



**INSTITUTE OF AERONAUTICAL ENGINEERING**

**(Autonomous)**

**(Approved by AICTE | NAAC Accreditation with 'A' Grade | Accredited by NBA | Affiliated to JNTUH)**

**Dundigal, Hyderabad - 500 043, Telangana**

**OUTCOME BASED EDUCATION  
WITH  
CHOICE BASED CREDIT SYSTEM**

**MASTER OF BUSINESS ADMINISTRATION**

**ACADEMIC REGULATIONS, COURSE CATALOGUE AND SYLLABI  
MB23**

**MBA Regular Two Year Master Degree Program  
(For the batches admitted from the academic year 2023 - 2024)**

**FAILURE TO READ AND UNDERSTAND THE REGULATIONS IS  
NOT AN EXCUSE**

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**-Take-up one idea.**

**Make that one idea your life-think of it, dream of it, and live on that idea. Let the brain muscles, nerves, every part of your body be full of that idea and just leave every other idea alone.**

**This is the way to success”**

**Swami Vivekananda**

## **VISION**

To bring forth professionally competent and socially progressive, capable of working across cultures meeting the global standards ethically.

## **MISSION**

To provide students with an extensive and exceptional education that prepares them to excel in their profession, guided by dynamic intellectual community and be able to face the technically complex world with creative leadership qualities.

Further, be instrumental in emanating new knowledge through innovative research that emboldens entrepreneurship and economic development for the benefit of wide spread community.

## **QUALITY POLICY**

Our policy is to nurture and build diligent and dedicated community of engineers providing a professional and unprejudiced environment, thus justifying the purpose of teaching and satisfying the stake holders.

A team of well qualified and experienced professionals ensure quality education with its practical application in all areas of the Institute.

### **PROGRAM OUTCOMES (PO's)**

- PO1: Managerial skills:** Apply knowledge of management theories and practices to solve business problems.
- PO2: Decision making skills:** Foster analytical and critical thinking abilities for data-based decision making.
- PO3: Ethics:** Ability to develop value based leadership ability.
- PO4: Communication skills:** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- PO5: Leadership skills:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6: Entrepreneurial and Innovation skills:** Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.
- PO7: Strategic skills:** Analyze and formulate managerial strategies to sustain in dynamic global business environment.
- PO8: Technology skills:** Inculcate and develop technical skills to face the competitive world successfully.

## PRELIMINARY DEFINITIONS AND NOMENCLATURES

**Academic Council:** The Academic Council is the highest academic body of the institute and is responsible for the maintenance of standards of instruction, education and examination within the institute. Academic Council is an authority as per UGC regulations and it has the right to take decisions on all academic matters including academic research.

**Academic Autonomy:** Means freedom to an institute in all aspects of conducting its academic programs, granted by UGC for Promoting Excellence.

**Academic Year:** It is the period necessary to complete an actual course of study within a year. It comprises two consecutive semesters i.e., Even and Odd semester.

**AICTE:** Means All India Council for Technical Education, New Delhi.

**Autonomous Institute:** Means an institute designated as autonomous by University Grants Commission (UGC), New Delhi in concurrence with affiliating University (Jawaharlal Nehru Technological University, Hyderabad) and State Government.

**Backlog Course:** A course is considered to be a backlog course if the student has obtained a failure grade in that course.

**Betterment:** Betterment is a way that contributes towards improvement of the students 'grade in any course(s). It can be done by either (a) re-appearing or (b) re-registering for the course.

**Board of Studies (BOS):** BOS is an authority as defined in UGC regulations, constituted by Head of the Organization for each of the departments separately. They are responsible for curriculum design and updation in respect of all the programs offered by a department.

**Certificate Course:** It is a course that makes a student to gain hands-on experience and skills required for holistic development in a specific area/field.

**Choice Based Credit System (CBCS):** The choice based credit system is one which provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching along with provision of choice for the student in the course selection.

**Compulsory Course:** Course required to be undertaken for the award of the degree as per the program.

**Commission:** Means University Grants Commission (UGC), New Delhi.

**Continuous Internal Assessment:** It is an examination conducted towards internal assessment.

**Course:** A course is a subject offered by the institute for learning in a particular semester.

**Course Outcomes:** The essential skills that need to be acquired by every student through a course.

**Credit:** A credit is a unit that gives weight to the value, level or time requirements of an academic course. The number of 'Contact Hours' in a week of a particular course determines its credit value. One credit is equivalent to one lecture hour per week or two hours per week of tutorials/ self-learning/ practical/ field work during a semester.

**Credit Point:** It is the product of grade point and number of credits for a course.

**Cumulative Grade Point Average (CGPA):** It is a measure of cumulative performance of a student over all the completed semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal points

**Curriculum:** Curriculum incorporates the planned interaction of students with instructional content, materials, resources and processes for evaluating the attainment of Program Educational Objectives (PEO).

**Degree with Specialization:** A student who fulfills the entire program requirements of her/his discipline and successfully completes a specified set of professional elective courses in a specialized area is eligible to receