. Sireesha, Assistant Professor, MBA Department				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB17	II	Financial Management	4

II. COURSE OVERVIEW:

This course aims to provide an insight into the evaluation and analysis of a wide range of financial securities and thereby developing techniques for designing an optimal portfolio. The main emphasis of the course is to impart an understanding of the methods and techniques of Risk Quantification, Security Valuation, Fundamental Analysis, and Technical Analysis required for security selection for designing an optimal portfolio.

III. MARKSDISTRIBUTION:

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 an 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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.67%	Remember
66.66%	Understand
0 %	Apply
0%	Analyze
0 %	Evaluate
16.67 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

Components	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.

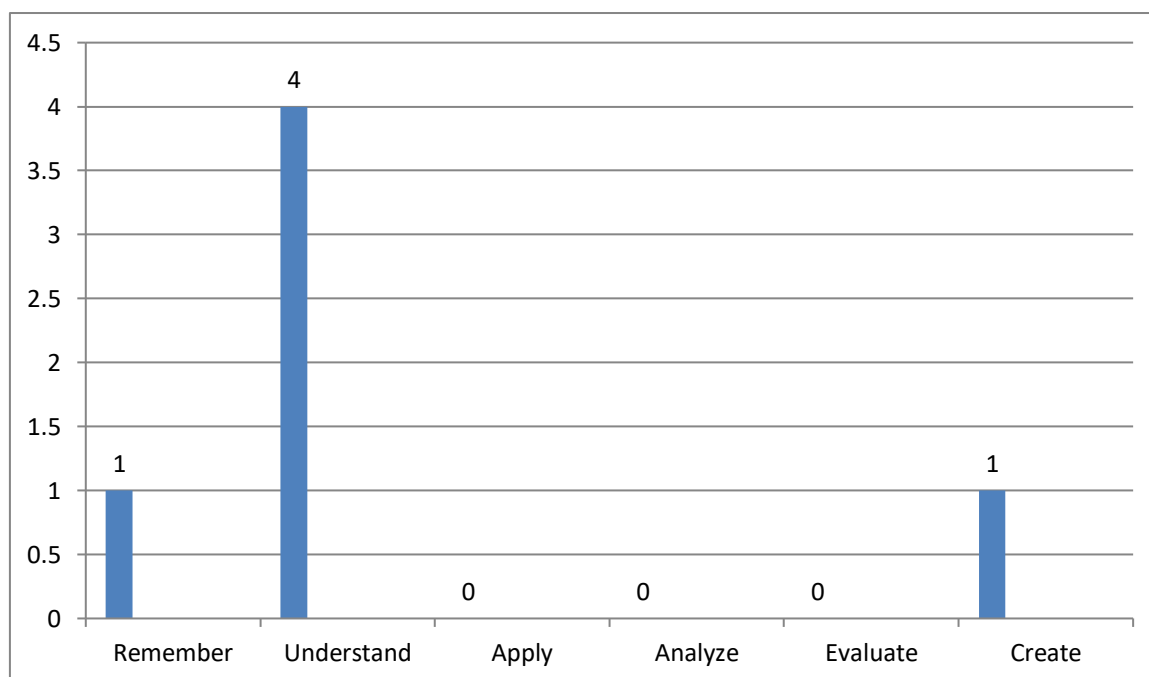
VI. COURSE OBJECTIVES:

The students will try to learn:	
I	To understand the conceptual foundation for the Investment analysis for securities as well as portfolios.
II	To comprehend the portfolio construction, revision and risk return trade off and equip the students with trading knowledge in cash and future markets in India.
III	To identify tools, techniques and strategies used in security analysis, Bond valuations and Managing a portfolio.
IV	To familiarize with the different investment options, futures and forwards available in India and foreign markets.
V	To provide useful and keen insights on various aspects of the functioning of the mutual fund industry.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
N Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Describe the investment environment and management process to take various investment decisions.	Understand
CO 2	Illustrate risk and return paradox and conceptual frame work of investor's perception in portfolio selection.	Understand
CO 3	Enumerate the types of bonds, interest rates and measuring bond yields in the real world.	Remember
CO 4	Demonstrate bond pricing theorems and bond immunization for formulating active and passive bond management strategies.	Understand
CO 5	Summarize the overview of derivative market strategies to find out the strength of the firm in investment decisions.	Understand
CO 6	Discuss the mutual fund schemes and its structure in Indian mutual funds system through various evaluation models.	Create

COURSE KNOWLEDGE COMPETENCY LEVEL



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	1	Assignment
PO2	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	3	CIE/AAT

Program Outcomes (POs)		Strength	Proficiency assessed by
PO6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop entrepreneurs.	2	Seminar/ Conferences/ Research papers
PO7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	3	CIE/AAT

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of financial system and to an extent appreciate (understand) the importance of stock market to promote the investment environment in India.	2
	PO2	Understand the techniques of investment patterns, and choose the best investment alternative to manage the risk and return.	2
	PO6	Compare the Indian and global markets to identify the impact of political, regional and foreign markets fluctuations of stocks.	2
	PO 7	Examine (knowledge) efficient market hypothesis of the securities to familiarize (understand) the investment alternatives for the investors globally and societally.	2
CO 2	PO 2	Identify (knowledge) the conceptual framework of investment alternatives and their deficiencies and reforms in managing the stable financial markets.	2
	PO 6	Illustrate the conceptual framework portfolio selection in managing risk and return with in the country and globally to meet the expectations of investors.	1
	PO 7	Recognizing (knowledge) the contribution of stock markets which affects economy stability of country (application) by its functional strategic principles and methodology.	2

CO 3	PO 1	Describe (knowledge) the managerial principles and strategies for bond management practices to manage the bond market conditions of the stock market.	2
	PO 7	Identify the Impact of bond pricing theorems by applying (knowledge) the bond management techniques and tools nationally and internationally to get optimized solutions.	3
CO 4	PO 2	Distinguish the qualitative and quantitative methods for equity analysis to determine the market value with appropriate implantable strategies.	3
	PO 7	Measure the importance of derivative markets with implementable investment strategies of the investors	2
CO 5	PO 1	Examine the types of mutual fund schemes and its types in the risk management processes while implementing the managerial decisions of Mutual fund businesses.	2
	PO 7	Determine the performance of Mutual funds by using various renowned models. Investment decision making	2
CO 6	PO 7	Discuss (knowledge) the contribution of mutual funds which affects economic stability of stock markets (application) by its functional strategic principles and methodology	2

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

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

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

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

CO 3	100.00	-	-	-	-	-	75.00	-
CO 4	-	100.00	-	-	-	--	50.00	-
CO 5	100.00	-	-	-	-	-	50.00	-
CO 6	--	-	-	-	-	-	75.00	-

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3	--	--	--	2	2	--
CO 2	--	3	--	--	--	1	2	--
CO 3	--	--	--	--	--	--	2	--
CO 4	3	--	--	--	--	--	3	--
CO 5	--	3	--	--	--	--	2	--
CO 6	3	--	--	--	--	--	2	--
TOTAL	9	9	--	--	--	3	13	-
AVERAGE	1.5	1.5	--	--	--	0.5	2.2	-

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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, and 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, treynor model, Jensen model, fama'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, 10 th Edition, 2012.	
References	
1. Donald E Fischer, Ronald J Jordan," Security Analysis and Portfolio Management", 6 th Edition, 2012 2. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2 nd Edition, 2011 3. Punithavathi Pandian "Security Analysis and Portfolio Management" 2 nd 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	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
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
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 2	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 3	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 3	T2
27-29	Bond immunization, bond volatility, bond convexity	CO 3	T1
30-32	Equity analysis & valuation- balance sheet analysis, equity valuation models, intrinsic value & market price	CO 4	T2
33-35	the p/e ratio & earnings multiplier approach, price/book value, price/ sales ratio, economic value added	CO 4	T1
36-37	Overview of derivatives markets- option markets, option strategies and option valuation, forward market strategies	CO 5	T1
38-40	Types of mutual funds schemes, Structure of mutual funds, net asset value, risk and return	CO 5	T2
41-43	Performance evaluation model of Sharpe, Treynor, Jensen model, fama's decomposition,	CO 6	R1
44-45	Trends in Indian mutual funds	CO 6	T1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2

Lecture No	Topics to be Covered	COs	Reference
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared by:

Ms. I. Sireesha, Assistant Professor, MBA Department

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Strategic Management Accounting				
Course Code	CMBB35				
Programme	MBA				
Semester	III				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Ms. G Joseph Mary, Assistant Professor, MBA Department				

I. COURSE PRE-REQUISITES:

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

II. COURSE OVERVIEW:

The course enlightens the knowledge in terms of basic concept of cost accounting and management accounting and cost control techniques, allocation and apportionment of overheads, unit costing, job costing, profit planning, application of breakeven point enable students to understand and solve various business problems. 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.

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.67 %	Remember
33.37 %	Understand
16.67 %	Apply
16.67 %	Analyze
16.67 %	Evaluate
0 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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. COURSE OBJECTIVES :

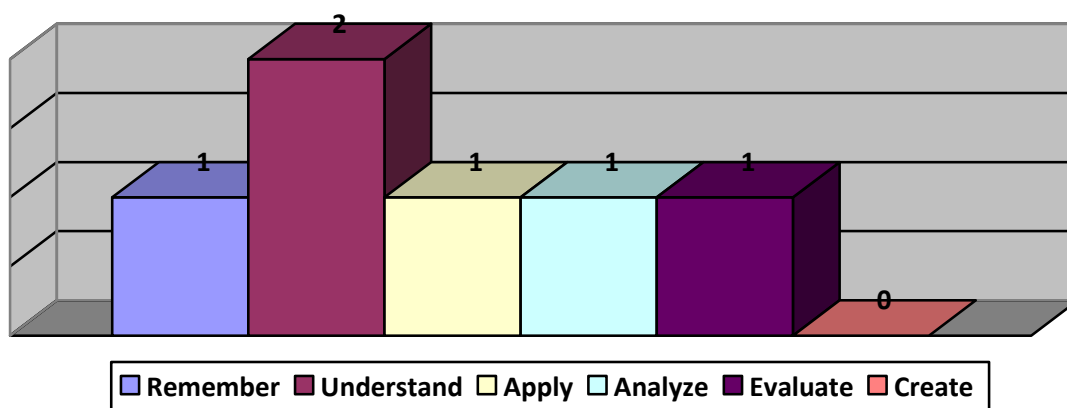
The students will try to learn:	
I	Differences between cost accounting and management accounting.
II	Management and cost accounting principles, techniques and their applications to various decision making situations.
III	Marginal costing and its application for the purpose of decision making.
IV	Types of budgets and budget control techniques useful for the organizations.
V	Standard costs and the actual costs and appropriate case studies.

VII. COURSE OUTCOMES:

At the end of the course the students are able to:

After successful completion of the course, students will be able to:	
N Course Outcomes	Knowledge Level (Bloom's Taxonomy)
CO 1	Demonstrate accounting and apportionment of overheads for the purpose of attaining accurate cost to perform effective role in planning and control.
CO 2	Outline the Importance of various costing systems and cost sheet preparation for comparing the costs of various production systems.
CO 3	Make use the applications of marginal costing which enable the managerial decision making in various aspects.
CO 4	Compare various firms on various bases and solve problems accordingly.
CO 5	List the concepts of budget, budgetary control, audit and various types of budgets and audits in financial planning and activity control.
CO 6	Analyze the standard costing and variance analysis to make cost effective decisions to control

Course Knowledge Competency Levels



VIII. PROGRAM OUTCOMES:

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

IX. PROGRAM OUTCOMES:

PO No	Program Outcomes	Proficiency assessed by
PO 1	Apply knowledge of management theories and practices to solve business problems. (Management theories, Knowledge).	Assignment
PO 2	Foster analytical and critical thinking abilities for data-based decision making (Critical thinking abilities , Decision making, Problem Analysis).	CIE1/CIE2/SEE
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business (Communication, Development of Solutions).	CIE1/CIE2/SEE
PO 7	Analyze and formulate managerial strategies to sustain in dynamic global business environment (Problem Solving, Strategic Skills).	Seminar

X. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES

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

XI. JUSTIFICATIONS FOR CO-PO MAPPING:

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Remembering the basic concepts of Management Accounting and financial Accounting to identify costs and apportion the costs for various decision making and cost controlling. (Management fundamental concepts, Management theories, Management techniques, Knowledge).	4
CO 2	PO 1	Relate (Knowledge) the different types of unit costing, job costing, process costing Management theories to apply the rules of cost accounting Management concept in cost sheet. (Management theories, Knowledge, Management fundamental concepts).	3
	PO 2	Develop Cost Sheet, Process costing strategy used to identify to solve data-based decision making for analyzing the approaches for the complex problems. (Strategy used to solve the identified problems, tools, solutions, approaches for the complex problems).	4
	PO 4	Ability to understand the job costing, analyze and communicate the organization in different situations with different Skills and development of solutions for the treatment of normal losses and abnormal losses, inter-process profits. (Communication of Organization, Style, Skills, Development of Solutions).	2
CO 3	PO 1	Make Use of marginal costing (knowledge) for finding the solutions for cost sheet Management concept problems which satisfy the user constraints of and cost limitations . (knowledge, management concept, Management techniques)	2
	PO 2	Understand the given problem and strategy used to identify problem tools used the solution using product mix from the provided information and interpret the results for effective decision Making . (Strategy, tools, solutions Problem Analysis).	3
	PO 4	Ability to understand the marginal costing, analyze and communication of organization , Skills is specific fixed assets with suitable product mix and development of solutions to profit planning. (Communication Organization, Skills Development of Solutions).	3
CO 4	PO 1	Identifying(knowledge) the diversification of products Management concepts for analyzing (management theories)different types of activities. (Management theories, knowledge, Management Concept)	2
	PO 2	Understand the problem and diversification of products for solving the given problem from the provided Information communicating organization with skills to solve in different activities . (Communication Organization, Skills, Development of Solutions).	3
CO 5	PO 1	List (knowledge) the concept of Budget, budgetary control for understanding various types of budgets and the knowledge of cost audit and management audit in for effective control. (Management theories, Management concept, knowledge)	2
	PO 2	Understand the given problem and choose the suitable method for solving the given problem related to management audit the provided information and data in reaching substantiated conclusions by the interpretation of results for activity control . (Strategy used to solve the identified problems, tools, solutions,	3

		approaches for the complex problems).	
CO 6	PO 1	Identify Knowledge of the standard costing, Marginal costing and budgetary control by applying the principles of Management techniques of variance analysis. (Knowledge, Management techniques, Management concept).	2
	PO 2	Understand the given budgetary control problems and choose appropriate method for finding solution from the provided information and data for finding standard costing for effective decision making in controlling. (Strategy used to solve the identified problems, tools, solutions, approaches for the complex problems).	3
	PO 4	Ability to understand the standard costing, budgetary control, analyze and communicate the solutions of given problems for Skills to development of effective Management techniques of cost control. (Communication of Organization, Skills, Development of Solutions).	3
	PO 7	Analyze and formulate standard costing tools with managerial strategies Management principles to sustain in dynamic global business environment (Strategic Skills, Management Principles, and Tools).	3

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

Course Outcomes	Program Outcomes / Number of Vital Features							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	-	-	-	-	-	-	-
CO 2	2	3	-	3	-	-	-	-
CO 3	2	3	-	3	-	-	-	-
CO 4	2	-	-	3	-	-	-	-
CO 5	2	3	-	-	-	-	-	-
CO 6	2	3	-	3	-	-	3	-

XIII. PERCENTAGE FOR KEY COMPETENCIES FOR CO-PO MAPPING:

Course Outcomes	Program Outcomes/ Number of Vital Features							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100	-	-	-	-	-	-	-
CO 2	100	100	-	100	-	-	-	-

CO 3	100	100	-	100	-	-	-	-
CO 4	100	-	-	100	-	-	-	-
CO 5	100	100	-	-	-	-	-	-
CO 6	100	100	-	100	-	-	75	-

XIV. COURSE ARTICULATION MATRIX (CO-PO MAPPING)

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

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

2 – $40\% < C < 60\%$ – Moderate.

1 – $5 < C \leq 40\%$ – Low / Slight;

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

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	-	-
CO 2	3	3	-	3	-	-	-	-
CO 3	3	3	-	3	-	-	-	-
CO 4	3	-	-	3	-	-	-	-
CO 5	3	3	-	-	-	-	-	-
CO 6	3	3	-	3	-	-	3	-
TOTAL	18	12	-	12	-	-	3	-
AVERAGE	3	3	-	3	-	-	3	-

XV. 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 2, PO 4,PO 7
Laboratory Practices	-	Seminars	PO 1,PO 2, PO 4,PO 7	Mini Project	-
Term Paper	-				

XVI. ASSESSMENT METHODOLOGIES – INDIRECT

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

XVII.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, inter 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, 2 nd Revised Edition, 2003. 2. M.E. Thukaram Rao, "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	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
1-2	Objectives, advantages and limitations of management accounting and cost accounting, Role of accounting information in planning and control	CO 1	T1
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 1	T1
10	Calculation of machine hour rate, introduction to activity based costing and life cycle costing..	CO 1	T2
11-13	Unit costing, job costing, cost sheet and tender sheet and process costing and their variants	CO 2	T1
14-15	Treatment of normal losses and abnormal losses, inter process profits	CO 2	T1
16-17	Costing for byproducts and equivalent production, introduction, application of marginal costing in terms of cost control	CO 2	T1
18-19	Profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.	CO 2	T1
20-21	Key or limiting factor, selection of suitable product mix, desired level of profits	CO 3	T2
22-23	Diversification of products, closing down or suspending activities, level of activity planning	CO 4	R1
26-27	Budget, budgetary control, steps in budgetary control	CO 5	T1
28-29	Flexible budget, different types of budgets: sales budget, cash budget,	CO 5	T1
30-33	Performance budgets, material vs. purchase budgets,	CO 5	R1
34-35	Zero based budgeting, introduction to cost audit and management audit	CO 5	T1
36-37	Standard cost and standard costing	CO 6	T1
37-38	Standard costing vs. budgetary control,	CO 6	T1
39-42	Standard costing vs. estimated cost	CO 6	T2
43	Standard costing and marginal costing	CO 6	T1
44	Analysis of variance, material variance	CO 6	T2
45	Sales and Profit variance. Case studies	CO 6	T1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2

Lecture No	Topics to be Covered	COs	Reference
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared by:

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HOD, MBA

✓	PPT	✓	Chalk & Talk	✓	Assignments	✗	MOOCs
✓	Open Ended Experiments	✓	Seminars	✗	Mini Project	✓	Videos
✓	Others						

✓ 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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.67%	Remember
66.66%	Understand
0%	Apply
0%	Analyze
0 %	Evaluate
16.67 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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 COURSE OBJECTIVES:

The students will try to learn:

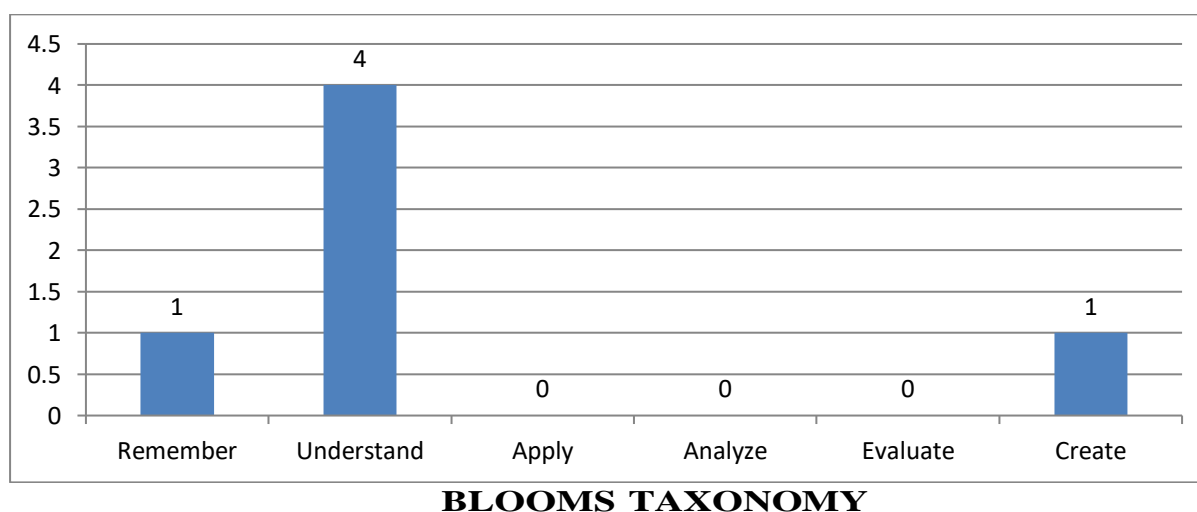
I	The basic fundamentals about the financial concepts, markets and its various services.
II	The concepts, theories, tools and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions
III	factoring, leasing, venture capital concepts and gather awareness on the importance of finance for economic growth
IV	The importance of merchant banking, portfolio management, corporate advisory and issue management
V	SEBI guidelines relating to new issues of securities and credit rating and grades.

VII COURSE OUTCOMES:

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

CO 1	Illustrate financial services and mathematical & technical tools and products in a financial system.	Understand
CO 2	Demonstrate the leasing and hire purchase concepts to evaluate financial decisions of leasing or buying an asset.	Understand
CO 3	Make use of factoring, decision analysis of financial procedures and its significance in designing financial services	Create
CO 4	Infer the characteristics of bill discounting calculation methods and effective interest rates for assessing its legal aspects	Understand
CO 5	Outline the venture capital financing methods and strategies on the basis of industrial and financing phase.	Understand
CO 6	List the functions of merchant bankers their role in issue of shares and providing management activities.	Remember

COURSE KNOWLEDGE COMPETENCY LEVEL



VIII PROGRAM OUTCOMES

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

IX HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO 1	Managerial skills, Management Theories, Knowledge: Apply knowledge of management theories and practices to solve business problems..	2.8	Assignment
PO 2	Critical thinking abilities, Decision making, Problem Analysis: Foster analytical and critical thinking abilities for data-based decision making .	2.66	CIE,SEE
PO 4	Communication, Development of Solutions, Presentation Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business	2.5	CIE,SEE
PO 7	Problem Solving, Management Principles, Management Solutions, Management Techniques: Analyze and formulate managerial strategies to sustain in dynamic global business environment .	2.66	Seminar

3 = High; 2 = Medium; 1 = Low

X MAPPING OF EACH CO WITH PO(s):

COURSE OUTCOMES	PROGRAM OUTCOMES							
	1	2	3	4	5	6	7	8
CO 1	✓	✓	--	--	--	--	--	--
CO 2	✓	✓	--	✓	--	--	✓	--
CO 3	✓	✓	--	✓	--	--	--	--
CO 4	✓	--	--	✓	--	--	--	--
CO 5	✓	✓	--	--	--	--	✓	--
CO 6	✓	--	--	✓	--	--	--	--

XI JUSTIFICATIONS FOR CO – (PO, PSO) MAPPING - DIRECT:

COURSE OUTCOMES	PO'S PSO'S	Justification for mapping (Students will be able to)	No. of Key Competencies
CO 1	PO 1	Remember the basic concepts of financial services and management in financial system for gaining an understanding of reasons for growth in new products and knowledge of the services (Managerial skills, Management Theories, Knowledge)	3
	PO 2	Apply the learnt concepts towards analyzing the needs for introducing innovative new products, promoting an understanding of how IFS fostered itself towards the economic scenario (Critical thinking abilities, Decision making, Problem Analysis).	3
CO 2	PO 1	Extend the understanding of products in financial system to the basic concepts of leasing, understanding the legal aspects, Relate the understanding of hire purchase if it can be an extension of credit and basic concepts of agreement (Managerial skills, Management Theories, Knowledge)	3
	PO 2	Develop a deeper ability to evaluate the financial aspects towards decision-based approach using NPV and IRR, the tax framework mathematically with effect to lease v/s buy decisions, towards the hire purchase mathematics using flat interest rates. Critical thinking abilities, Decision making, Problem Analysis). (Critical thinking abilities, Decision making, Problem Analysis).	3

	PO 4	Explain Explain the legal and tax frame work connecting with financial evaluation of hire purchase from both the hirer's and the finance company's viewpoint. (Communication, Development of Solutions, Presentation skills)	2
	PO 7	Utilize Utilize the concept of leasing in leasing or buying an asset in a strategic approach towards profits of the lesser and lease. (Problem Solving, Management principles, Management solutions, Management techniques).	2
CO 3	PO 1	Understand Understand the concept of factoring and gain knowledge how this financial transaction it acts as type of debtor finance (Managerial skills, Management Theories, Knowledge)	3
	PO 2	Apply the concept of factoring to evaluate critically decision analysis of financial procedures using factor analysis-Foster analytical and critical thinking abilities for data-based decision making Critical thinking abilities, Decision making, Problem Analysis).	2
	PO 4	Understand the legal aspects of Factoring extending to multiple financing and utilizing the financing instruments like letter of disclaimer and the scenario globally (Communication, Development of Solutions, Presentation skills)	2
CO 4	PO 1	List the characteristics of the trade activity Bill discounting and explain how it can be beneficial to the financial institutions in increasing the revenue. (Managerial skills, Management Theories, Knowledge)	3
	PO 4	Describe how effective interest rates for assessing its legal aspects and their obligations in bill discounting (communication, Development of Solutions, Presentation Skills)	1
CO 5	PO 1	Understand why the venture capital is a form of private equity and how its financing strategies promote growth in startups with high potential, Explain the venture valuation methods which considers risk assessment of factors in the procedure of evaluating a company (Managerial skills, Management Theories, Knowledge)	3
	PO 2	Explain how venture evaluation capital financing methods in assessing a company based on its industrial and financing phase helps in understanding its exit stages (Critical thinking abilities, Decision making, Problem Analysis).	3
	PO 7	Analyze the process of promoting growth (management principles) in market place using venture capital financial strategies (management solutions) , to overcome the risks (Problem Solving, Management principles, Management solutions, Management techniques).	2
CO 6	PO1	Understand how merchant banking deals with international finance and multinational corporations differently from other financial institutions, how merchant bankers play a major role as Primary market intermediaries specially in documentation procedures (knowledge, Management concept).	3

	PO 4	Explain how merchant bankers follow a skill-oriented servicing and frame financial plan for projects, the aspects which SEBI take into account while granting recognition to a merchant banker and the conditions it lays on them in the procedure (Communication, Development of Solutions, Presentation skills)	2
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XII MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

COURSE OUTCOMES	PROGRAM OUTCOMES							
	1	2	3	4	5	6	7	8
CO 1	3	3	-	-	-	-	-	-
CO 2	3	3	-	2	--	-	2	-
CO 3	3	2	-	2	-	-	--	-
CO 4	3	--	-	1	-	-	-	-
CO 5	3	3	-	--	-	-	2	-
CO 6	3	-	-	2	-	-	-	-

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

COURSE OUTCOMES	PROGRAM OUTCOMES							
	1	2	3	4	5	6	7	8
CO 1	100.00	100.00						
CO 2	100.00	100.00		66.66			66.66	
CO 3	100.00	66.66		66.66				
CO 4	100.00			33.33				
CO 5	100.00	100.00					66.66	
CO 6	100.00			66.66				

XIV COURSE ARTICULATION MATRIX (PO – PSO MAPPING):

CO'S and PO'S and CO'S and PSO'S on the scale of 0 to 3, 0 being no correlation, 1 being the low correlation, 2 being medium correlation and 3 being high correlation.

0 - $0 \leq C \leq 5\%$ – No correlation

2 - $40\% < C < 60\%$ – Moderate

1-5 $< C \leq 40\%$ – Low/ Slight

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

COURSE OUTCOMES	PROGRAM OUTCOMES							
	1	2	3	4	5	6	7	8
CO 1	3	3						
CO 2	3	3		2			2	
CO 3	3	2		2				
CO 4	3			1				
CO 5	3	3					2	
CO 6	3			2				
Total	18	11	-	7	-	-	4	-
Average	3.0	2.75	-	2.33	-	-	2.0	-

XV ASSESSMENT METHODOLOGY DIRECT:

CIE Exams	PO 1, PO 2, PO 4, PO 7	SEE Exams	PO 1, PO 2, PO 4, PO 7	Assignments	PO1,	MOOCs	-
Laboratory Practices	-	Seminars	PO7	Mini Project	-	-	-
Term Paper	-	-	-	-	-		

XVI ASSESSMENT METHODOLOGY INDIRECT:

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

XVII SYLLABUS:

MODULE I	FINANCAL 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.
MODULE 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.
MODULE III	FACTORING
	Factoring concept and features, classification, functions of factor, legal aspects, financial evaluation of factoring, decision analysis for factoring, factoring scenario in India, kalia 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.
MODULE 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.
MODULE 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.

TEXTBOOKS

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

REFERENCE BOOKS:

1. Vasant Desai, "Financial Markets and Financial Services", HPH, 1st Edition, 2009, Mumbai.
2. Punithavathy Pandian, "Financial Services and Markets", Vikas Publishing House, 2009.

WEB REFERENCE:

1. <https://www.scribd.com/document/184434634/45790874-mba-3-sem-finance-notes-bangalore-university>.
2. <http://www.slideshare.net/venkykk/fifm-2013-final-financial-institutions-and-notes-as-per-bput-syllabus-for-mba-2nd>

E-TEXT BOOKS:

4. <http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>.

XVIII COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Growing importance of financial services in financial system, classification- traditional and modern view, fundbased and non- fund-based services.	CO 1	T1,T3
3-5	Financial engineering, need for innovation, new financial products and services	CO 1	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.	CO 2	T1,T3, 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.	CO 2	T1,T3, 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.	CO 2	T1, T3
18-19	Factoring concept and features, classification, functions of factor, legal aspects, financial evaluation of factoring, decision analysis for factoring, factoring scenario in India	CO3	T1, T3, R1
20-22	Kalian sundaram committee. Reserve bank of India (RBI) guidelines	CO 3	T1
23-24	Bill discounting, concept and characteristics, process of bill discounting, legal aspects, parties involved and their legal obligations.	CO 4	T1,T3, R2
25-26	Financial aspects, calculation of discount charges and effective interest rates.	CO 4	T2
27-32	Venture capital financing, concept and features,	CO 5	T1,T3,

Lecture No	Topics to be Covered	COs	Reference
	venture capital funding process, funding and entry strategies of venture capital Financing		R1
33-36	Structuring of venture capital financing, valuation of venture capital financing conventional valuation method, first Chicago method, revenue multiplier method.	CO 5	T1, T3, R2
37-39	Exit strategies of venture capital financing ventures capital financing scenario in India, regulatory framework of venture capital financing.	CO 5	T2, T3
40-43	Merchant banking concept and evolution, functions of merchant banking, eligibility norms, lead manager, underwriter, brokers and, registrar, portfolio managers.	CO 6	T1, T3
44-45	Green shoe option initial public offering promoter's contribution, preferential issues, SEBI guidelines relating to new issues of securities.	CO 6	T1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Signature of Course Coordinator
Mr. N. Suresh, Assistant Professor, MBA Department

HOD



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Banking, Insurance And Risk Management				
Course Code	CMBB37				
Program	MBA				
Semester	III				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Dr. T. Vara Lakshmi, Associate Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
MBA	CMBB17	II	Financial Management

II. 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.

III. MARKSDISTRIBUTION:

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0 %	Remember
50 %	Understand
16.66 %	Apply
33.33 %	Analyze
0 %	Evaluate
0 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

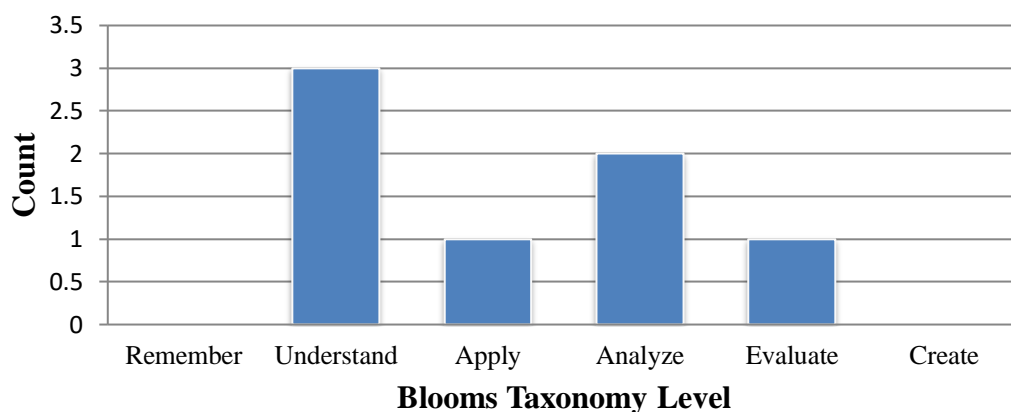
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	Banking business in the country for the purpose of knowing the deposits of banks in the new dimensions.
II	Banking sector reforms and regulations for the purpose of knowing and minimizing deficiencies in Indian banking system.
III	Business and economics of insurance for changing mindset and implement latest trends in Insurance business.
IV	About insurance, principles, characteristic and role of agent.
V	Risk management techniques and non-insurance methods for identification and measurement of risk with the objective of minimizing the risk.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Demonstrate the Indian banking system and new dimensions in Indian banking services in the real world.	Understand
CO 2	Analyze the role of commercial banks and its legal aspects, functions and reforms relating banking system.	Understand
CO 3	Summarize the need, importance, principles and characteristics of insurance to reduce risk.	Analyze
CO 4	Illustrate products and branches of insurance and the role of agents and brokers.	Analyze
CO 5	Describe the history, legal framework and latest trends of IRDAI to make contracts relating to insurance.	Understand
CO 6	Identify the risk along with its related concepts and risk measurement techniques to control risk in business.	Apply

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	CI/AAT
PO 4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	2.6	CIE/AAT
PO 7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	2.7	Seminar/ conferences/ Research papers
PO 8	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.	2.5	Assignments/ Discussion

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes (COs)	POs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of banking system and to an extent appreciate (understand) the importance of financial system to promote the organized economy system to improve the financial literacy.	2
	PO 4	Interpret (knowledge) about primary and secondary services of the banks to communicate effectively with the customers to contribute to the economy development of the country.	3
CO 2	PO 1	Identify (knowledge) the role of commercial banks and their deficiencies and reforms in managing the stable financial system.	2
	PO 4	Comprehend and write effective reports on the various legal aspects of banking system by developing good communicational aspects	3
	PO 7	Recognizing (knowledge) the contribution of banks which affects economy stability of country (application) by its functional strategic principles and methodology	3
CO 3	PO 1	Apply (knowledge) the managerial principles and characteristics of insurance sectors and its importance of managing the economy conditions of the country.	2
	PO 4	Focus on working of insurance organizations in the formal economy world with its financial communicational abilities.	1
	PO 7	Recognize the importance of insurance with implementable funding strategies of the insurance customers.	4
CO 4	PO 4	Construct the managerial models of insurance agents and brokers in communicating with the customers to sell their products.	3

CO 5	PO4	Derive the existence possibility of present insurance products in meeting the needs and wants of the investors with its legal and ethical business aspects of IRDAI.	3
	PO 8	Outline the contribution of technological aspects in the insurance trends to meet the desires of the investors.	2
CO 6	PO 1	Examine the risk and its types in the risk management processes while implementing the managerial decisions of financial businesses.	2
	PO 7	Explain the qualitative and quantitative measures for risks in non-insurance methods with appropriate implantable strategies.	4
	PO 8	Extend the concept of risk with identified technological techniques in the insurance and non-insurance methods	1

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00			100.00				
CO 2	100.00			100.00			75.00	
CO 3	100.00			33.33			100.00	
CO 4				100.00				

CO 5				100.00				100.00
CO 6	100.00						100.00	50.00

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – **0** ≤ **C** ≤ 5% – No correlation; **2** – 40 % < **C** < 60% – Moderate.

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3			3				
CO 2	3			3			2	
CO 3	3			1			3	
CO 4				3				
CO 5				3				3
CO 6	3						3	2
TOTAL	12			13			8	5
AVERAGE	3			2.6			2.7	2.5

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1,PO4,PO7, PO8	SEE Exams	PO1,PO4, PO7, PO8	Assignments	PO1,PO4, PO7, PO8	Seminars	PO 4, PO8,
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO1, PO7						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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 mind-set 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.	
Textbooks:	
1. S. Dorfman, "Risk Management and Insurance", Pearson Publications, 9th Edition, 2009. 2. Reddy K S and Rao R N, "Banking and Insurance", Paramount publishers, 9th Edition, 2013. 3. Varshney, P.N, "Banking Law and Practice", Sultan Chand and Sons, 25th Revised Edition, 2014.	
Reference Books:	
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. Koteswar, "Risk Management Insurance and Derivatives", Himalaya Publications, 5th Edition, 2008.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction to banking sectors	CO1	T-1, R-2
3	History of banking business in India	CO1	T-2, R-2
4	Structure of Indian banking system	CO1	T-1, R-2
5	Types of accounts	CO1	T-1, R-2
6	Advances and deposits in a bank	CO1	T-2, R-2
7	New dimensions and Products, E-banking, Mobile banking	CO1	T-1, R-1
8	Net banking, CRM, Cheque system and KYC system	CO1	T-2, R-2
9 - 10	Banking regulation act-1949	CO2	T-1, R-2
11 - 12	Reserve Bank of India Act-1934	CO2	T-2, R-2
13 - 14	Establishment of RBI, Functions and credit control system	CO2	T-1, R-2
15	Role of commercial banks and its functions	CO2	T-1, R-2
16	Banking sector reforms in India	CO2	T-2, R-2
17	Deficiencies in Indian banking including problems accounts	CO2	T-1, R-2
18	Non -Performing Assets	CO2	T-2, R-2
19	Introduction to insurance	CO3	T-1, R-1
20	Need and importance of insurance	CO3	T-2, R-2
21	Principles of Insurance	CO3	T-1, R-2
22	Characteristics of insurance contract	CO3	T-2, R-2
23	Branches of insurance	CO4	T-2, R-1
24	Types of insurance	CO4	T-2, R-2
25	Life insurance and its products	CO4	T-1, R-1
26 - 27	Role of agents and brokers	CO4	T-2, R-2
28 - 30	Regulatory and legal framework governing the insurance sector of IRDAI	CO4	T-1, R-2
31 - 33	History of IRDAI	CO5	T-1, R-1
34 - 35	IRDAI functions	CO5	T-1, R-1
36	Business and economics of insurance	CO5	T-2, R-1
37	Insurance need for changing mind-set and latest trends	CO5	T-1, R-1
38	Introduction to Risk	CO6	T-1, R-2
39	Meaning and types of risk in business	CO6	T-1, R-1
40	Individual Risk management process	CO6	T-1, R-1
41	Risk Management methods	CO6	T-1, R-1
42	Risk identification and measurement	CO6	T-2, R-1
43 - 44	Risk management techniques	CO6	T-1, R-1
45	Non insurance methods	CO6	T-1, R-1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2

Lecture No	Topics to be Covered	COs	Reference
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Dr. T. Vara Lakshmi, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Recruitment And Selection				
Course Code	CMBB38				
Program	MBA				
Semester	III				
Course Type	Elective				
Regulation	IARE-R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Dr T Srinivasa Rao Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
MBA	CMBB38	III	Recruitment And Selection

II. COURSE OVERVIEW:

The course will make the students to learn the basic theory of Industrial law encompasses all the laws that dictate how to manage the relations between employees and employer in the organization. This includes all of the laws that govern how to manage, motivate the employees legally and to safe guard the employees from the organizations. It also regulates the organization to provide minimum needs to the employees.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Recruitment And Selection	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	PPT	✓	Chalk & Talk	✓	Assignments	✗	MOOCs
✓	Open Ended Experiments	✓	Seminars	✗	Mini Project	✓	Videos
✓	Others:						

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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with "either" or "choice" will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0 %	Remember
66.68 %	Understand
16.67 %	Apply
0 %	Analyze
16.67 %	Evaluate
0 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

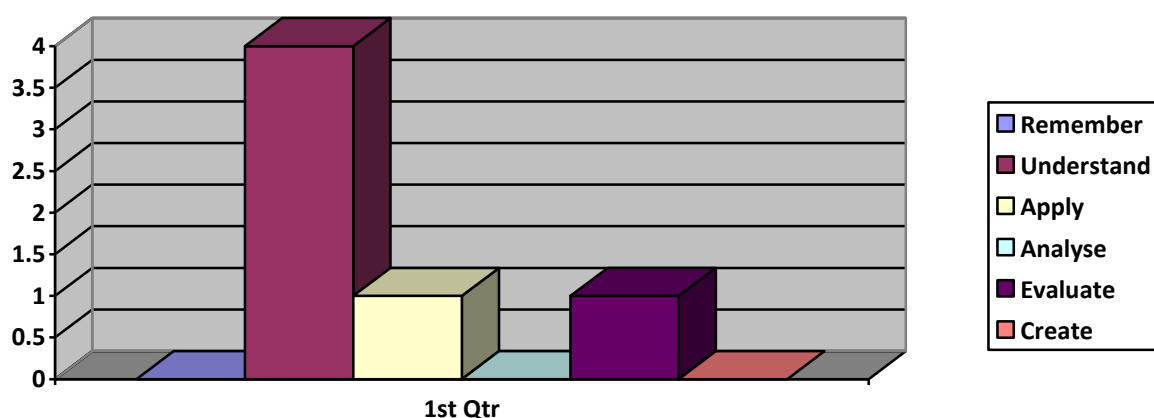
VI. COURSE OBJECTIVES:

The students will try to learn:	
I	The development, implementation, and conducting of employee recruitment, and its methods to identify the potential candidates.
II	The elements of a job analysis and discuss their significance for human resource management.
III	Ability to apply the various ability tests to know the knowledge and skills of a prospective employee.
IV	The significance of recruitment and selection abroad- HR practices and the management of people in the workplace.
V	The dynamic recruitment practices followed by various organizations abroad.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
N Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Demonstrate the nature and scope of international human resource management and its models used for competitive employment policy.	Understand
CO 2	Illustrate the significance of theories and human resource practices for adapting change according to dynamic environment.	Understand
CO 3	Make use of job descriptions, application forms and staffing tools such as internet recruiting for effective recruitment.	Apply
CO 4	Conclude the advantages and disadvantages of induction processes for new incumbents in performing their job role.	Evaluate
CO 5	Outline the legal, ethical requirements and global mergers and its impact in the recruitment and selection process.	Understand
CO 6	Summarize the issues such as motivation, compensation and appraisal for monitoring and assessment of employees.	Understand

COURSE KNOWLEDGE AND COMPETENCY LEVEL



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO 1	Managerial skills: Apply knowledge of management theories and practices to solve business problems	3	CIE / Quiz / AAT
PO 2	Decision making skills: Foster Analytical and critical thinking abilities for data-based decision making solution.	3	CIE / Quiz / AAT
PO 4	Ethics: Ability to develop Value based Leadership ability.	3	Seminar/ conferences / Research papers
PO 5	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2	Assignments/ Discussion

3 = High; 2 = Medium; 1 = Low

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

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

CO 4	√	√	-	√	-	-	-	-
CO 5	√	√	-	√	√	-	-	-
CO 6	√	-	-	-	√	-	-	-

XI. JUSTIFICATIONS FOR CO – (PO, PSO) MAPPING –DIRECT

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recall (Understanding) the importance recruitment and selection practices to identify the potential candidates for the suitable position and legal issues affecting recruitment.	2
	PO 5	Outline (Summarize) the major legal issues affecting recruitment and selection to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3
CO 2	PO 1	Explain the best practices and methods in responding to the short-listed applicants by using job description and job specification. Apply knowledge of management theories and practices to solve business problems.	2
	PO 2	Explain the best practices and methods in responding to the short-listed applicants by using job description and job specification. (Analytical and critical thinking) abilities for data-based decision making solution.	3
CO 3	PO 1	Explain the different types of ability tests that can be administered as part of the employee selection process to select right candidate. Apply knowledge of management theories and practices to solve business problems.	2
	PO 5	Explain (Knowledge) the different types of ability tests that can be administered as part of the employee selection process to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3
CO 4	PO 1	Examine pre-employment testing, concepts and practices in selecting the candidates by knowing prospective employee background .Apply knowledge of management theories and practices to solve business problems.	2
	PO 2	Examine pre-employment testing, concepts and practices in selecting the candidates by knowing prospective employee background (Analytical and critical thinking) abilities for data-based decision making solution.	3
	PO 4	Examine (Understanding) pre-employment testing, concepts and practices in selecting the candidates by knowing prospective employee background Ability to develop Value based Leadership ability.	2
CO 5	PO 1	List out (Understanding) the various employment testing advantages and disadvantages to know the educational qualifications back ground. Apply knowledge of management and assessment by using various ability tests.	2

	PO 2	List out (Understanding) the various employment testing advantages and disadvantages to know the educational qualifications back ground and personality measurement. (Analytical and critical thinking) abilities for data-based decision making solution.	3
	PO 4	List out (Understanding) the various employment testing advantages and disadvantages to know the educational qualifications back ground. Ability to develop Value based Leadership ability.	2
	PO 5	Outline personality measurement and assessment by using various ability tests like drug test and graphology for right candidate. Understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3
CO 6	PO 1	Identify (Understanding) international recruitment and pre-employment testing and ability tests procedures to evaluate background verification and selection practices issues to operate smooth functioning of domestic organizations. Apply knowledge of management theories and practices to solve business problems	2
	PO 5	Apply various international pre-employment testing and ability tests procedures to evaluate the back ground verification of prospective candidates to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3

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

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

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

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.0	-	-	-	60.0	-	-	-
CO 2	100.0	100.0	-	-	-	-	-	-
CO 3	100.0	-	-	-	60.0	-	-	-
CO 4	100.0	100.0	-	100.0	-	-	-	-
CO 5	100.0	100.0	-	100.0	60.0	-	-	-
CO 6	100.0	-	-	-	60.0	-	-	-

XIV. COURSE ARTICULATION MATRIX (PO – PSO MAPPING)

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

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

2 – $40\% < C < 60\%$ – Moderate.

1 – $5 < C \leq 40\%$ – Low/ Slight;

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

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	3	3	-	-	2	-	-	-
CO 2	3	3	-	-	-	-	-	-
CO 3	3	-	-	-	2	-	-	-
CO 4	3	3	-	3	-	-	-	-
CO 5	3	3	-	3	2	-	-	-
CO 6	3	-	-	-	2	-	-	-
TOTAL	18	12		6	8			
AVERAGE	3.0	3.0		3.0	2.0			

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. 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-EMPLOYMENT 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 Drug testing, Graphology.	
Unit-V	RECRUITMENT AND SELECTION PRACTICES ABROAD
Recruitment and Selection Practices Abroad - Case Studies	
Text Books:	
1 Robert N Lussier, "Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning", First Edition, Pearson, 2012.	
2. Dilip Kumar Battacharya, "Principles of Management", Pearson, 2012	
3 Harold Koontz, Heinz 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	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	How to make recruitment efforts succeed,	CO1	T-1: 4-10, R-1: 5-11
3	Workers Expectations- Recruitment Sources	CO1	T-1: 11-14, R-1: 14-18
4	Proactive and reactive recruitment	CO1	T-1: 16-20, R-1: 22-28
5	Innovative recruitment sources	CO1	T-1: 21-29, R-1: 32-38

Lecture No	Topics to be Covered	COs	Reference
6	Electronic Recruitment, Electronic resumes	CO1	T-1: 38-45, R-1: 39-43
7	Career web sites, International electronic recruitment electronic Web sources.	CO1	T-1: 46-54, R-1: 44-49
8	Career web sites, International electronic recruitment electronic Web sources.	CO1	T-1: 55-65, R-1: 51-57
9	Career web sites, International electronic recruitment electronic Web sources.	CO1	T-1: 73-82, R-1: 62-67
10	Interviewing, Job descriptions	CO1	T-1: 83-90, R-1: 69-76
11	Reviewing the application and résumé	CO1	T-1: 91-94, R-1: 77-79
12	Planning basic questions, Competency Based questions	CO2	T-1: 104-110, R-1: 82-87
13	Key competency category, competency based lead-ins	CO2	T-1: 111-125, R-1: 92-96
14	Generic competency Questions, Additional types of questions	CO2	T-1: 126-131, R-1: 99-101
15	Probing questions, Questioning techniques to avoid	CO2	T-1: 138-145, R-1: 102-108
16	Encourage applicant to talk, Providing talk	CO2	T-1: 146-154, R-1: 109-112
17	Encourage applicant to talk, Providing talk	CO2	T-1: 161-165, R-1: 120-124
18	Pre-employment Testing,	CO2	T-1: 166-169, R-1: 126-132
19	testing advantages	CO3	T-1: 170-175, R-1: 134-141
20	testing disadvantages	CO3	T-1: 176-182, R-1: 142-146
21	testing categories, Computer based testing,	CO3	T-1: 183-190, R-1: 148-153
22	testing categories, Computer based testing,	CO3	T-1: 191-193, R-1: 154-159
23	test validation	CO4	T-1: 202-210, R-1: 160-165
24	Background check policy reference check	CO4	T-1: 211-218, R-1: 166-171
25	Guidelines for releasing and obtaining Information	CO4	T-1: 219-220, R-1: 172-178
26	Guidelines for releasing and obtaining Information	CO4	T-1: 221-222, R-1: 179-183
27	Ability Tests- Mental Ability	CO4	T-1: 223-224, R-1: 185-187
28	Ability Tests- Mental Ability	CO5	T-1: 234-239, R-1: 187-191
29	effects of practice and coaching	CO5	T-1: 235-240, R-1: 192-196
30	effects of practice and coaching	CO5	T-1: 241-246, R-1: 197-201
31	Mechanical ability test	CO5	T-1: 247-254,

Lecture No	Topics to be Covered	COs	Reference
			R-1: 202-209
32	Mechanical ability test	CO5	T-1: 254-259, R-1: 210-214
33	Personality Measurement Test	CO5	T-1: 270-275, R-1: 214-222
34	Personality Measurement Test	CO5	T-1: 276-279, R-1: 223-229
35	Personality Assessment	CO5	T-1: 280-283, R-1: 230-234
36	Personality Assessment	CO5	T-1: 284-293, R-1: 235-239
37	Performance tests	CO6	T-1: 340-348, R-1: 239-243
38	Performance tests	CO6	T-1: 349-354, R-1: 243-244
39	Performance tests	CO6	T-1: 354-360, R-1: 245-249
40	Use of performance test, Assessment Center	CO6	T-1: 360-368, R-1: 251-259
41	Use of performance test, Assessment Center	CO6	T-1: 374-379, R-1: 259-264
42	Use of performance test, Assessment Center	CO6	T-1: 380-396, R-1: 265-269
43	Integrity Testing	CO6	T-1: 408-412, R-1: 269-278
44	Integrity Testing	CO6	T-1: 413-418, R-1: 278-284
45	Integrity Testing	CO6	T-1: 419-420, R-1: 287-295
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1: 223-224, R-1: 185-187
47	Problem solving and case study of Unit 2	CO 2	T-1: 234-239, R-1: 187-191
48	Problem solving and case study of Unit 3	CO 3,4	T-1: 235-240, R-1: 192-196
49	Problem solving and case study of Unit 4	CO 6	T-1: 241-246, R-1: 197-201
50	Problem solving and case study of Unit 5	CO 6	T-1: 247-254, R-1: 202-209
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1: 223-224, R-1: 185-187
52	Question Bank Discussions Unit 1	CO 1	T-1: 234-239, R-1: 187-191
53	Question Bank Discussions Unit 2	CO 2	T-1: 235-240, R-1: 192-196
54	Question Bank Discussions Unit 2	CO 2	T-1: 241-246, R-1: 197-201
55	Question Bank Discussions Unit 3	CO 3	T-1: 247-254, R-1: 202-209
56	Question Bank Discussions Unit 3	CO 4	T-1: 254-259,

Lecture No	Topics to be Covered	COs	Reference
			R-1: 210-214
57	Question Bank Discussions Unit 4	CO 5	T-1: 270-275, R-1: 214-222
58	Question Bank Discussions Unit 4	CO 5	T-1: 276-279, R-1: 223-229
59	Question Bank Discussions Unit 5	CO 6	T-1: 280-283, R-1: 230-234
60	Question Bank Discussions Unit 5	CO 6	T-1: 284-293, R-1: 235-239

Prepared by:

Dr T. Srinivasa Rao, Professor, Professor

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Training And Development				
Course Code	CMBB39				
Programme	MBA				
Semester	III				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Ms. K L Revathi, Assistant Professor, MBA Department				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB15	II	Human Resource Management	4

II. COURSE OVERVIEW:

This course describes of the role of Training and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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 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)

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. COURSE OBJECTIVES :

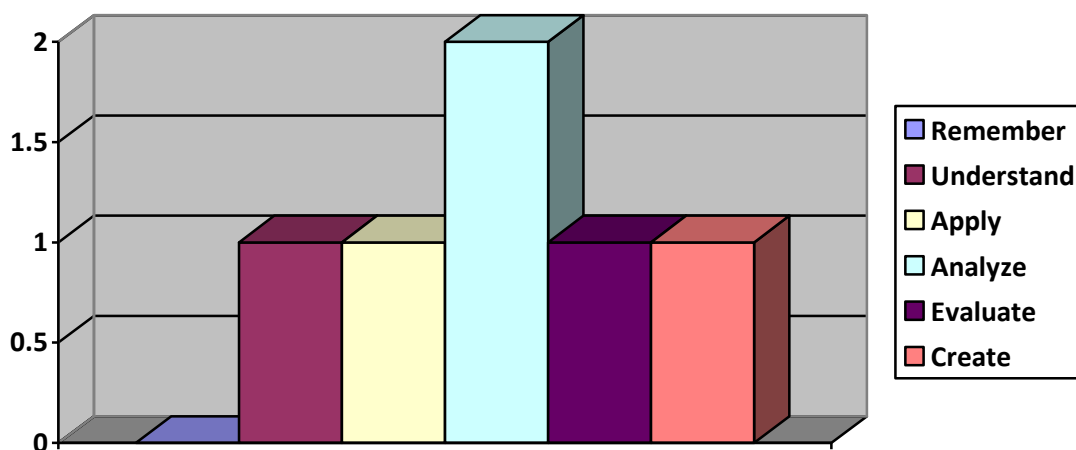
The students will try to learn:	
I	The concepts of training, its procedure and its significance in various sectors.
II	Training methods and leadership exercises.
III	Various training centers and consultancies as well as training need assessment models.
IV	E-learning and evaluation methods of training and development program.
V	Contents of training skills, facilities and motives of trainees.

VII. COURSE OUTCOMES:

At the end of the course the students are able to:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Summarize the training process, and training models to contribute to organizational success in business sectors.	Understand
CO 2	Classify on-the-job and off-the-job training programs for a faster transition to a new job and skill development.	Analyze
CO 3	Identify and train the training centers for the employees to boost productivity and become better leaders.	Apply
CO 4	Evaluate the training needs assessment, competency modeling, and organizational analysis to investigate employee performance.	Evaluate
CO 5	Analyze the concept of training and development and e-learning methods to track employee engagement.	Analyze
CO 6	Design various training programs and succession planning to improve and maintain employee effectiveness.	Create

Course Knowledge and Competency Levels



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	CIE/AAT
PO 2	Decision making Skills: Foster Analytical and critical thinking abilities for data-based decision making.	2	CIE/AAT
PO 4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	2	Seminar/ Conference/ Research papers
PO 5	Leadership Skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	3	Seminar/ Conference/ Research

			papers
PO 7	Strategic Analysis: Ability to conduct strategic analysis using theoretical and practical applications	2	Assignments/ Discussion
PO 8	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.	2	Assignments/ Discussion

X. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES

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

XI. JUSTIFICATIONS FOR CO-PO MAPPING:

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Apply knowledge of training, career opportunities, and the role of HR in training and development, and strategy formulation and implementation to solve business problems and organizational development.	2
	PO 2	Foster Analytical and critical thinking abilities for data-based decision making of basic concepts of training, career opportunities, and the role of HR in training and development	2
	PO 4	Ability to understand, analyze and communicate Analytical and critical thinking abilities for data-based decision making of basic concepts of training, career opportunities	1
	PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment in concepts of training, career opportunities, and the role of HR in training	2
	PO 7	Ability to conduct strategic analysis using theoretical and practical applications of classification of integrating organizational development, strategy, motivation,	2

		performance designing with learning process	
CO 2	PO 1	Understand the importance of Training Need Analysis (TNA) model, different approaches to Training Need Analysis (TNA) and design & Apply knowledge of management theories and practices to solve business problems.	2
	PO 2	Foster Analytical and critical thinking abilities for motivation, performance and design with learning process for effective training	1
	PO 4	Ability to understand, analyze and communicate integrating organizational development, strategy, motivation, performance designing with learning process	3
	PO 7	Ability to conduct strategic analysis and communicate integrating organizational development, strategy, motivation, performance designing with learning process	2
CO 3	PO 1	Understand the use of organizational constraints, developing objectives, facilitation of learning, and training transfer to job analysis & Apply knowledge of management theories and practices to solve business problems.	2
	PO 7	Ability to conduct strategic analysis using organizational constraints, developing objectives, facilitation of learning, and training transfer to job analysis & Apply knowledge of management theories and practices to solve business problems.	1
CO 4	PO 5	Understand the trend of different types of training matching methods with outcomes, lectures and demonstrations & Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	2
CO 5	PO 2	Recall the concepts of game theory, simulations, on the job training methods to Foster Analytical and critical thinking abilities for data-based decision making.	2
	PO 5	Recall the concepts of game theory, simulations, on the job training methods Foster Analytical and critical thinking abilities to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2
	PO 8	Inculcate and develop technical skills to Understand and be able to use appropriate training software packages in Training & Development	2
CO 6	PO 1	Ability to understand, analyze and communicate Analytical and critical thinking abilities for data-based decision making & Apply knowledge of management theories and practices to solve business problems.	2
	PO 2	Remembering the concepts of training, career opportunities in training and important. For the role of HR. (Management fundamental concepts, Management theories, Management techniques, Knowledge).	3

	PO 5	Classify the major players in training and development & Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	2
	PO 7	Ability to understand the conduction of Training Need Analysis (TNA) model, different approaches to Training Need Analysis (TNA) and design. For the access of various methods, techniques and sources of training. (Communication, Development of Solutions).	3

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

Course Outcomes	Program Outcomes/ Number of Vital Features							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	2	2	-	1	2	-	2	-
CO 2	2	1	-	3	-	-	2	-
CO 3	2	-	-	-	-	-	1	-
CO 4	-	-	-	-	2	-	-	-
CO 5	-	2	-	-	2	-	-	2
CO 6	2	3	-	-	2	-	3	-

XIII. PERCENTAGE FOR KEY COMPETENCIES FOR CO-PO MAPPING:

Course Outcomes	Program Outcomes / Number of Vital Features							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100	66.66	-	33.33	40	-	50	-
CO 2	100	33.33	-	100	-	-	50	-
CO 3	100	-	-	-	-	-	25	-
CO 4	-	-	-	-	40	-	-	-
CO 5	-	66.66	-	-	40	-	-	100
CO 6	100	100	-	-	40	-	75	-

XIV. COURSE ARTICULATION MATRIX (CO-PO MAPPING)

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

0 – 0 ≤ C ≤ 5% – No correlation;

2 – 40 % < C < 60% – Moderate.

1 – 5 < C ≤ 40% – Low / Slight;

3 – 60% ≤ C < 100% – Substantial / High

Course Outcomes	Program Outcomes							
	1	2	3	4	5	6	7	8
CO 1	3	3	-	1	2	-	2	-
CO 2	3	1	-	3	-	-	2	-
CO 3	3	-	-	-	-	-	1	-
CO 4	-	-	-	-	2	-	-	-
CO 5	-	3	-	-	2	-	-	3
CO 6	3	3	-	-	2	-	3	-
TOTAL	12	10	-	4	8	-	8	3
AVERAGE	3	2.5	-	1.67	2	-	2	3

XV. ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO 1,PO 2, PO 4,PO 5, PO 7, PO 8.	SEE Exams	PO 4, PO 5.	Assignments	PO 7, PO 8.
Laboratory Practices	-	Seminars	PO 1,PO 2, PO 4,PO 5, PO 7, PO 8.	Mini Project	-
Term Paper	-				

XVI. ASSESSMENT METHODOLOGIES - INDIRECT

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

XVII. 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 , 4 th Edition 2012. 2. Raymond A Noe, Amitabh Deo Kodwani, “Employee Training and Development”, McGraw-Hill, 3 rd edition .2012. 3. Rolf Lynton, Uday Pareek, “Training for Development “Sage, 7 th edition.2012.	
References:	
1. Jean Barbazette, “Training Needs Assessment Methods, Tools, and Techniques”-Wiley, 5 th edition.2014.	
E-Text Books:	
1. https://www.thehrobserver.com/learning-and-development-ebook-2016/ 2. http://www.psnacet.edu.in/courses/MBA/HRM/14.pdf	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Trends in training, career opportunities in training, important concepts and meanings.	CO 1	T1
3-4	Integrating Organizational development, strategy and training, understand motivation and performance	CO 1	T2
5-7	Aligning, training, design with learning process.	CO 1	T1
8-9	Integrating Organizational development, strategy and training, understand motivation and performance	CO 1	T1
10	Aligning, training, design with learning process.	CO 1	T2
11-13	The training need analysis (TNA) model, training need analysis and design, organizational constraints.	CO 2	T1
14-15	Developing objectives, facilitation of learning and training transfer to the job, design theory.	CO 2	T1
16-17	The training need analysis (TNA) model,	CO 2	T1
18-19	Job ad design theory.	CO 2	T1
20-21	Matching methods without comes, lectures and demonstrations.	CO 3	T2
22-23	Games and simulations, OJT, computer based training (CBT).	CO 4	R1

Lecture No	Topics to be Covered	COs	Reference
26-27	Development of training, implementation, transfer of training, major players in training and development.	CO 5	T1
28-29	Rational for evaluation, resistance to training evaluation, types of evaluation.	CO 5	T1
30-33	Resistance to training evaluation, types of evaluation.	CO 6	R1
34-35	Developing the training methods	CO 6	T1
36-37	Orientation training, diversity training, sexual harassment training, team training,	CO 6	T1
37-38	Cross functional teams, cross cultural training, training for talent management and competency mapping.	CO 6	T1
39-45	Training for talent management and competency mapping.	CO 6	T2
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared by:

Ms. K L Revathi, Assistant Professor, MBA Department

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Strategic Human Resource Management				
Course Code	CMBB40				
Program	MBA				
Semester	III				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Coordinator	Mr. K. Vijaya Sekhar Reddy, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB15	II	Human Resource Management	4

II. COURSE OVERVIEW:

The Strategic Human Resource Management (HRM) explores the relationship between the management of people and pursuit of an organizations strategic goals and objectives. Specific topics covered in this course include International Human Resource Management theories and practices, social environment and staffing skills, National and International organizations of human resource management approaches, methods and practices of Europe, Japan and American approaches to human resource management with appropriate case studies.

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

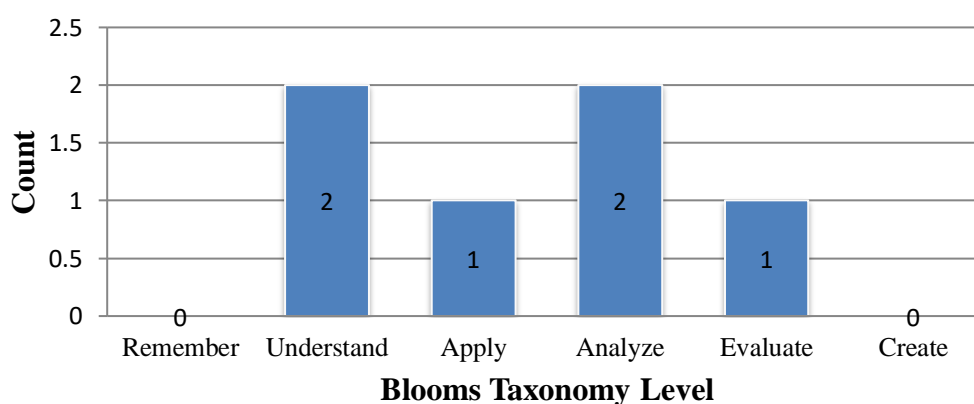
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	Understand how it helps the organization to attain its goals 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	Summarize the ethical policies and behavior inside and outside the organization.
IV	Demonstrate to relationship between the employer and employees managements.
V	The behavioral psychology and organic theories in the field of HRM followed by American organizations.

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		Knowledge Level (Bloom's Taxonomy)
N Course Outcomes		
CO 1	Illustrate the nature, scope, concept and models of human resource management flexibility for local requirements.	Understand
CO 2	Explore the social environment and international human resource practices for continuous growth of the organization.	Analyze
CO 3	Make use of human resource information, computerized skill inventories to achieve success.	Apply
CO 4	Analyze the characteristics of domestic and global companies to enhance employee performance.	Analyze
CO 5	Determine the characteristics and qualities of global managers and leaders to maintain interpersonal relations.	Evaluate
CO 6	Demonstrate the practices of human resource management and union avoidance of industrial relations.	Understand

COURSE KNOWLEDGE COMPETENCY LEVELS



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency Assessed by
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	CI/AAT
PO 2	Decision Making Skills: An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution	2	CIE/AAT
PO 5	Leadership Skills: Ability to lead themselves and others in the achievement of organization goals, contributing effectively to a team environment	2	Seminar/ conferences/ Research papers
PO 7	Strategic Skills: Ability to conduct strategic analysis using theoretical and practical applications	3	Assignments/ Discussion

3 = High;

2 = Medium;

1 = Low

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

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

CO 4	-	√	-	-	-	-	-	-
CO 5	-	√	-	-	√	-	-	-
CO 6	√	-	-	-	√	-	√	-

JUSTIFICATIONS FOR CO – (PO) MAPPING –DIRECT

Course Outcomes (COs)	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of international human resource management, cultural and reality shock and models.	2
	PO2	Interpret (knowledge) the basic concept of significance, convergence theory, Marxist theory, the cultural approach power distance (PDI)	2
CO 2	PO 1	Apply (knowledge) the basic concept of European Community (E.C.): the council of ministers, the commission, the court of justice	2
	PO2	Describe (knowledge) the basic concept of uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).	2
	PO 7	Recollect (knowledge) the basic concept of cultural literacy and human resource information system in global business, cultural awareness, essentials, advantages,	2
CO 3	PO 1	Understand (knowledge) the basic concept of global organizations, HRM approaches in global companies	2
	PO2	Utilize (knowledge) the basic concept of Social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques	1
	PO 7	Outline (knowledge) the basic concept of cultural skills for co-operative advantages, human resource information system: concept, limitations and uses	3
CO 4	PO2	Explain (knowledge) the basic concept of Global literate leader: concept, essential qualities	2
CO 5	PO2	Recollect (knowledge) the basic concept of communication and interpersonal Relations, Training, Career development and succession planning	2
	PO5	Recall (knowledge) the basic concept of characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management.	2
CO 6	PO 1	Explain (knowledge) the basic concept of scientific Management, Behavioral an humanistic psychology, organic theories of management	2
	PO 5	Recognize (knowledge) the basic concept of Methods and practices of International, International Compensation and employee satisfaction.	1
	PO 7	Identify (knowledge) the basic concept of transforming unionized industrial relations, case study. International Compensation - Principles of International Compensation	3

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00	-	-	-	-	-	-	-
CO 2	100.00	66.66	-	-	-	-	50.00	-
CO 3	100.00	33.33	-	-	-	-	75.00	-
CO 4	-	66.66	-	-	-	-	-	-
CO 5	-	66.66	-	-	100.00	-	-	-
CO 6	100.00	-	-	-	50.00	-	75.00	-

XIII. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	-	-	-	-	-	-	-
CO 2	3	3	-	-	-	-	2	-
CO 3	3	1	-	-	-	-	3	-
CO 4	-	3	-	-	-	-	-	-
CO 5	-	3	-	-	3	-	-	-
CO 6	3	-	-	-	2	-	3	-
TOTAL	14	16	-	-	5		8	-
AVERAGE	2.8	2.66	-	-	2.5		2.66	-

XIV. ASSESSMENT METHODOLOGY - DIRECT

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

XV. ASSESSMENT METHODOLOGY - INDIRECT

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

XVI. SYLLABUS

Unit-I	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Introduction, objectives and scope of international human resource management, cultural and reality shock, international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and bournois model, case study, comparative employment policy, concept, significance, convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance	

(UAI), individuality (INV), masculinity (MASC).	
Unit-II	SOCIAL ENVIRONMENT AND STAFFING
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
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
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
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.	
Textbooks:	
1. Randall s. schuler and susan e Jackson, "Strategic Human Resource Management" Black well Publishing, 1st Edition, 1999. 2. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Pearson Education, 2nd Edition, 2001. 3. Mark Saunders, Mike Millmore, Philip Lewis, Adrian Thornhill, Trevor Morrow "Strategic Human Resource Management" Pearson, 2nd Edition, 2007. 4. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Harvard Business School Press, 2nd Edition, 1999.	
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	

XVII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction, objectives	CO 1	T1, R1
3	Scope of international human resource management	CO 1	T2, R1
4	International human resource management	CO 1	T2, R2
5	cultural and reality shock	CO 1	T1, R1

Lecture No	Topics to be Covered	COs	Reference
6	International human resource management models , concept	CO 1	T2, R1
7	Pool's adaptation of Harvard model	CO 1	T2, R2
8	Case study, comparative employment policy	CO 1	T3, R1
9	Concept, significance, convergence theory, Marxist theory	CO 1	T2, R2
10	Uncertainty avoidance(UAI),	CO 1	T3, R1
11	Individuality (INV), masculinity (MASC)	CO 1	T4, R3
12	Concept, social environment and human resource practices, staffing: international recruitment, selection	CO 1	T4, R4
13	Training and hiring policies, staff retaining and motivating techniques, case study, cultural literacy and human resource information system in global business	CO 2	T4, R2
14	Cultural awareness, essentials, advantages, cultural skills for cooperative advantages	CO 2	T1, R3
15	Human resource information system: concept	CO 2	T1, R2
16	Limitations and uses, designing of human resource information system, computerized skill inventories.	CO 2	T11, R4
17	Characteristics of global companies, Difference between domestic and global companies	CO 2	T4, R2
18	H.R. strategy planning for global organizations, HRM approaches in global companies	CO 2	T2, R2
19	Developing Global Managers, Global literate leader: concept, essential qualities	CO 2	T3, R3
20	Communication and interpersonal Relations, Training, Career development, succession planning, managerial stimulation's	CO 2	T2, R2
21	Background of Europe, the institutions of the European Community (E.C.)	CO 2	T1, R1
22	The council of ministers, the commission, the court of justice, the parliament, the social charter	CO 3	T2, R1
23	E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment	CO 3	T2, R2
24-26	Characteristics, importance, limitations, the seniority wage system	CO 4	T3, R1
27	Relevance of Japanese Management	CO 5	T2, R2
28-32	Indian Context, case study	CO 5	T3, R1
33	Scientific Management	CO 5	T4, R3
34	Behavioral an humanistic psychology	CO 5	T4, R4
35	Organic theories of management	CO 5	T4, R2
36	Case Study	CO 6	T1, R3
37-38	International Compensation	CO 6	T1, R2
39	The practice of HRM in American organizations	CO 6	T11, R4
40	Encouragement of union avoidance	CO 6	T4, R2
41	Transforming unionized industrial relations, case study	CO 6	T2, R2
42	Principles of International Compensation	CO 6	T3, R3
43	Methods and practices of International Compensation	CO 6	T2, R2

Lecture No	Topics to be Covered	COs	Reference
44	International Compensation and employee satisfaction	CO 6	T1, R1
45	International Compensation and employee satisfaction	CO 6	T1, R1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Mr. K. Vijaya Sekhar Reddy, Assistant Professor, MBA Department

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

DEPARTMENT OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Management Of Industrial Relations				
Course Code	CMBB41				
Program	MBA				
Semester	III				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4		4	-	-
Course Coordinator	Dr. M. Surya Narayana Reddy, Associate Professor, MBA Department				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
MBA	CMBB41	II	Human Resource Management

II. COURSE OVERVIEW:

The course will make the students to learn the basic theory of Industrial law encompasses all the laws that dictate how to manage the relations between employees and employer in the organization. This includes all of the laws that govern how to manage, motivate the employees legally and to safe guard the employees from the organizations. It also regulates the organization to provide minimum needs to the employees.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Management of Industrial Relations	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

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

✓	Others:
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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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with "either" or "choice" will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0 %	Remember
33.33 %	Understand
16.66 %	Apply
16.66 %	Analyze
0 %	Evaluate
33.33 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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.

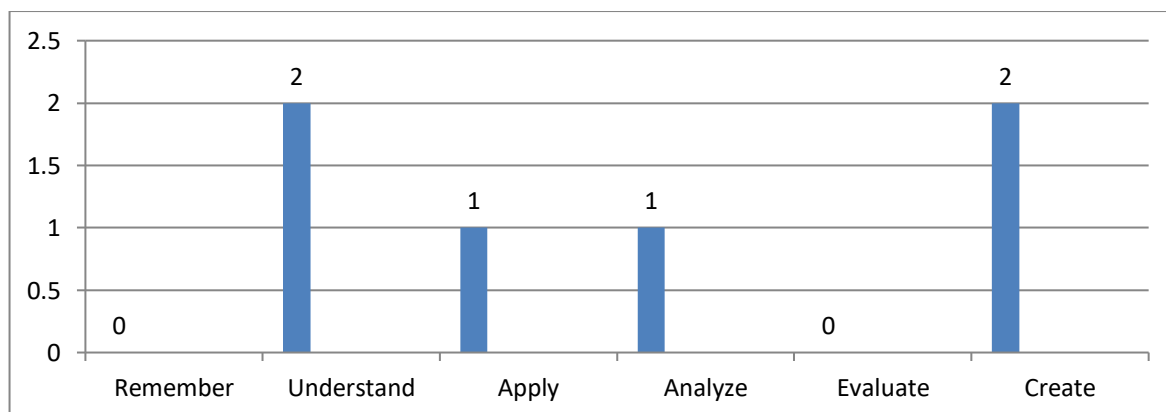
VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	The current and emerging industrial relations, trends and their impact on the parties, processes and rules of Indian industrial relations.
II	Acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, grievance redressal, and employee discipline and dispute resolution.
III	Important provisions of Wage Legislations, in reference to Payment of wages Act 1936, Factories act 1948 & Payment of bonus Act 1965
IV	The legal norms regulating employment contract, labor relations and the rights and obligations of employees and employers.
V	The wages Act, Mine Act, Technological Changes

VII. COURSE OUTCOMES (COs):

After successful completion of the course, students will be able to:		
N Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Examine the role, importance and purpose of trade unions in managing industrial relations.	Analyze
CO 2	Describe the causes of industrial disputes and grievance handling mechanism to manage industrial relations effectively.	Create
CO 3	Summarize the collective bargaining procedures and mechanisms for better negotiation process.	Understand
CO 4	Illustrate labour welfare activities and worker's participation for effective involvement of employees and workers.	Understand
CO 5	Identify the role of wage policies, wage regulations, perks, bonus and incentives need to be given to employees.	Apply
CO 6	Discuss the regulations and acts related to manage factories and mines in time being.	Create

VIII. COURSE KNOWLEDGE AND COMPETENCY LEVELS



BLOOM TAXNOMY LEVEL

IX. PROGRAM OUTCOMES:

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

X. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strengt h	Proficiency Assessed by
PO 1	Apply knowledge of management theories and practices to solve business problems. (Management theories, Knowledge).	3	CIE / Quiz / AAT
PO 2	Foster analytical and critical thinking abilities for data-based decision making (Critical thinking abilities , Decision making, Problem Analysis).	3	CIE / Quiz / AAT
PO 4	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business (Communication, Development of Solutions).	3	Seminar/ conferences / Research papers
PO 5	Leadership Skills: Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment.(Team effort & work, Responsibility, Independence on the activities)	3	Assignments/ Discussion

3 = High; 2 = Medium; 1 = Low

XI. MAPPING OF EACH CO WITH PO(s), PSO(s):

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

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

XII. JUSTIFICATIONS FOR CO – (PO, PSO) MAPPING –DIRECT

Course Outcomes (COs)	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Remember components involved in the economic, political and social circumstances (management theories) governing in industrial relations. And Understand the latest developments in the economic and political environmentsto solve (knowledge) the key issues at workplace	2
	PO 2	Applying the rational decision making skills (independence on the activities) at the workplace(team effort and work) to understand the economic and political issues (responsibility).	3
CO 2	PO 1	Remembering(knowledge) the basic frame work of industrial relations including the mechanisms (management theories)of the grievance procedure process and discipline mechanisms (management theories) for resolving contractual disputes (knowledge) including strikes and lockouts.	2
	PO 2	Ability to understand the basic framework of industrial relations (critical thinking abilities) and apply the mechanisms (decision making) of grievance procedure and collective bargaining to solve the disputes (problem analysis)	3
CO 3	PO 1	Understand the administration of collective bargaining agreements for solving the disputes through the grievance and arbitration process.(knowledge)	2
	PO 5	Ability to implement administration of collective bargaining agreements(independence on the activities)for solving the disputes (team effort and work)through the grievance and arbitration (responsibility) process.	5
CO4	PO 1	Apply the principles of contract bargaining(management theories) for settling the wage issues including bargaining environments(knowledge) and standards used in negotiations.	2
	PO 2	Develop the contract bargaining principles (critical thinking abilities) for resolving the wage issues (decision making) and create the bargaining environment (problem analysis) for negotiation mechanism.	3
	PO 4	Understand the principles of collective bargaining (communication) for settling the wage disputes by using the negotiation mechanism (development solutions)	3

CO 5	PO 1	Understand the wage policy and minimum wage issues (knowledge) of India and help to contribute the design, setting and implementation of wage policies (management theories)	2
	PO 2	Develop the wage policy mechanism (critical thinking abilities) for settling the issues(problem analysis) at state and national wage policy related problems.(decision making)	3
	PO4	Ability to solve the wage policy related issues (development of solutions) and design the new rules for settling the wage related issues (communication) at state and national level.	3
	PO5	Analyze and understand the calculation amount of bonus (to be paid to the persons (team efforts and work) employed in establishments based on its profit (Understand) and productivity.	5
CO 6	PO 1	Apply the factories Act rules and regulations(management theories) to ensure to the workers employed in the factories, to maintain health, safety, welfare, proper working hours, leave(knowledge)	2
	PO 5	Analyze and understand the administration of collective bargaining agreements(team efforts & work) for resolving disputes(responsibility) through the grievance and arbitration process(independence on the activities)	5

XIII. TOTAL COUNT OF KEY COMPETENCIES FOR CO – (PO, PSO) MAPPING

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

XIV. PERCENTAGE OF KEY COMPETENCIES FOR CO – (PO, PSO):

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

	2	3	3	3	5	3	4	2
CO 1	100.0	100.0	-	-	-	-	-	-
CO 2	100.0	100.0	-	-	-	-	-	-
CO 3	100.0	-	-	-	100.00	-	-	-
CO 4	100.0	100.00	-	100.00	-	-	-	-
CO 5	100.0	100.00	-	100.00	100.00	-	-	-
CO 6	100.0	-	-	-	100.00	-	-	-

XV. COURSE ARTICULATION MATRIX (PO – PSO MAPPING)

COs and POs and COs and PSOs on the scale of 0 to 3, **0** being **no correlation**, **1** being the

low correlation, **2** being **medium correlation** and **3** being **high correlation**.

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of Key Competencies Matched							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	3	3	-	-	3	-	-	-
CO 2	3	3	-	-	-	-	-	-
CO 3	3	-	-	-	3	-	-	-
CO 4	3	3	-	3	-	-	-	-
CO 5	3	3	-	3	3	-	-	-
CO 6	3	-	-	-	3	-	-	-
TOTAL	18	12		6	12			
AVERAGE	3	2		1	2			

XVI. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1,PO2,	SEE Exams	PO1,PO2, PO4, PO5	Assignments	PO1, PO2, PO4, PO5	Seminars	PO 2, PO 4, PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO4, PO5						

XVII. ASSESSMENT METHODOLOGY - INDIRECT

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

XVIII. SYLLABUS

Unit-I	INDUSTRIAL RELATIONS
Introduction, Dunlop's Industrial relations systems, characteristics of Indian IR System; Trade Unions: Union Purpose. Trade union, functions, methods, Politics, types of unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for recognition. Rights of recognized Unions, unfair labor Practices: Case 1. Let us get back to work (p.no. 720, C.B. Mamoria) Case 2. A case of complicated multi-union maneuver's (J.A. Kulkarni)	
Unit-II	SETTLEMENT OF DISPUTES
Role of state dispute settlement machinery and its instruments, legislation: Causes of disputes, right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure. Case 1. Stop the shouting game please (p.no. 760, C.B. Mamoria) Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)	
Unit-III	COLLECTIVE BARGAINING
Collective bargaining, conciliation, arbitration, adjudication, The Industrial Dispute Act 1947, labor welfare work, labor welfare officer, worker's participation. Case 1.who is to be blamed (P.no. 685, C.B.Mamoria)	
Unit-IV	WAGE POLICY AND WAGE REGULATION
Wage policy and wage regulation machinery, wage legislation, payment of wages Act 1936, The payment of bonus Act,1965 Case 1. Rules and regulations still guide actions at UPS (P.no. 37,C.B.Mamoria)	
Unit-V	FACTORIES ACT 1948 AND MINES ACT 1952
The factories Act 1948, mines Act 1952, Industrial relations and technological change. Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria)	
Textbooks:	
1. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House, 14 th Edition, 2012. 2. C.B. Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 15 th Edition, 2012. 3. J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, " Case studies in Management", Pearson, 10 th Edition, 2011.	
Reference Books:	
1. Padhi, "Labor and Industrial Relations" PHI, 8 th Edition, 2012. 2. Arun Monappa, Ranjeet Nambudiri, Selvaraj "Industrial Relations and Labor Laws", 5 th Edition, TMH, 2012 3. Ratna Sen "Industrial Relations-Text and Cases "Macmillan Publishers, 10 th Edition, 2011	
Web References :	
1. https://play.google.com/books/reader?id=6zGulc2yRqgC&hl=en&pg=GBS.PR7 2. https://play.google.com/books/reader?id=fz1DDAAQBAJ&hl=en&pg=GBS.PP1 3. https://play.google.com/books/reader?id=ns2ADAAQBAJ&hl=en&pg=GBS.PP1 4. https://play.google.com/books/reader?id=98mIDwAAQBAJ&hl=en&pg=GBS.PR11	
E-Text Books :	
1. https://www.pdfdrive.com/labour-laws-e34331576.html 2. https://www.pdfdrive.com/industrial-relations-and-labour-laws-e186415580.html	

XIX. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction to Industrial Relations	CO1	T-1: 4-10, R-1: 5-12
3	History and parties of industrial relations	CO1	T-1: 11-15, R-1: 14-19
4	Importance and objectives of industrial relations	CO1	T-1: 16-20, R-1: 22-29
5	Approaches to industrial relations	CO1	T-1: 21-29, R-1: 32-38
6	Introduction to trade union	CO1	T-1: 38-45, R-1: 39-44
7	Criticism and motivation to join trade union	CO1	T-1: 46-54, R-1: 44-49
8	Structure , problems and weaknesses of trade unions	CO1	T-1: 55-65, R-1: 51-57
9	Corrective measures and types of trade unions	CO1	T-1: 73-82, R-1: 62-67
10	Trade union Act 1926	CO1	T-1: 83-90, R-1: 69-76
11	Change of name and Dissolution of trade union.	CO1	T-1: 91-94, R-1: 77-79
12	Introduction to Industrial disputes	CO2	T-1: 104-110, R-1: 82-87
13	Mechanisms of Industrial Disputes	CO2	T-1: 111-125, R-1: 92-96
14	Introduction to Strikes, Lockouts, Layoffs & Retrenchment	CO2	T-1: 126-131, R-1: 99-101
15	Types of discipline and hot-stove rule method	CO2	T-1: 138-145, R-1: 102-108
16	Tripartite Bodies	CO2	T-1: 146-154, R-1: 109-112
17	Bipartite Bodies	CO2	T-1: 154-160, R-1: 114-120
18	Introduction to Collective bargaining	CO3	T-1: 161-165, R-1: 120-124
19	Types of bargaining	CO3	T-1: 166-169, R-1: 126-132
20	Process of collective bargaining	CO3	T-1: 170-175, R-1: 134-141
21	Conciliation and kinds of conciliation	CO3	T-1: 176-182, R-1: 142-146
22	Mediation	CO3	T-1: 183-190,

Lecture No	Topics to be Covered	COs	Reference
			R-1: 148-153
23	Differences between Arbitration and Mediation	CO4	T-1: 191-193, R-1: 154-159
24	Differences between mediation and conciliation& Difference between Arbitration and Conciliation	CO4	T-1: 202-210, R-1: 160-165
25	Introduction to Disputes Act 1947	CO4	T-1: 211-218, R-1: 166-171
26	Introduction to wage policy	CO4	T-1: 219-220, R-1: 172-178
27	Objectives of wage policy	CO5	T-1: 221-222, R-1: 179-183
28	Wage policy	CO5	T-1: 223-224, R-1: 185-187
29	The payment of wages act 1936	CO5	T-1: 234-239, R-1: 187-191
30	Responsibility of payment of wages act	CO5	T-1: 235-240, R-1: 192-196
31	Offense and penalties of wages act 1936	CO5	T-1: 241-246, R-1: 197-201
32	Payment of Bonus Act 1965	CO5	T-1: 247-254, R-1: 202-209
33	Payment of minimum bonus	CO5	T-1: 254-259, R-1: 210-214
34	Bonus calculation	CO5	T-1: 270-275, R-1: 214-222
35	Offense and penalties of Bonus act	CO5	T-1: 276-279, R-1: 223-229
36	Introduction to factories act 1948	CO6	T-1: 280-283, R-1: 230-234
37	Safety measures of Factories act 1948	CO6	T-1: 284-293, R-1: 235-239
38	Welfare provisions of factories act	CO6	T-1: 340-348, R-1: 239-243
39	Offenses and Penalties of factories act 1948	CO6	T-1: 349-354, R-1: 243-244
40	Introduction to Mines act 1952	CO6	T-1: 354-360, R-1: 245-249
41	Inspectors and certifying officers	CO6	T-1: 360-368, R-1: 251-259
42	Committees and functions of committees	CO6	T-1: 374-379, R-1: 259-264
43	Provisions to health and safety of the act	CO6	T-1: 380-396, R-1: 265-269
44	Wages and penalties of the act	CO6	T-1: 408-412, R-1: 269-278
45	Revisions of the Factories act	CO6	T-1: 413-418, R-1: 278-284

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1: 276-279, R-1: 223-229
47	Problem solving and case study of Unit 2	CO 2	T-1: 280-283, R-1: 230-234
48	Problem solving and case study of Unit 3	CO 3,4	T-1: 284-293, R-1: 235-239
49	Problem solving and case study of Unit 4	CO 6	T-1: 340-348, R-1: 239-243
50	Problem solving and case study of Unit 5	CO 6	T-1: 349-354, R-1: 243-244
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1: 276-279, R-1: 223-229
52	Question Bank Discussions Unit 1	CO 1	T-1: 280-283, R-1: 230-234
53	Question Bank Discussions Unit 2	CO 2	T-1: 284-293, R-1: 235-239
54	Question Bank Discussions Unit 2	CO 2	T-1: 340-348, R-1: 239-243
55	Question Bank Discussions Unit 3	CO 3	T-1: 349-354, R-1: 243-244
56	Question Bank Discussions Unit 3	CO 4	T-1: 354-360, R-1: 245-249
57	Question Bank Discussions Unit 4	CO 5	T-1: 276-279, R-1: 223-229
58	Question Bank Discussions Unit 4	CO 5	T-1: 280-283, R-1: 230-234
59	Question Bank Discussions Unit 5	CO 6	T-1: 284-293, R-1: 235-239
60	Question Bank Discussions Unit 5	CO 6	T-1: 340-348, R-1: 239-243

Prepared by:

Dr. M. Surya Narayana Reddy, Associate Professor, MBA Department

HOD, MBA



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

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration			
Course Title	STRATEGIC INVESTMENT AND FINANCING DECISIONS			
Course Code	CMBB56			
Programme	MBA			
Semester	IV			
Course Type	ELECTIVE			
Regulation	IARE-R18			
Course Structure	Lectures	Tutorials	Practical Work	Credits
	4	-	-	4
Chief Coordinator	Dr. S. Sivasankara Rao, Associate Professor, MBA			

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB17	II	Financial Management	4
PG	CMBB02	I	Accounting for Managers	4

II. COURSE OVERVIEW:

This course is concerned with the financial strategies and the integration of the finance function within the context of managerial decision-making and corporate planning to the wider external environment. It explores the importance of financial planning, analysis and also the role of a chief financial officer (CFO) in any organization. The role of short-term funds and capital budgeting in strategic decision making is explored. Evaluate the financial resources and different financial decisions like corporate restructuring and its forms such as spin-offs, divestiture, joint ventures, mergers and acquisitions. Awareness of critical analysis of appraisal techniques and financing decisions is provided.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Strategic Investment and Financial 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 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 expected percentage of cognitive level of the questions is broadly based on the criteria given in Table: 1.

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.66%	Remember
16.66%	Understand
16.66%	Apply
16.66%	Analyze
33.33%	Evaluate
0%	Create

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 2: 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 and assignments.

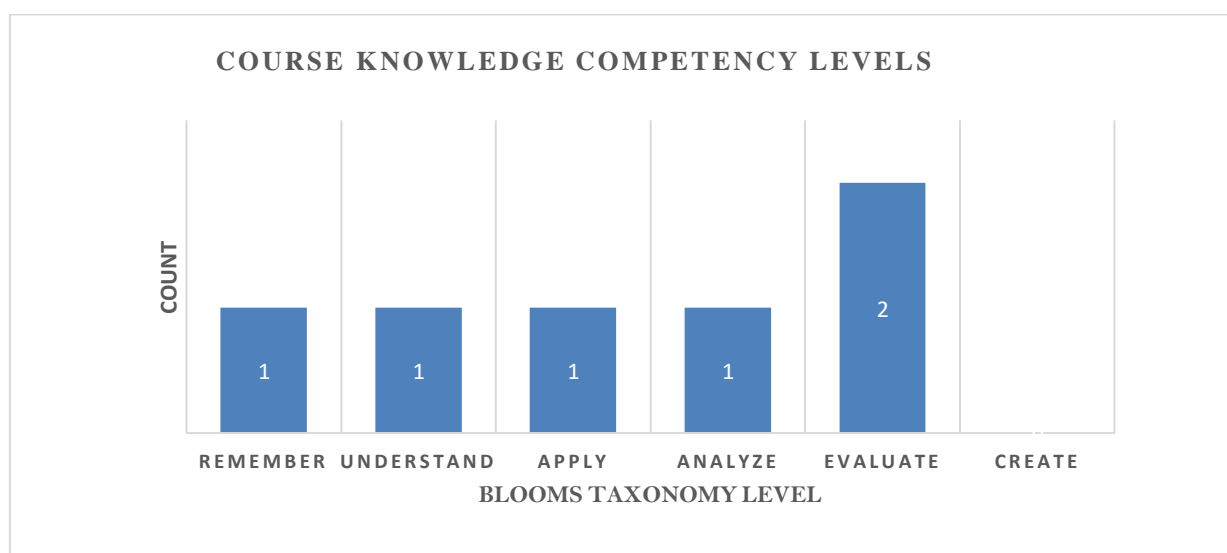
VI. COURSE OBJECTIVES :

The students will try to learn:	
I	Investment decisions howit made under conditions of risk and uncertainty.
II	The process of investment and disinvestment and their types.
III	Analysis of various appraisal capital budgeting techniques.
IV	Strategic Analysis of selected investment decisions such as, leasing ,Hire purchase etc.
V	Critically analyze the financial decisions such as Mergers,acquisitions ,takeovers and their problems.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Analyze the investment decisions under conditions of risk and uncertainty for firm to plan and control capital expenditure	Evaluate
CO 2	Familiarize with types of investments and disinvestments for business decision making.	Remember
CO 3	Demonstrate the pay back mechanism and bail out pay back applicable for project decision making.	Understand
CO 4	Apply the different appraisal techniques to determine whether the project is worthwhile or not.	Apply
CO 5	Examine the strategic analysis of selected investments to make purchase decisions.	Analyze
CO 6	Evaluate financing decisions to maximise shareholder value.	Evaluate

3 = High; 2 = Medium; 1 = Low



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	Guest Lectures /Seminars
PO2	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	3	Assignments / Discussions
PO6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.	3	Assignments / Guest Lectures
PO7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	3	Seminars / Discussions

3 = High; 2 = Medium; 1 = Low

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

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

3 = High; 2 = Medium; 1 = Low

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

Course Outcomes(COs)	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concepts like risk, uncertainty, adjusted rate of return etc. for the purpose of making investment decisions.	2

CO 2	PO 2	Analyze (knowledge) various tools like capital rationing, portfolio risk and diversified projects to take risk free decisions.	3
CO 3	PO 7	Able to calculate (knowledge) different measures which support decision making discounted payback period, post payback period and sources for single period and multi period capital constraints.	4
CO 4	PO 6	Estimate (knowledge) the mean variances and hertz simulation and hillier approaches for project selection decision making.	3
CO 5	PO6	Recollect the knowledge concepts like lease and various kinds of lease existed to make lease financing decisions.	3
	PO 7	Understand the differences between the concept of procurement and borrowing and hire purchase and installment purchase and lease and financing.	4
CO 6	PO 7	Appraise the theories of mergers and acquisitions for making better choice of distinguished type of merger is to be followed.	4

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

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

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

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100							
CO 2		100						
CO 3							100	
CO 4						100		
CO 5						100	100	
CO 6							100	

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3							
CO 2		3						
CO 3							3	
CO 4						3		
CO 5						3	3	
CO 6							3	
TOTAL	3	3				6	9	
AVERAGE	3	3	0	0	0	3	3	0

XV. ASSESSMENT METHODOLOGY – DIRECT

CIE Exams	PO 1, PO 2, PO 6, PO 7	SEE Exams	PO 1, PO 2, PO 6, PO 7	Assignments	PO 2, PO 6	Seminars	PO 1, PO 7
Guest Lectures	PO 1, PO 6	Discussions	PO 2, PO 7	Student Viva	-	Certification	-
Term Paper	-	Laboratory Practices	-				

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

UNIT– I	INVESTMENT DECISIONS UNDER CONDITIONS OF RISK
Concepts of risk and uncertainty. Risk analysis in investment decisions. Risk adjusted rate of return, certainty equivalents, and probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo approach to simulation. Investment decisions under capital constraints: capital rationing vs. portfolio. Portfolio risk and diversified projects.	
UNIT–II	INVESTMENTS AND DISINVESTMENTS
Types of investments and disinvestments, project abandonment decisions, evidence of internal rate of return. Multiple internal rate of return modified internal rate of return, pure, simple and mixed investments. Lorie savage paradox. Adjusted net present value and Impact of inflation on capital budgeting decisions.	
UNIT-III	CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES

Discounted pay back, post pay back, surplus life and surplus payback, bail out pay back, return on investment, equivalent annual cost, terminal value, single period constraints, multi period capital constraint and an unresolved problem. Net present value mean variance analysis, hertz simulation and hillier approaches. Significance of information and data bank in project selections.	
UNIT– IV	STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS
Lease financing, leasing vs. operating risk, borrowing vs. procuring. Hire purchase and instalment decisions. Lease risk management, leasing as a Financing decision, advantages of leasing, and leasing decision in practice	
UNIT – V	FINANCING DECISIONS
Mergers and acquisitions basic issues, strategy , diversification and mergers and acquisitions , theories of mergers, types of mergers, cost of mergers, government Mergers and acquisitions guidelines for takeover, problems on mergers and acquisitions	
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. JayaprakashSugavanam, BharathyJayaprakash, PalanisamySaravanan, “Strategic Financial Management” Oxford, 1 st , 2014.	
References:	
1. Baumol, W.J. and R.E. Quandt, “Investment and Decision Rates under Capital Rationing - Programming Approach”, The Economic Journal, 1 st Edition, 1965. A 2. Baumol, William J, “The Transactions Demand for Cash: An Inventory Theoretic Approach” Oxford University Press, 1 st Edition, 1952..	
E-Text Books:	
1. http://www.freebookcentre.net/Business/sfid/Books.html 2. https://bookboon.com/en/sifd-eBooks 3. https://www.amazon.in/Dictionary-sfid-Oxford-Quick-Reference/dp/0199563055	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Concepts of risk and uncertainty. Risk analysis in investment decisions.	CO 1	T1: 1.4-1.8 R1: 15-18
3	Risk adjusted rate of return, certainty equivalents. Probability distribution of cash flows	CO 1	T2: 2.6-2.11
4-6	Decision trees, Sensitivity analysis and Monte Carlo approach to simulation.	CO 1	T1: 3.2-3.20
7-8	Investment decisions under capital constraints: capital rationing vs. portfolio. Portfolio risk and diversified projects.	CO 1	T1: 4.6-4.19
9-10	Types of investments and disinvestments, project abandonment decisions, evidence of internal rate of return.	CO 1	T1: 5.35.18
11-12	Multiple internal rate of return modified internal rate of return, pure, simple and mixed investments. Lorie savage paradox.	CO2	T1: 5.3-5.18
13-15	Adjusted net present value and Impact of inflation on capital budgeting decisions	CO2	T1- 5.29-6.8 R1: 25-29
16-18	Discounted pay back, post pay back, surplus life and surplus payback	CO2	T1-7.137.14
19-20	Bail out pay back, return on investment, equivalent annual cost, and terminal value	CO2	T1- 7.8-7.12
21-23	Net present value mean variance analysis, hertz simulation and hillier approaches..	CO 3	T1:8.4-8.16 R1:61-73
24-26	Significance of information and data bank in project selections	CO 4	T1:8.21-8.25
27-29	Lease financing, leasing vs. operating risk, borrowing vs. procuring.	CO 4	T1:9.4-9.15
30-32	Lease risk management, leasing as a Financing decision, a Hire purchase and instalment decisions	CO5	T1:9.110.23 R2: 75-82

Lecture No	Topics to be Covered	COs	Reference
33-35	Advantages of leasing, and leasing decision in practice.	CO5	T1:9.210.23
36-37	Mergers and acquisitions basic issues, strategy, diversification and mergers and acquisitions	CO5	T1:11.511.5
38-39	Theories of mergers, types of mergers, cost of mergers.	CO 6	T1:12.512.26
40-42	Government guidelines for takeover, problems on mergers and acquisitions	CO 6	T1:13.613.15
43-45	Problems on Mergers and Acquisitions	CO 6	T1:13.413.15
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared by:
Dr. S. Sivasankara Rao, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

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Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	INTERNATIONAL FINANCIAL MANAGEMENT				
Course Code	CMBB57				
Program	MBA				
Semester	IV				
Course Type	ELECTIVE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms. M. Sindhu, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB17	II	Financial Management

II. COURSE OVERVIEW:

This course is concerned with the international financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices like balance of payment and Indian BOP trends and international monetary system. The course study about exchange rate movement, interest rates and purchasing power parity.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
International 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 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:

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

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 seminars (or) assignments for every course. The AAT may include seminars and assignments.

VI. COURSE OBJECTIVES:

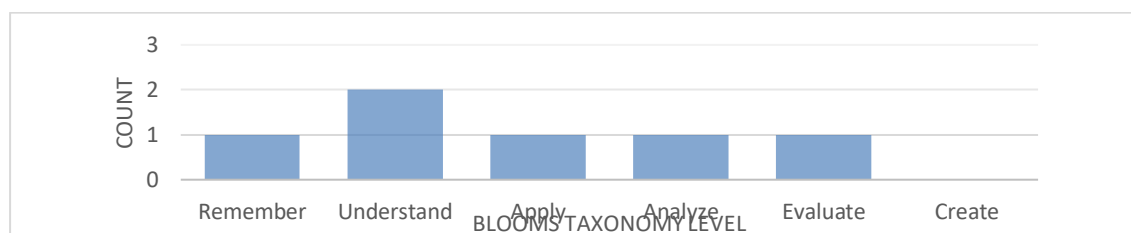
The students will try to learn:	
I.	The overview, importance, nature and scope of international financial management.
II.	Fundamentals of BOP, accounting components of BOP, factors affecting and international trade flows.
III.	Functions and structure of the FOREX markets, major participants, and types of transactions and settlements dates.
IV.	Exchange rate movement and purchasing power parity and theory.
V.	Foreign direct investment, international capital budgeting, international capital structure and cost of capital and international portfolio management

VII. COURSE OUTCOMES:

CO's	After successful completion of the course, students will be able to:	Knowledge Level (Bloom's Taxonomy)
CO1	Illustrate the concept of international business methods, recent changes, and challenges to establish operations in foreign countries.	Remember
CO2	Analyze the concept of BOP and the international flow of funds to learn about a country's economic growth.	Analyse
CO3	Describe the structure and types of forex markets and quotations for the transfer of purchasing power among countries.	Understand
CO4	Identify the exchange rate markets to determine nation's economic health.	Evaluate
CO5	Measure the exchange rate movements and their relationships to analyze the economic status of the nation.	Understand
CO6	Apply the asset-liability management techniques to protect and enhance the profit and net worth of a company.	Apply

3 = High; 2 = Medium; 1 = Low

COURSE KNOWLEDGE COMPETENCY LEVEL:



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	2.7	Guest Lectures
PO2	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	3	Seminars
PO7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	2.8	Seminars
PO8	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.	2.5	Assignment

3= High; 2 = Medium; 1 = Low

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

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

3 = High; 2 = Medium; 1 = Low

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

Course Outcomes	Program outcomes	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Ability to memorize the concept of financial management, nature and scope of International financial management and methods for the better competition in foreign markets.	2
	PO7	Formulate and conduct strategies for the international business methods to examine new operations in foreign countries.	4
	PO8	Apply (Knowledge) the methods of international business by using different technical skills to evaluate operations in foreign countries.	1
CO2	PO1	Focus on the concept of BOP to analyse and understand the economic dealings of a country with other countries.	2
	PO7	To formulate the strategic analysis using theoretical and practical applications to examine BOP role in decision making with regard to economic dealings.	4
CO 3	PO 1	Apply (knowledge) of managerial principles and practices for successful transfer of foreign exchange quotations for the purchasing power between countries	1
	PO 2	To Construct and formulate the strategies for the different types of foreign exchange quotations between the two countries.	3
CO4	PO2	To Identify and implementation strategies for the exchange rate markets to determine a nation's economic health.	3
	PO 8	To Inculcate and develop technical skills to adapt and manage different exchange markets for decision making, and for the competitive world successfully.	2
CO 5	PO7	To formulate the strategic analysis using theoretical and practical applications to Measure the exchange rate movements and relationships for the value of various currencies.	2
CO6	PO 2	To Apply and implement the methods and principles of capital budgeting for selecting the research and development projects.	3
	PO7	To formulate different strategies for by using different capital budgeting techniques for project selection.	4

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

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

CO 4		3						2
CO 5							2	
CO 6		3					4	

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

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100						100	50
CO 2	100						100	
CO 3	50	100						
CO 4		100						100
CO 5							50	
CO 6		100					100	

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3						3	2
CO 2	3						3	
CO 3	2	3						
CO 4		3						3
CO 5							2	
CO 6		3					3	
TOTAL	8	9					11	5
AVERAGE	2.7	3	0	0	0	0	2.8	2.5

XV. ASSESSMENT METHODOLOGIES–DIRECT

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

XVI. ASSESSMENT METHODOLOGIES-INDIRECT

√	Assessment of course outcomes (by feedback, once)	√	Student feedback on faculty (twice)
X	Assessment of mini projects by experts		

XVII. SYLLABUS

MODULE– I	INTRODUCTION
An overview, importance, nature and scope of international financial management, domestic FM Vs. IFM, International Business Methods, recent changes and challenges in international financial management.	
MODULE–II	INTERNATIONAL FLOW OF FUNDS
Balance of Payments (BOP), fundamentals of BOP, Accounting components of BOP, factors affecting international trade flows, agencies that facilitate international flows. Indian BOP trends. International Monetary System: Evolution, gold standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the economic and monetary union (EMU).	
MODULE-III	FOREIGN EXCHANGE MARKET
Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency futures and options markets, overview of the other markets, Euro currency market, Euro credit market, Euro bond market, international stock market.	
MODULE– IV	EXCHANGE RATES
Measuring exchange rate movements, factors influencing exchange rates. Government influence on exchange rates, exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates, purchasing power parity, international Fisher effect, Fisher effect, interest rate parity, expectations theory.	
MODULE– V	ASSET–LIABILITY MANAGEMENT
Foreign direct investment, international capital budgeting, international capital structure and cost of capital. International portfolio management. International financing: Equity, Bond financing, parallel loans, international cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, export and import bank of India, and recent amendments in EXIM policy, regulations and guidelines.	
Text Books:	
1. Jeff Madura, “International Corporate Management”, Cengage Learning, 2 nd Edition, 2012. 2. Alan C. Shapiro, “Multinational Financial Management”, John Wiley publications, 5 th Edition, 2012 3. S. Eun Choel and Risnick Bruce, ”International Financial Management”, TMH, 4 th Edition, 2012	
References:	

1. Sharan. V, “International Financial Management” PHI Publications, 5 th Edition, 2012
2. P. G. Apte, “International Financial Management”, TMH publications, 3 rd Edition, 2012.
3. Madhu Vij, “International Financial Management”, Excel Publications, 4 th Edition, 2012.
E-Text Books:
1. http://www.indiaclass.com/financia-management-references-books
2. https://www.loc.gov/rr/business/BERA/issue/finance.html

XVIII. COURSE PLAN

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	An overview, importance, nature and scope of international financial management.	CO 1	T1- 1.4-1.8
3	Domestic FM Vs. IFM, International Business Methods	CO 1	T1-2.6-2.11
4-6	Recent changes and challenges in international financial management...	CO 1	T1-3.2-3.20
7-8	Balance of Payments (BOP), fundamentals of BOP, Accounting components of BOP.	CO 1	T1-4.6-4.19
9-10	Factors affecting international trade flows, agencies that facilitate international flows.	CO 1	T1- 5.35.18
11-12	Indian BOP trends. International Monetary System. Evolution, gold standard, Breton Woods's system.	CO 2	T1- 5.3-5.18
13-15	The flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the economic and monetary union (EMU).	CO 2	T1- 5.29-6.8
16-18	Function and Structure of the Forex markets, major participants, types of transactions and settlements dates.	CO 2	T1-7.137.14
19-20	Foreign exchange quotations. Process of arbitrage, speculation in the forward market.	CO 2	T1- 7.8-7.12
21-23	Currency futures and options markets, overview of the other markets.	CO 3	T1- 8.4-8.16
24-26	Measuring exchange rate movements, factors influencing exchange rates. Government influence on exchange rates.	CO 3	T1-8.218.25
27-29	International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates.	CO 3	T1-9.4-9.15
30-32	Relationship between inflation, interest rates and exchange rates.	CO 4	T19.110.23
33-35	Purchasing power parity, international Fisher effect, Fisher effect, interest rate parity, expectations theory.	CO 5	T19.210.23
36-37	Euro currency market, Euro credit market, Euro bond market, international stock market.	CO 5	T111.511.5
38-39	Foreign direct investment, international capital budgeting, international capital structure and cost of capital. International portfolio management.	CO 6	T112.512.26
40-42	International financing: Equity, Bond financing, parallel loans international cash management, accounts receivable management.	CO 6	T113.613.15
43-45	Payment methods of international trade, trade finance methods, export and import bank of India, and recent amendments in	CO 6	T113.413.15

Lecture No	Topics to be Covered	COs	Reference
	EXIM policy, regulations and guidelines.		
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared by:
Ms. M. Sindhu, Assistant Professor, MBA

HOD, MBA



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

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	FINANCIAL DERIVATIVES				
Course Code	CMBB58				
Program	MBA				
Semester	IV				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms. I. Shireesha, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB17	II	Financial Management

II. COURSE OVERVIEW:

The objective of this course is to make efficient in the area of Derivatives, such as Forwards, Future Markets, Swaps and Option Strategies. It give understanding about the derivatives in stock, commodity and Forex markets with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIAExamination	Total Marks
Financial Derivatives	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

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

V. EVALUATION METHODOLOGY:

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

Semester End Examination (SEE):

The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

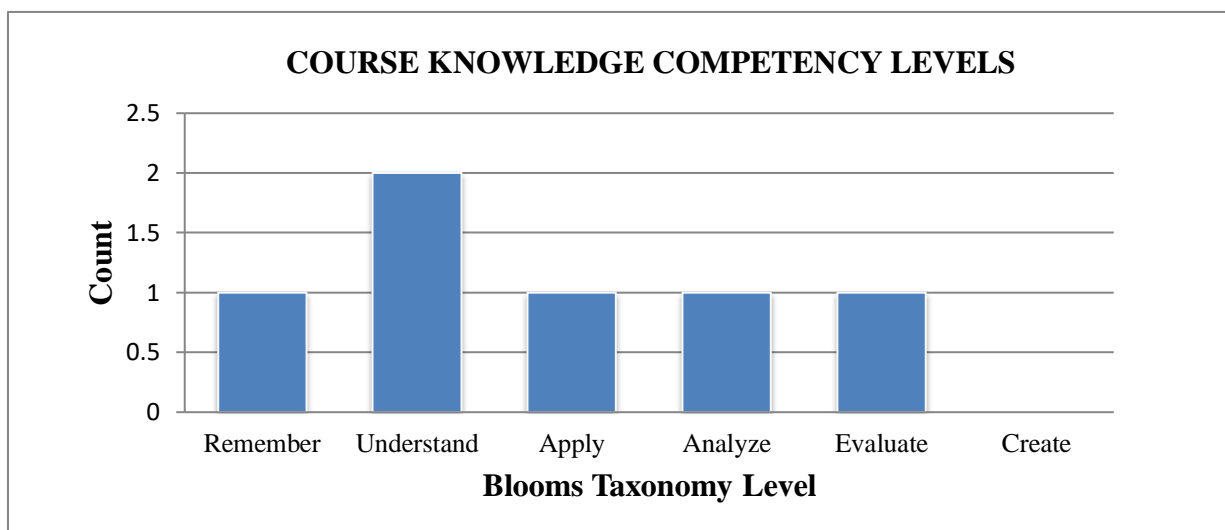
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES:

The students will try to learn:	
I	Fundamental linkages between spot markets and derivative markets and uses and misuses of derivatives.
II	Future and forward market and determination of future and forward market prices, interest rate.
III	About basic option strategies, advanced option strategies, trading with options, hedging with options, currency options.
IV	The commodity futures and options and swaps for the effectiveness of derivative markets.
v	The role of swaps in terms of interest rate, currency, commodity, equity index, credit risk and credit.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Elaborate the concept of derivative markets and their role in making investment decisions.	Remember
CO 2	Demonstrate the concepts of forward and future markets to make proper arrangements for finance.	Understand
CO 3	Analyze the concept of basic option strategies for hedging risk exposures.	Analyze
CO 4	Classify the option pricing models to take decisions related to pricing and risk in the derivative market.	Understand
CO 5	Identify commodity market derivatives that can be used to reduce the risk associated with future price uncertainty.	Apply
CO 6	Evaluate the concept of nature, scope, and types of swaps to manage asset-liability mismatches.	Evaluate



VIII. Program Outcomes (POs)

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

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

Program Outcomes		Strength	Proficiency Assessed by
PO7	Strategic Skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	3	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 2	Describe (knowledge) the various services rendering by the customers from the derivatives market and new managerial developments in the financial sectors in the context of managerial decisions.	3
	PO 4	Recollect (knowledge) the basic concept of derivative market system and to an extent appreciate (understand) the importance of financial system to promote the organized economy system to improve the financial literacy.	3
	PO 6	Interpret (knowledge) about services of the derivatives to communicate effectively with the customers to contribute to the economy development of the country.	3
CO 2	PO 2	Identify (knowledge) the appropriate pricing strategies and interest rate controlling the currency fluctuations in managing the stable financial system.	3
	PO 6	Demonstrate the currency fluctuations and its impact on in evaluating international business opportunities and to identify the sources of potential funding.	3
	PO 7	Recognizing (knowledge) the contribution of forwards and futures markets which affects economy stability of country (application) by its functional strategic principles and methodology	4
CO 3	PO 1	Apply (knowledge) the managerial principles and characteristics of options markets and its importance in managing the economy conditions of the country.	2

CO 4	PO 1	Construct the pricing models of currency options and hedging strategies in communicating with the customers to sell options products.	2
CO 5	PO 4	Understanding the business and economic conditions of the commodity derivatives to communicate the changing mind-sets of the global tastes and preferences.	3
	PO 7	Derive the existence activities of commodity futures and swap products in meeting the needs and wants of the investors with its legal and ethical business aspects of international trade.	4
CO 6	PO 2	Explain the qualitative and quantitative measures for swap valuation with appropriate implantable strategies.	3
	PO 6	Examine the risk and its types in the risk management processes at swap markets while implementing the managerial decisions of financial businesses.	3

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

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

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

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1		100		100		100		
CO 2		100				100	100	
CO 3	100							
CO 4	100							
CO 5				100			100	
CO 6		100				100		

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – **0** ≤ **C** ≤ 5% – No correlation; **2** – 40 % < **C** < 60% – Moderate.

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

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1		3		3		3		
CO 2		3				3	3	
CO 3	3							
CO 4	3							
CO 5				3			3	
CO 6		3				3		
TOTAL	6	9		6		9	6	
AVERAGE	3	3	0	3	0	3	3	0

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO4, PO6, PO7	SEE Exams	PO1, PO2, PO4, PO6, PO7	Assignments	PO1, PO6	Seminars	PO 2, PO 4
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	PO1, PO7						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

UNIT-I	INTRODUCTION TO DERIVATIVES
Development and growth of derivative markets, types of derivatives uses of derivatives, fundamental linkages between spot and derivative markets, the role of derivatives market, uses and misuses of derivatives.	
UNIT-II	FUTURE AND FORWARD MARKET
Structure of forward and future markets, mechanics of future markets hedging strategies, using futures, determination of forward and future prices, interest rate futures currency futures and forwards.	
UNIT-III	BASIC OPTION STRATEGIES

Options, distinguish between options and futures, structure of options market, principles of option pricing. Option pricing models: the binomial model, the black, scholes Merton model. Basic option strategies, Advanced option strategies, trading with options, hedging with options, currency options.	
UNIT-IV	COMMODITY MARKET DERIVATIVES
Introduction, types, commodity futures and options, swaps commodity exchanges multi commodity exchange, national commodity derivative exchange role, functions and trading.	
UNIT-V	SWAPS
Concept and nature, evolution of swap market, features of swaps, major types of swaps, interest rate swaps, currency swaps, commodity swaps, equity index swaps, credit risk in swaps, credit swaps, using swaps to manage risk, pricing and valuing swaps.	
Textbooks:	
1. John C Hull, "Options, Futures and Other Derivatives", Pearson Education, 8th Edition, 2012. 2. Robert A Strong, "Derivatives an Introduction", Thomson, 1st Edition, 2012. 3. Gupta, "Financial Derivatives", PHI, 1st Edition, 2012.	
Reference Books:	
1. Dubofsky, Miller, "Derivatives Valuations and Risk Management", Oxford, 1st Edition, 2012 2. Don M. Chance, Robert Brooks, "Derivatives and Risk Management Basic", Cengage Learning, 9th Edition, 2012. 3. Sundaram Das, "Derivatives Principles and Practice", McGraw Hill, 1st Edition, 2012.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Development and growth of derivative markets	CO 1	T1: 1.7
3-4	Types of derivatives and uses of derivatives	CO 1	T1: 2.1
5-7	Fundamental linkages between spot & derivative markets	CO 1	T1: 2.8
8-9	The role of derivatives market in the financial system	CO 1	T1: 3.7
10-11	Uses and misuses of derivative market.	CO 1	T1: 3.5
12-14	Structure of forward and future markets	CO 2	T1: 4.1
15-16	Mechanics of future markets in Financial derivatives	CO 2	T1: 5.1
17-18	Hedging or risk free strategies using futures market	CO 2	T1: 5.3
19-21	Determination of forward and future prices	CO 2	T1: 5.3
22-24	Interest rate futures currency futures and forwards.	CO 2	T1: 5.3
25-26	Introduction to Options, distinguish between options and futures	CO 3	T1: 6.1
27-30	Structure of options market, principles of option pricing,	CO 3	T1: 5.7
31-34	The binomial model, the black- Scholes Merton model	CO 4	T1: 6.1,
35-36	Basic option strategies, advanced option strategies	CO 5	T2: 7.1
37-38	Trading with options, hedging with options, currency options.	CO 5	T2: 7.3,

Lecture No	Topics to be Covered	COs	Reference
39-44	Introduction, types, commodity futures and options	CO 5	T1: 6.1
41	Multi commodity exchange role, functions and trading.	CO 5	T2: 8.3,
42-43	Concept and nature, evolution of swap market and features of swaps	CO 6	T1: 7.1
44-45	Interest rate swaps, currency swaps, commodity swaps, equity index swaps, credit swaps	CO 6	T2: 9.2
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,CO4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Ms. I. Shireesha, Assistant Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING
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Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	FOREIGN TRADE				
Course Code	CMBB59				
Program	MBA				
Semester	IV				
Course Type	ELECTIVE				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Dr. T Vara Lakshmi, Associate Professor, MBA				

I.COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB37	-	Banking, Insurance and Risk Management

II.COURSE OVERVIEW:

The main objective of the course is to develop and explain about the various policies, aspects, and intricacies of foreign trade and international business among the students. This course is an amalgamation of management, trade, sales, marketing, and aspects related to law and economics. In this globalized society, the demand for international business, international marketing, and foreign trade have increased due to the globalization. This course not only involves the international relations with other nations but also explains the domestic markets of our country and in order to meet the demand, various sectors employ officials who are very well aware of the related aspects.

III.MARKSDISTRIBUTION:

Subject	SEE Examination	CIAExamination	Total Marks
Foreign Trade	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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.66 %	Remember
33.33 %	Understand
0 %	Apply
16.66 %	Analyze
33.330 %	Evaluate
0 %	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

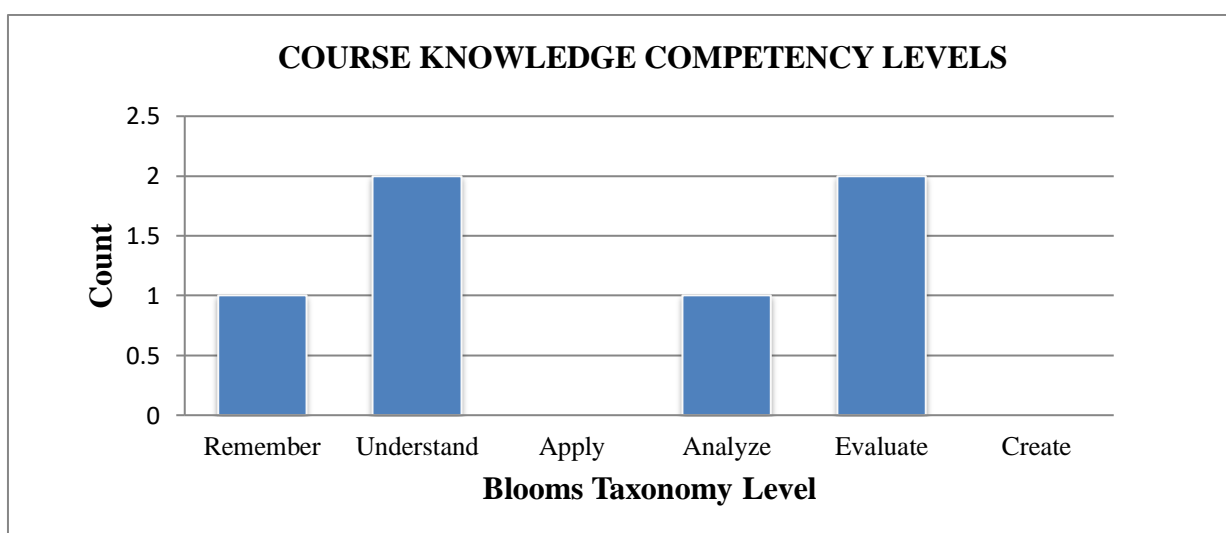
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES:

The students will try to learn:	
I	The role of foreign trade, its growth and theories of international trade for the economy development of the country.
II	Export and import policies of India and other nations to evaluate special economic zones and institutions involved in export promotions.
III	Inco terms terminology and customs procedures to comply with customs documentation.
IV	Organized institutional support and foreign trade statistics for the promotion of exports organizations.
V	Prospectus assessment and international marketing environment for the sectorial growth assessment of the country.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Summarize the foreign trade theories and agreements to encourage the opportunity for foreign direct investment.	Understand
CO 2	Identify import and export promotion schemes to gain knowledge about the legal procedures of exports and imports.	Analyze
CO 3	Analyze the need, general guidance and back group aspects of Inco terms useful in business decisions.	Remember
CO 4	Examine different tariffs, procedures, and quantitative restrictions of Inco terms to learn about the trade process.	Evaluate
CO 5	Describe the institutional setup for export promotion to formulate and guide India's trade policy.	Understand
CO 6	Illustrate the assessment of products and markets to understand market and consumer dynamics.	Evaluate



VIII. PROGRAM OUTCOMES:

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

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	2.8	Assignments
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	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.	3	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Recollect (knowledge) the basic concept of foreign trade concepts and to an extent appreciate (understand) the importance of trading system to promote the organized economy system to solve the business problems.	2
	PO 2	Describe (knowledge) the importance of trade agreements in the organizations for business developments in the context of managerial decisions.	3
	PO 4	Interpret (knowledge) about the balance of payments to communicate effectively with the users to contribute to the development of the company.	3
CO 2	PO 1	Identify (knowledge) the role of economic zones and its role in managing the stable trading system.	2
	PO 2	Explain the trading policies in India to boost the foreign trade for critical thinking abilities for decision making.	3
	PO 7	Memorize the strategies of economic zones establishment for better formulation of business environment.	4
CO 3	PO 1	Apply (knowledge) the Inco terms and characteristics of Inco terms and its importance of managing the statistical analysis of the trade.	2
	PO 7	Recognize the importance of Inco terms in implementing strategies of the trade maintenance.	4
CO 4	PO 1	Construct the managerial models in the promotion of trading activities to communicate with the traders.	1
	PO 4	Examine the significance of tariffs to formulate profitable strategies in quantitative restrictions.	3
CO 5	PO 4	Derive the existence possibility of trading assistance in meeting the practical solutions of the organization.	3
	PO 8	Differentiate the principle commodities of exports and imports to analyze the managerial strategies in the global business environment.	2
CO 6	PO 7	Examine the prospectus assessment processes while implementing the managerial decisions of trading businesses.	4
	PO 8	Compare various prospects of trading markets to be suitable for the vision and mission of organizations.	2

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

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

CO 4	1			3				
CO 5				3				2
CO 6							4	2

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

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

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3		3				
CO 2	3	3					3	
CO 3	3						3	
CO 4	2			3				
CO 5				3				3
CO 6							3	3
TOTAL	11	6	-	9	-	-	9	6
AVERAGE	2.8	3	0	3	0	0	3	3

XV. ASSESSMENT METHODOLOGY - DIRECT

CIE Exams	PO1, PO2, PO4, PO7, PO8	SEE Exams	PO1,PO2, PO4, PO7, PO8.	Assignments	PO1, PO4	Seminars	PO 2, PO 7, PO 8.
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

UNIT-I	INTRODUCTION
Definition of foreign trade, composition of foreign trade, theories of international trade, foreign Trade and economic development. analysis of India's foreign trade, growth, trends, composition and direction, foreign capital, collaboration of multinational corporations, bilateral and multinational trade agreements, India's trade agreements, India's balance of payments including invisibles.	
UNIT-II	IMPORT POLICY AND EXPORT PROMOTION SCHEMES
Salient features of India's export import policy, objectives of EXIM/trade policy ,instruments of trade Policy, duty exemption schemes ,DBK, DEPB, advance license , import of capital goods, Exports/Trading/Star Trading/super star trading house policy EOU's/EPZs/SEZs Schemes - Services Exports.	
UNIT-III	INCOTERMS
Background and objectives of Inco terms, types of Inco terms, general guidance that are used in Inco terms. Terminology of Inco terms, Tariffs, Quantitative restrictions, Export-Import Procedures and documentation.	
UNIT-IV	INSTITUTIONAL SETUP FOR EXPORT PROMOTION
Export Assistance measures. Free Trade Zone SEZ's and 100%eOUs.,State Trading in India- Principal commodities of India's export and imports an overview, Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce. Export Organization: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIMBANK, ECGC, EPCs, Commercial banks, Commodity Boards.	
UNIT-V	ASSESMENT OF PRODUCTS AND MARKETS
Assessment of Prospects, Products and Markets, Identification of new markets for Indian products, African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA, Export potential of India, Latin America, an analysis of US commercial office on India for investing in selected sector, Trade Blocks and Regional Economic Cooperation.	
Textbooks:	
1. Francis Cherrunilam, "International Trade and Export Management", Himalaya Publications, 9th Edition, 2009. 2. Bhagvati J (ed), "International Trade", Penguin Books, 4th Edition, 2007	
Reference Books:	
1. CA. Virendra, K.Pamecha, "A Guide to International Trade and Export Management", Jain Book Agency, 8th Edition, 2014. 2. Dr. Jason Chuah, "Law of International Trade", South Asian publications, 5 th Edition, 2017.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Definition of foreign trade	CO1	T-1 1-5, R-2 p.g 2-10
3	Composition of foreign trade	CO1	T-1 1-18, R-2 2-26
4	Theories of international trade	CO1	T-1 19 - 23, R-2 27-32
5	Foreign Trade and economic development	CO1	T-1 19-25, R-2 33-35
6-7	Analysis of India's foreign trade growth, trends, composition and direction	CO1	T-2 98-104, R-2 48-58
8	Foreign capital, collaboration of multinational corporations, bilateral and multinational trade agreements	CO1	T-1 78-99, R-1 85-95
9 - 10	India's trade agreements, India's balance of payments including invisibles.	CO1	T-2 104-115, R-2 99-105
11 - 12	Salient features of India's export import policy	CO2	T-1 116-119, R-2 154-158
13 - 14	Objectives of EXIM/trade policy	CO2	T-2 117-126, R-2 155-198
15	Instruments of trade Policy, duty exemption schemes	CO2	T-1 158-159, R-2 116-125
16	DBK, DEPB, advance license , import of capital goods,	CO2	T-1 99-135, R-2 105-145
17	Exports/Trading/Star Trading/super star trading house policy EOU's/EPZs/SEZs Schemes	CO2	T-2 138-165, R-2 142-153
18	Services Exports.	CO2	T-1 168-175, R-2 65-68
19	Background and objectives of Inco terms	CO3	T-2 77-85, R-2 112-116
20	Types of Inco terms	CO3	T-1 177-186, R-1 117-125
21	General guidance that are used in Inco terms	CO3	T-2 98-105, R-2 214-225
22	Terminology of Inco terms	CO3	T-1 210-230, R-2 198-215
23	Tariffs, Quantitative restrictions	CO4	T-2 235-258, R-2 214-225
24	Export-Import Procedures and documentation.	CO4	T-2 226-234, R-1 214-225
25	Export Assistance measures	CO5	T-2 214-235, R-2 190-215,
26 - 27	Free Trade Zone SEZ's and 100%eOUs.,State Trading in India	CO5	T-1 210-255, R-1 98-116
28 - 30	Principal commodities of India's export and imports an overview	CO5	T-2 260-265, R-2 216-235
31 - 33	Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce.	CO5	T-1 266-278, R-2 236-245
34 - 35	Export Organization: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIMBANK, ECGC, EPCs, Commercial banks, Commodity Boards.	CO5	T-1 260-277, R-1 235-245
36	Assessment of Prospects	CO6	T-1 289-297, R-1 240-256
37 - 40	Products and Markets, Identification of new markets for Indian	CO6	T-2 315-325,

Lecture No	Topics to be Covered	COs	Reference
	products		R-1 235-256
41	African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA	CO6	T-1 316-335, R-1 302-325
42	Export potential of India, Latin America	CO6	T-1 304-308, R-2 215-223
43	An analysis of US commercial office on India for investing in selected sector	CO6	T-1 309-325, R-1 216-225
44 - 45	Trade Blocks	CO6	T-1 339-350, R-1 230-255
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,CO4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:

Dr. T Vara Lakshmi, Associate Professor, MBA

HOD, MBA



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)
Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	COMPENSATION AND REWARD MANAGEMENT				
Course Code	CMBB60				
Program	MBA				
Semester	IV				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Ms. Y. Manasa, Assistant Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBB60	IV	Human resource management

II. COURSE OVERVIEW:

Compensation and reward management statements are very useful to the business concerns to interpret and analyze the organization growth of different companies. This course uses the growth statements as means of business communication. This course uses the analytical techniques and arriving at conclusions from market information for the purpose of effective decision making.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIAExamination	Total Marks
Compensation and reward management	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

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

V. EVALUATION METHODOLOGY:

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

Semester End Examination (SEE):

The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

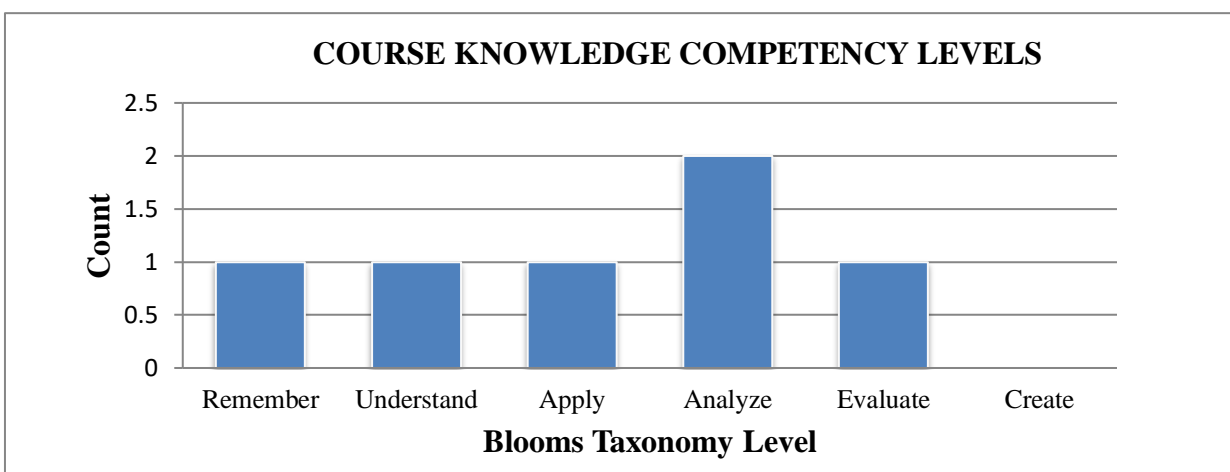
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES:

The students will try to learn:	
I	Compensation and reward system it must get approval from the govt. or top management in the organization
II	Useful information about the latest thinking and developments compensation must be sufficient so that needs of the employees are fulfilled substantially.
III	Practice of compensation management Employees must have guarantee of getting wages or compensation regularly without any break.
IV	New realities of how organizations are approaching the vital tasks of managing for rewards and developing the capabilities of their people.
V	Provide a well qualified staff to perform the work of organization by establishing compensation program that is competitive in the market place.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Illustrate the concept of compensation and their practices for planning and distributing of compensation programme.	Remember
CO 2	Demonstrate current knowledge of wage and salary administration to gain a competitive edge.	Analyze
CO 3	Discuss the compensation benefit practices that contribute to attracting and retaining high quality employees.	Apply
CO 4	Identify the performance linked compensation benefits and services to keep the workforce motivated.	Understand
CO 5	Analyze performance-based pay decisions and opportunities to reward employees based on their individual performances.	Analyze
CO 6	Evaluate the compensation strategies to increase the satisfaction level of employees.	Evaluate



VIII. PROGRAM OUTCOMES:

Program Outcomes (POs)	
PO 1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.
PO 2	Decision-making Skills: Foster Analytical and critical thinking abilities for data-based decision making.

Program Outcomes (POs)	
PO 3	Ethics: Ability to develop Value based Leadership ability.
PO 4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Leadership Skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
PO 6	Entrepreneurial Skills: Ability to demonstrate the skills and evaluate issues related to entrepreneurship and to develop as entrepreneurs.
PO 7	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.
PO 8	Technology Skills: Inculcate and develop technical skills to face the competitive world successfully.

IX. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes		Strength	Proficiency Assessed by
PO1	Managerial Skills: Apply knowledge of management theories and practices to solve business problems.	3	Seminars
PO2	Decision making Skills: Foster Analytical and critical thinking abilities for data-based decision making.	3	Lectures
PO4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Assignments
PO8	Strategic analysis: Ability to conduct strategic analysis Using theoretical and practical applications.	3	Seminars

3 = High; 2 = Medium; 1 = Low

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

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

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

Course outcomes	PO'S	Justification for mapping(students will be able to do)	No of key competencies
CO1	PO1	Understand the concept of compensation, theoretical dimension, economic and behavioral Dimensions for solving business problems.	2
	PO2	Able to understand the concept of compensation and their dimensions to implement decisions in an organization.	3

	PO4	To maintain the ethical values for the determination of wage and salary administration structures for the organization.	3
CO2	PO1	Summarize some similarities and differences Between financial and non-financial benefits of the employees	2
	PO2	Categorize financial and non financial benefits and analyze how they are used to take decisions in organization.	3
CO3	PO1	Explain about the international nature of compensation and compensation process.	2
CO4	PO1	Identify the differences between job analysis and job design for solving the job evaluation problems.	2
	PO4	Categorize job analysis and job design and identify how they are going to meet ethical aspects of business.	3
CO5	PO4	Analyze the pay model structure Architecture and its components with the help of a diagram.	3
	PO8	Examine pay model structure and its components and inculcate technical skills to face competitive world successfully.	3
CO6	PO8	Describe the different types of compensation structures by using different technological skills and applications in Real estate business, Insurance sector Jobs and employment sites.	3

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

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

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

Course Outcomes	Program Outcomes / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100	100		100				
CO 2	100	100						
CO 3	100							
CO 4	100			100				
CO 5				100				66.67

CO 6								66.67
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XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1	3	3		3				
CO 2	3	3						
CO 3	3							
CO 4	3			3				
CO 5				3				3
CO 6								3
TOTAL	12	6		9				6
AVERAGE	3	3	0	3	0	0	0	3

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

Module-I	INTRODUCTION TO COMPENSATION MANAGEMENT
Compensation, theoretical dimension, economic and behavioral; designing the pay model strategic compensation plan; wage and salary administration at the macro level.	

Module-II	WAGE AND SALARY ADMINISTRATION
Wage and salary administration at the micro level job evaluation, definition, traditional and new techniques; compensation structure, Indian practices; wage boards, pay commissions, compensation management in multinational organizations.	
Module-III	CONCEPTS OF EMPLOYEE BENEFITS
Incentives, fringe benefits; establishing a link with performance appraisal and compensation management. Performance linked compensation; benefits and services.	
Module-IV	PERFORMANCE BASED PAY
Managerial remuneration pays commission; performance-based pay system incentives, executives' compensation plan and packages	
Module-V	COMPENSATION STRATEGIES
Recognizing the worth and value of employee's knowledge and skill, rewarding employees' contributions and results achieved, supporting team work, compensation package according to current lifestyle and new thinking in the new millennium.	
Textbooks:	
1. Richard. I. Henderson, —Compensation Management in a Knowledge Based World —, Prentice-hall, 1 st Edition, 2001. 2. Edwarde.e. Lawler, I Rewarding excellence (pay strategies for the new economy) I, Prentice-hall, 1 st Edition, 2004. 3. B D Singh, = 'Compensation and Reward Management ', Sterling Publishers (P) Ltd, Kindle Edition, 2001	
Reference Books:	
1. Thomas. P. Planner, David, —People Performance and PayI, Free Press, 1 st Edition, 2002. 2. Michael Armstrong, —Hand book of Reward ManagementI, Crust Publishing House, 2 nd Edition, 2003. 3. Joseph Martocchio, —Strategic Compensation - A Human Resource Management ApproachI, Prentice Hall, 4 th Edition, 2005	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Introduction to compensation management	C01	T-1 . 1-5, R-2 . 2-10
3	Compensation and Theoretical dimension	C01	T-1 . 1-18, R-2 . 2-26
4	Economic and behavioral and Designing the pay model	C01	T-1 .19 - 23, R-2 . 27-32
5	Strategic compensation plan	C02	T-1 . 78-99, R-1 . 85-95
6-7	Wage	C02	T-2 . 104-115, R-2 . 99-105
8	Salary administration at the macro level.	C02	T-1 . 116-119, R-2 . 154-158
9 - 10	Wage and salary administration	C02	T-2 . 117-126, R-2 . 155-198
11 - 12	Wage and salary administration at the micro level job evaluation	CO 3	T-1 . 158-159, R-2 . 116-125
13 - 14	Definition	CO 3	T-1 . 99-135, R-2 . 105-145

Lecture No	Topics to be Covered	COs	Reference
15-16	Traditional and new techniques	CO 3	T-2 . 138-165, R-2 . 142-153
16-17	Compensation structure	CO 3	T-1 . 168-175, R-2 . 65-68
17-18	Indian practices	CO 3	T-2 . 77-85, R-2 . 112-116
18-20	Wage boards	CO 4	T-1 . 177-186, R-1 . 117-125
21-22	Pay commissions	CO 4	T-2 . 98-105, R-2 . 214-225
23	Compensation management in multinational organizations.	CO 4	T-1 . 210-230, R-2 . 198-215
24-25	Concepts of employee benefits- Incentives, fringe benefits	CO 4	T-2 . 235-258, R-2 . 214-225
26	Establishing a link with performance appraisal	CO 4	T-2 . 226-234, R-1 . 214-225
27	Compensation management	CO 4	T-2 . 214-235, R-2 . 190-215,
24	Performance linked compensation	CO 4	T-1 . 210-255, R-1 . 98-116
25	Benefits and services.	CO 4	T-2 . 260-265, R-2 . 216-235
26 - 27	Performance based pay	CO 5	T-1 . 266-278, R-2 . 236-245
28 - 30	Managerial remuneration pays and commission	CO 5	T-1 . 260-277, R-1 . 235-245
31 - 33	Performance-based pay system incentives and executives	CO 5	T-1 . 289-297, R-1 . 240-256
34 - 35	Compensation plan and packages.	CO 5	T-2 . 315-325, R-1 . 235-256
36	Recognizing the worth and value of employee's knowledge	CO 5	T-1 . 316-335, R-1 . 302-325
37 - 40	Skill and rewarding employees'	CO 5	T-1 . 304-308, R-2 . 215-223
42	According to current lifestyle	CO 6	T-1 . 339-350, R-1 . 230-255
43	Contributions and results achieved	CO6	T-1 . 339-350,
44	New millennium	CO6	R-1 . 230-255
45	Strategies types	CO6	T-1 . 339-350,
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,CO4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1

Lecture No	Topics to be Covered	COs	Reference
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared By:
Ms. Y. Manasa, Assistant Professor, MBA

HOD, MBA



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

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	TALENT AND KNOWLEDGE MANAGEMENT				
Course Code	CMBB61				
Program	MBA				
Semester	IV				
Course Type	Elective				
Regulation	IARE - R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	--	4	-	-
Course Coordinator	Mrs.K.Lakshmi Revathi, 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
PG	CMBB15	-	Human Resource Management

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 modules and each module carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
16.67%	Remember
50%	Understand
16.67%	Apply
16.67%	Analyze
0%	Evaluate
0%	Create

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)

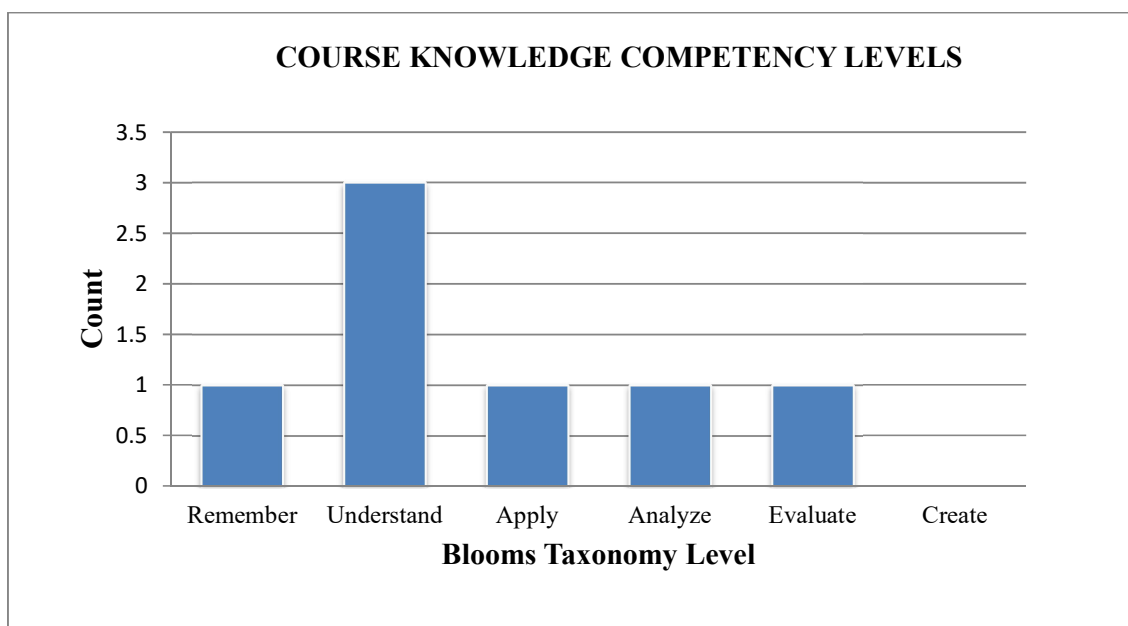
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars and assignments.

VI. COURSE OBJECTIVES (COs):

The students will try to learn:	
I	Meaning, importance of talent management, steps involved in talent reservoir and creating a talent management system.
II	Overview, characteristics, steps in developing a valid competency model and types of Talent management information systems.
III	The types of knowledge, rise of the knowledge worker and understand the concept of knowledge intensive firm.
IV	Knowledge management approaches, solutions, mechanisms, systems and Knowledge management infrastructure.
V	The Organizational impacts of knowledge management and understand the concept of knowledge discovery systems.

VII. COURSE OUTCOMES (COs):

CO's	After successful completion of the course, students will be able to:	Knowledge Level (Bloom's Taxonomy)
CO1	Summarize the concept of talent management and its process that helps employees to reach higher position in the organization.	Understand
CO2	Discuss the competency and talent management information systems for measuring employee engagement and retention.	Understand
CO3	Classify knowledge and locate knowledge sources to improve the efficiency of an organization's decision-making ability.	Apply
CO4	Develop knowledge-intensive firms to gain a long-term competitive advantage.	Remember
CO5	Identify knowledge management approaches, solutions, mechanisms, and systems to stimulate innovation and cultural change.	Understand
CO6	Analyze the organizational impacts of knowledge management to evolve the changing business needs.	Analyze



VIII. PROGRAM OUTCOMES:

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

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

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

CO 6		✓		✓				
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3 = High; 2 = Medium; 1 = Low

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

Course outcomes	PO'S	Justification for mapping(students will be able to do)	No of key competencies
CO1	PO1	Understand the concept of talent management, designing and building a talent reservoir for solving business problems by using managerial skills.	2
CO2	PO2	Categorize talent management information systems. developing talent management information strategies to take decisions in organization.	3
CO3	PO4	Assess the types of knowledge to meet the organisational objectives.	1
CO4	PO4	Analyze knowledge intensive firms and features for create and share knowledge in the organisation.	1
CO5	PO1	Describe the different approaches of Knowledge Management to create a culture that can significantly improve efficiency and employee happiness	2
	PO4	Explain the Knowledge management infrastructure that encourage knowledge management activities in an organization	1
CO6	PO2	Identify organizational impacts of knowledge management to increase the organizational performance	3
	PO4	Examine knowledge discovery systems to support employee growth and development by using communication skills.	1

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

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

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

Course Outcomes(COs)	Program Outcomes (POs) / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100.00							
CO 2		100.00						
CO 3				33.33				
CO 4				33.33				
CO 5	100.00			33.33				
CO 6		100.00		33.33				

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – 0 ≤ C ≤ 5% –No correlation; **2– 40 % < C < 60%** –Moderate.

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

Course Outcomes(COs)	Program Outcomes (POs)							
	2	3	3	3	5	3	4	2
CO 1	3							
CO 2		3						
CO 3				1				
CO 4				1				
CO 5	3			1				
CO 6		3		1				
TOTAL	6	6		4				
AVERAGE	3	3	0	1	0	0	0	0

XV. ASSESSMENT METHODOLOGIES–DIRECT

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

XVI. ASSESSMENT METHODOLOGIES-INDIRECT

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

XVII. 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 KNOWLEDGE 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	ORGANIZATIONAL 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, 1 st Edition, 2004. 2. Ed by Larry Israelite, "Talent Management", ASTD Press, 1 st Edition, 2004. 3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge, 1 st Edition, 2009.	
Reference Books:	
1. Stuart Barnes, "Knowledge Management Systems", Cengage Learning, 1 st Edition, 2002. 2. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", Pearson Education Inc., 2 nd Edition, 2009. 3. Donald Hislop, "Knowledge Management in Organizations", Oxford University Press, 3 rd Edition, 2009.	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2-3	Definition, Meaning and importance of talent management	CO 1	T-1, R-1
4-5	Designing and building procedure of a talent reservoir.	CO 1	T-2, R-2

Lecture No	Topics to be Covered	COs	Reference
6-7	Segmenting the talent reservoir.	CO 1	T-1, R-2
8-9	Usefulness of talent management grid.	CO 1	T-1, R-2
10-11	Creating a talent management system.	CO 1	T-2, R-2
12-13	Institutional strategies for dealing with talent management.	CO 1	T-1, R-1
14-15	Meaning, characteristics of developing a valid competency model.	CO 1	T-2, R-2
16-18	Different types of steps in developing a valid competency model	CO2	T-1, R-2
19-20	The concept of Talent management information systems.	CO2	T-2, R-2
21-22	Talent management information systems.	CO2	T-1, R-2
23	Developing a talent management information strategy.	CO2	T-1, R-2
24-25	Role of leaders in talent management.	CO2	T-2, R-2
26	The nature of knowledge management alternative views of knowledge.	CO2	T-1, R-2
27	Concept of location of knowledge	CO 3	T-2, R-2
28	Need for rise of the knowledge worker.	CO 3	T-1, R-1
29	Features of knowledge intensive firm.	CO 3	T-2, R-2
30	Key processes in knowledge intensive firms.	CO 4	T-1, R-2
31	Framework of Hansen earl's seven schools of knowledge management.	CO 4	T-2, R-2
32	Elverson knowledge management approaches.	CO 5	T-2, R-1
33	Karremen's knowledge management approaches.	CO 5	T-2, R-2
34	Knowledge management solutions.	CO 5	T-1, R-1
35	Knowledge mechanisms and systems.	CO 5	T-2, R-2
36	Significance of Knowledge management infrastructure.	CO 5	T-1, R-2
37	Organizational impacts of knowledge management on people.	CO 5	T-1, R-1
38	Organizational impacts of knowledge management on processes and Products.	CO 5	T-1, R-3
39	Organizational impacts of knowledge management on organizational Performance.	CO 5	T-2, R-3
40	Factors influencing knowledge management.	CO 6	T-1, R-3
41	Knowledge management assessment of an organization importance.	CO 6	T-1, R-2
42	Different types f knowledge management.	CO 6	T-1, R-1
43	Timing of knowledge management.	CO 6	T-1, R-1
44	Types of knowledge discovery systems.	CO 6	T-1, R-1
45	The significance of timing of knowledge management and the importance of knowledge discovery systems.	CO 6	T-2, R-1
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2

Lecture No	Topics to be Covered	COs	Reference
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

Prepared by:

Mrs.K. Lakshmi Revathi, Assistant Professor, MBA

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Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	Leadership and Change Management				
Course Code	CMBB 62				
Programme	MBA				
Semester	IV				
Course Type	CORE				
Regulation	IARE – R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	3	1	4	--	--
Course Coordinator	Dr.T.SrinivasRao, Professor, MBA				

I. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMBC15	II	HUMAN RESOURCE MANAGEMENT

II. COURSE OVERVIEW:

This course focuses on how to understand the fundamentals of managing and bringing about positive change within a business environment. Organizations move through a number of identifiable stages as they grow and develop. In some cases, these changes are planned, in others they are unplanned. Sometimes the forces for change come from within the organization and at other times they will be caused by external forces or influences. The need for organizations to meet and to cope with changing conditions requires innovation, creativity and flexibility.

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Leadership and Change Management	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

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

V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking an 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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

Percentage of Cognitive Level	Blooms Taxonomy Level
0%	Remember
50%	Understand
16.67%	Apply
16.67%	Analyze
16.67%	Evaluate
-	Create

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

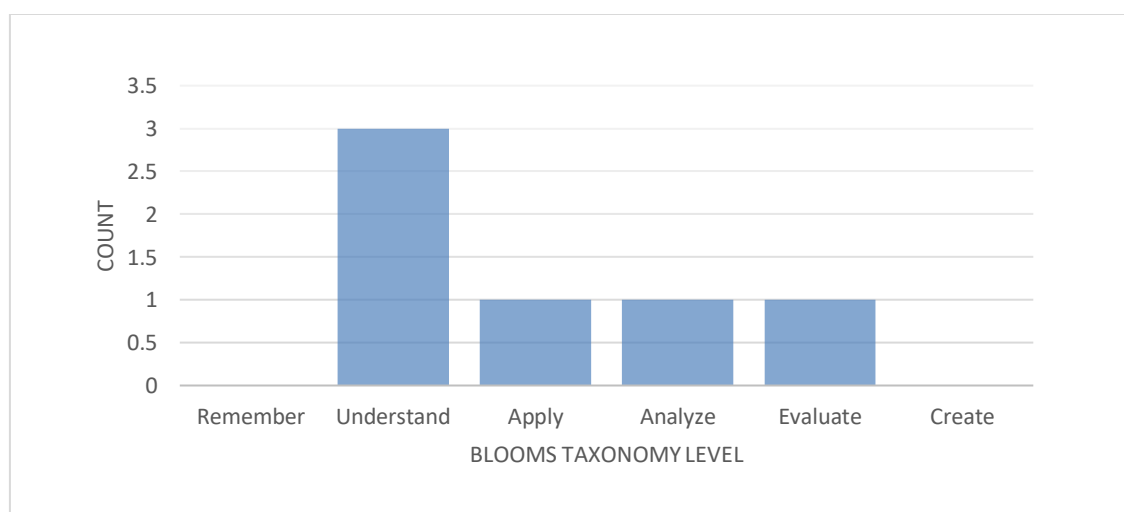
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES:

The students will try to learn:	
I	The concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.
II	Contingency theory description, situational variables, strengths, criticisms and apply its applications.
III	The model of transformational leadership, strengths, criticisms, applications.
IV	Organizational culture and management of change, change communication, resistance to change, and organizational learning.
V	Learn the importance of employee relations, the strategies involved to promote a positive change in the organization.

VII. COURSE OUTCOMES:

After successful completion of the course, students will be able to:		
Course Outcomes		Knowledge Level (Bloom's Taxonomy)
CO 1	Illustrate leadership and their approaches to introduce and implement positive changes in an organization.	Understand
CO 2	Analyze contingency leadership approaches and styles to provide a realistic view of management and the organization.	Analyze
CO 3	Summarize transformational leadership and its models for increasing followers' motivation, morale, and job performance.	Understand
CO 4	Demonstrate servant leadership characteristics and their applications for better collaboration.	Understand
CO 5	Enumerate organizational design and change to reduce the amount of resistance that is likely to occur.	Apply
CO 6	Assess employee relations and manage change to reduce the amount of resistance that is likely to occur.	Evaluate



VIII. PROGRAM OUTCOMES:

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

IX. 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.	2.8	Assignments
PO2	Decision making Skills: Foster analytical and critical thinking abilities for data-based decision making.	1	CIE/AAT
PO4	Communication Skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	2.3	Seminar/ Conferences/ Research papers
PO8	Strategic analysis: Ability to conduct strategic analysis using theoretical and practical applications.	2.5	CIE/AAT

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 2	Recall (understand) the basic concept of the nature and scope of the leadership, which aids in identifying various opportunities and threats.	1
	PO4	Understand the skills, traits in leadership with different case studies and observations that help in future applications.	1
CO 2	PO 1	Learn different leadership styles, approaches and solve criticality for enhancement in problem solving abilities.	2
	PO 4	Learn contingency leadership approaches and variables towards realistic understanding of organizational strengths and practices	3
	PO 8	Understand the strengths and criticisms with applications and theories to get better understanding of the business environment	3
CO 3	PO1	Understand transformational leadership and servant leaderships with fundamental definitions and models along with fundamental basic characteristics and get a broader perspective of it.	1
	PO 4	Understand the global historical aspects of leadership traits with models of transformational and servant leadership to apply in the business environment.	3
CO 4	PO 1	Understand change in organization with effect to different parameters to contribute this knowledge in problem solving practices	2
	PO 4	Understand design and change in organizations to analyze and communicate with agents and agencies in all aspects of business.	3
CO5	PO 4	Enumerate organizational structure and change, learning methodologies to apply them while communicating with the group and team	3
CO 6	PO 1	Understand the change and relations among employees to apply Managerial Skills to promote change	2
	PO 4	Understand the parameters effecting management and technical change, and analyze employee behavior and develop communication to evaluate change	1
	PO 8	Understand involvement strategies in employee relations and managing change to promote healthy business environment in the organization.	2

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

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

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

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

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

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

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

Course Outcomes	Program Outcomes							
	2	3	3	3	5	3	4	2
CO 1		1		1				
CO 2	3			3				2
CO 3	2			3				
CO 4	3			3				
CO 5				3				
CO 6	3			1				3
TOTAL	11	1		14				5
AVERAGE	2.8	1	0	2.3	0	0	0	2.5

XV. ASSESSMENT METHODOLOGY - DIRECT

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

XVI. ASSESSMENT METHODOLOGY - INDIRECT

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

XVII. SYLLABUS

UNIT-I	INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP
Definition, components of leadership, trait approach to leadership, strengths, criticisms, applications, skills approach to leadership Ohio state studies, Michigan studies, Blake and mouton' s leadership gird, strengths, criticisms, applications.	
UNIT-II	CONTINGENCY LEADERSHIP
Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.	
UNIT-III	TRANSFORMATIONAL LEADERSHIP
A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications. Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications.	
UNIT- IV	ORGANIZATIONAL DESIGN AND CHANGE
Strategic level change, group and team level change, and individual level change. organizational structure, organizational culture and management of change, change communication, resistance to change, organizational learning, power, politics and organizational change, ethics and managing change, change agents and agency.	
UNIT – V	EMPLOYEE RELATIONS AND MANAGING CHANGE
The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change	
Text books	
1. Peter G. Northouse, Leadership: Theory and Practices, Sage Publications, 3rd Edition, 2012. 2. Mark Hughes, Managing Change – a critical perspective, Universities Press, 3rd Edition, 2011. 3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders Managing change, Pearson, 6th Edition, 2013	
References	
1. Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, Leadership Enhancing the lessons of experience, McGraw-Hill Irwin, 6th Edition, 2009. 2. Uday Kumar Halder, leadership and team building, Oxford, 1st Edition, 2010. 3. Gary Yukl, Leadership in Organizations, Pearson, 6th Edition, 2012	
Web References	
1. https://www.google.com/search?q=approach+to+leadership%2C+strengths%2C+criticisms&aqs=chrome..69i57.3925j0j7&sourceid=chrome&ie=UTF-8 2. https://www.google.com/search?69i57.2804j0j7&sourceid=chrome&ie=UTF-8 3. https://www.google.com/search?q=69i57.2475j0j9&sourceid=chrome&ie=UTF-8 4. https://www.google.com/search?q=69i57j0l4.1595j0j9&sourceid=chrome&ie=UTF-8 5. https://www.google.com/search.2098j0j9&sourceid=chrome&ie=UTF-8	
E-text books:	
1. https://www.freebookcentre.net › Business and Finance Books 2. https://www.leadershipthoughts.com › E books 3. https://www.citehr.com › Human Resource Section › Motivation and Improvement	

XVIII. COURSE PLAN:

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

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2	Components of leadership, trait approach to leadership, strengths, criticisms	CO 1	T-1 1-5, R-2 p.g 2-10
3	Skills approach to leadership Ohio state studies, Michigan studies	CO 1	T-2 6-18, R-2 25-26
4	Blake and Mouto's leadership grid, strengths, criticisms, applications	CO 1	T-1 19 - 23, R-227-32
5	Contingency theory description, leadership styles	CO 2	T-119-25, R-233-35
6-7	Situational variables, strengths and criticisms	CO 2	T-2 98-104, R-2 48-58
8	Applications of contingency approach, path-goal theory	CO 2	T-1 78-99, R-1 85-95
9-10	Strengths, criticisms applications of contingency leadership	CO 3	T-2 104-115, R-2 99-105
11-12	A model of transformational leadership, how does transformational leadership	CO 3	T-1 116-119, R-2 154-158
13-14	Strengths, criticisms, applications.	CO 3	T-2 117-126, R-2 155-198
15	Servant leadership, definition ten characteristics of servant leader	CO 3	T-1 158-159, R-2 116-125
16	Historical basis and strengths	CO3	T-1 99-135, R-2 105-145
17	Criticisms and applications of transformational leadership	CO 3	T-2 138-165, R-2 142-153
18	On the job and off the job training methods	CO 3	T-1 168-175, R-2 65-68
19	How does transformational leadership define, strengths	CO 3	T-2 77-85, R-2 112-116
20	Servant leadership, definition ten characteristics of servant leader	CO 3	T-1 177-186, R-1 117-125
21	Historical basis, strengths	CO3	T-2 98-105, R-2 214-225
22	Criticisms and applications. Strategic level change	CO 4	T-1 210-230, R-2198-215
23	Group and team level change, and individual level change	CO 4	R1T-2 235-258, R-2 214-225
24	Organizational structure	CO 4	T-2 226-234, R-1 214-225
25	organizational culture and management of change	CO 4	T-2 214-235, R-2 190-215,
26-27	change communication	CO 4	T-1 210-255, R-1 98-116
28-30	politics and organizational change	CO 4	T-2 260-265, R-2 216-235
31-33	ethics and managing change	CO 4	T-1 266-278, R-2 236-245
34-35	change agents and agency	CO 4	T-1260-277, R-1235-245
36	The management of change leadership	CO 5	T-1289-297, R-1240-256

Lecture No	Topics to be Covered	COs	Reference
37-40	Technological change employee relations	CO 5	T-2 315-325, R-1 235-256
41	Involvement strategies	CO 5	T-1 316-335, R-1 302-325
42	Management of change	CO6	T-1 304-308, R-2 215-223
43	downsizing and the management of change	CO6	T-1 309-325, R-1 216-225
44-45	evaluating and promoting change and On the job and off the job training methods	CO6	T-1 339-350, R-1 230-255
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO3,CO4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

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MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTION

Department	Master of Business Administration				
Course Title	PERFORMANCE MANAGEMENT				
Course Code	CMBB63				
Programme	MBA				
Semester	IV				
Course Type	Elective				
Regulation	IARE-R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4	-	4	-	-
Course Faculty	Mrs.K.Lakshmi Revathi, Assistant Professor,MBA				

I.COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB15	II	Human Resource Management	3

II.COURSE OVERVIEW:

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

III.MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Performance management	70 Marks	30 Marks	100

IV. DELIVERY/INSTRUCTIONAL METHODOLOGIES:

√	Chalk & talk	√	Quiz	√	Assignments	X	Moocs
√	Lcd/ppt	√	Seminars	X	Mini project	X	Videos
X	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 weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each module. Each question carries 14 marks. **There could be a maximum of two sub divisions in a question.**

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

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

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

Continuous Internal Assessment (CIA):

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

Table 2: Assessment pattern for CIA

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):

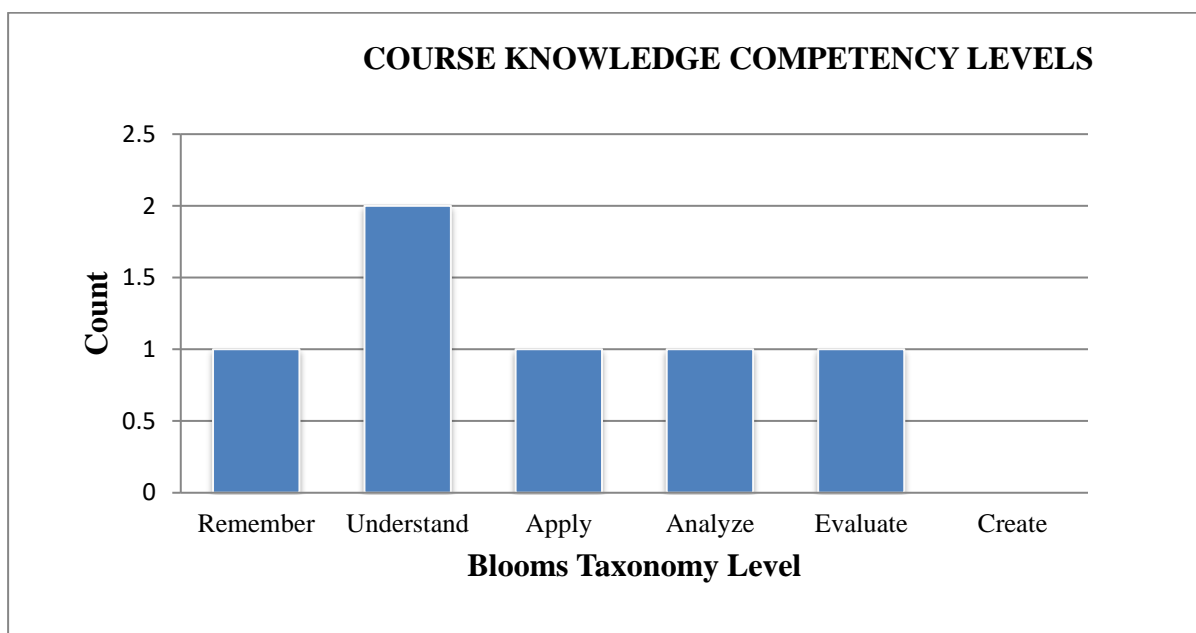
Marks shall be awarded considering the average of two AAT for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. COURSE OBJECTIVES:

The students will try to learn:	
I	The overview, importance, nature and scope of Performance Management and Reward System.
II	Performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system.
III	The Performance management and employee development, Performance management skills and analyze the Case on Implementation of 360 degree feedback system.
IV	Reward systems and legal issues, managing team performance.
V	Performance related concepts such as benchmarking, six sigma, competency mapping, balance Scorecard, coaching and mentoring Pygmalion effect, job analysis.

VII. COURSE OUTCOMES (COs):

CO's	After successful completion of the course, students will be able to:	Knowledge Level (Bloom's Taxonomy)
CO 1	Discuss the notion of performance management and reward systems to attract, retain, and motivate employees.	Understand
CO 2	Analyze performance measurements and systems for performance improvement in the long run.	Apply
CO 3	State the concepts of performance management and employee development to measure employee efficiency.	Remember
CO 4	Examine performance management skills to maintain a high standard for organization.	Evaluate
CO 5	Demonstrate reward systems to help keep employees satisfaction and loyalty to the company.	Understand
CO 6	Elucidate relevant performance related concepts to measure the performance of employees and organization also.	Analyze



VIII. PROGRAM OUTCOMES:

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

IX. 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.	3	Assignments
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminars
PO5	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Seminars
PO7	Strategic skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	3	Assignments
PO8	Technology skills: Inculcate and develop technical skills to face the competitive world successfully.	3	Seminars

3 = High; 2 = Medium; 1 = Low

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

CO's	Program Outcomes(POs)							
	1	2	3	4	5	6	7	8
CO 1	√	√		√				
CO 2	√			√	√		√	
CO 3	√			√				
CO 4	√							
CO 5	√	√		√	√		√	√
CO 6		√		√	√			√

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

Course Outcomes	POs / PSOs	Justification for mapping (Students will be able to)	No. of key competencies
CO 1	PO 1	Understand the main source of performance management and reward.	2
	PO 2	Illustrate the circumstances in which effective and ineffective performance management will helps you in business.	3
	PO 4	Ability to understand about the scope and need of performance management	3
CO 2	PO 1	Understand and Compare about information of behavioral approach of an employee for their development.	2
	PO 4	Apply the concept of performance management skills choosing a measurement approach, measuring results and behaviors.	3
	PO 5	Remember the information of behavioral approach of an employee.	2
	PO 7	Evaluate functions and importance of compensation policies.	4
CO 3	PO 1	Understand the concept of feedback process in a work environment.	2
	PO 4	Remember the appraisal procedure in different types of organizations and also know the recent trends in Organizational PMS.	3
CO 4	PO 1	Analyze the concept of performance management and employee development at conceptual level.	2
CO 5	PO 1	Apply the levels of reward systems, legal issues and managing team performance.	2
	PO 2	Understand the concept of employee motivation and performance	3
	PO 4	Inculcate and develop performance management skills and legal issues in reward systems.	3
	PO 5	Understand the features of the Contingent Pay Plan and recognition activities.	2
	PO 7	Remember the principles of reward systems.	4
	PO 8	Understand the concept of differences between the reward system and performance management.	2
CO 6	PO 2	Understand the concept of functions of formal mentoring	3
	PO 4	Remember the performance related concepts like benchmarking, competency mapping and balanced score card.	3
	PO 5	Remember the concept of six-sigma in HR function.	2
	PO 8	Apply the concept of mentoring advantages and disadvantages.	2

3 = High; 2 = Medium; 1 = Low

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

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

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

Course Outcomes (COs)	Program Outcomes (POs) / No. of key competencies							
	1	2	3	4	5	6	7	8
	2	3	3	3	5	3	4	2
CO 1	100	100		100				
CO 2	100			100	50		100	
CO 3	100			100				
CO 4	100							
CO 5	100	100		100	50		100	100
CO 6		100		100	50			100

XIV. COURSE ARTICULATION MATRIX (PO MAPPING)

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

0 – 0 ≤ C ≤ 5% –No correlation; **2– 40 % < C < 60%** –Moderate.

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

Course Outcomes(COs)	Program Outcomes (POs)							
	2	3	3	3	5	3	4	2
CO 1	3	3		3				
CO 2	3			3	2		3	
CO 3	3			3				
CO 4	3							

CO 5	3	3		3	2		3	3
CO 6		3		3	2			3
TOTAL	15	9		15	6		6	6
AVERAGE	3	3	0	3	2	0	3	3

XV. ASSESSMENT METHODOLOGIES-DIRECT

CIE Exams	PO1,PO2,PO4,PO5,PO7,PO8,	SEE Exams	PO1,PO2,PO4,PO5,PO7,PO8,	Assignments	PO4,PO5PO7,PO8	Seminars	PO7
Laboratory practices	-	Student viva	-	Mini Project	-	Certification	-
Term paper	-						

XVI. ASSESSMENT METHODOLOGIES –INDIRECT

✓	Assessment of course outcomes (by feedback, once)	✓	Student feedback on faculty(Twice)
✗	Assessment of Mini Projects by Experts		

XVII. SYLLABUS:

UNIT-I	PERFORMANCE MANAGEMENT AND REWARD SYSTEM	Classes:09
Performance management and reward systems in context, performance management process, performance management strategic planning.		
UNIT-II	PERFORMANCE MEASUREMENT	Classes:08
Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system.		
UNIT-III	PERFORMANCE MANAGEMENT SKILLS	Classes:10
Performance management and employee development. Performance management skills. Case on Implementation of 360 degree feedback system.		
UNIT-IV	REWARD SYSTEMS	Classes:10
Reward systems and legal issues, managing team performance.		
UNIT-V	PERFORMANCE RELATED CONCEPTS	Classes:08
Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance Scorecard, coaching and mentoring Pygmalion effect, job analysis.		
Text Books		
1. Herman Aguinis, “Performance Management”, Pearson Education, 1 st Edition, 2012. 2. Robert DAustin; Tom DeMarco; Timothy Lister, “Measuring & Managing Performance in Organizations” Dorset House Publishing, cop. 2 nd Edition, 1996. 3. Herman Aguinis, “Performance Management”, TMH, 3rd Edition, 2016. 4. Dr. Daniels, “Performance Management”, Dorset House Publishing, 5th Edition, 1982.		
Reference Books		

1. LanceA, Berger Dorothy and R.Berger, “The Talent Management Hand Book”, TMH, 2nd Edition, 2015.
2. BD Singh, “Performance Management System- a Holistic Approach”, Excel Books, 3rd Edition, 2010.
3. PremChadha, “Performance management”, Macmillan, 4th Edition, 2012.
4. Srinivas K Kandula, “Performance Management”, PHI, 2nd Edition, 2010.
Web References:
1. http://usfweb2.usf.edu/humanresources/talentmanagement/pdfs/overviewperformancemanagement.pdf .
2. https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course Taster.pdf
E-Text Books:
1. http://www.free-management-ebooks.com/dldebk/dlap-perfman.htm
2. http://upstarthr.com/employee-performance-management-free-ebook

XVIII. COURSEPLAN:

The course plan is meant as a guideline. There may probably be changes.

Lecture No	Topics to be Covered	COs	Reference
OBE DISCUSSION			
1	Discussion on Course Outcomes and how these Cos are mapped with Pos.		
CONTENT DELIVERY (THEORY)			
2-3	Performance management and reward systems in context, Process.	CO 1	T-1 1-5, R-2 p.g 2-10
4-5	Performance management strategic planning.	CO 1	T-2 6-18, R-2 25-26
6-7	Defining performance and choosing a measurement approach	CO 2	T-1 19 - 23, R-2 27-32
8-9	Measuring results and behaviors	CO 2	T-1 19-25, R-2 33-35
10-11	Gathering performance information	CO 2	T-2 98-104, R-2 48-58
12-13	Implementing a performance management system.	CO 2	T-1 78-99, R-1 85-95
14-16	Performance management skills	CO 2	T-2 104-115, R-2 99-105
17-19	Employee development.	CO 3	T-1 116-119, R-2 154-158
20-22	360 degree feed back system.	CO 3	T-2 117-126, R-2 155-198
22-24	Case on Implementation of 360 degree feed back system	CO 4	T-1 158-159, R-2 116-125
25-26	Reward systems	CO 4	T-1 99-135, R-2 105-145
27-29	Legal issues	CO 5	T-2 138-165, R-2 142-153
30-32	Managing team performance.	CO 5	T-1 168-175, R-2 65-68
33-35	Relevant performance related concepts	CO 5	T-2 77-85, R-2 112-116
36-38	Benchmarking	CO 5	T-1 177-186, R-1 117-125
39	Six sigma	CO 5	T-2 98-105, R-2 214-225
40-41	Competency mapping,	CO 6	T-1 210-230,

Lecture No	Topics to be Covered	COs	Reference
			R-2 198-215
42	Balance scorecard,	CO 6	T-2 235-258, R-2 214-225
43	Coaching and mentoring	CO 6	T-2 226-234, R-1 214-225
44	Pygmalion effect	CO 6	T-2 214-235, R-2 190-215,
45	Job analysis.	CO 6	T-1 210-255, R-1 98-116
OBE DISCUSSION			
46	Problem solving and case study of Unit 1	CO 1	T-1, R-2
47	Problem solving and case study of Unit 2	CO 2	T-2, R-2
48	Problem solving and case study of Unit 3	CO 3,4	T-1, R-1
49	Problem solving and case study of Unit 4	CO 6	T-2, R-2
50	Problem solving and case study of Unit 5	CO 6	T-1, R-2
OBE DISCUSSION			
51	Question Bank Discussions Unit 1	CO 1	T-1, R-2
52	Question Bank Discussions Unit 1	CO 1	T-2, R-2
53	Question Bank Discussions Unit 2	CO 2	T-1, R-1
54	Question Bank Discussions Unit 2	CO 2	T-2, R-2
55	Question Bank Discussions Unit 3	CO 3	T-1, R-2
56	Question Bank Discussions Unit 3	CO 4	T-1, R-2
57	Question Bank Discussions Unit 4	CO 5	T-2, R-2
58	Question Bank Discussions Unit 4	CO 5	T-1, R-1
59	Question Bank Discussions Unit 5	CO 6	T-2, R-2
60	Question Bank Discussions Unit 5	CO 6	T-1, R-2

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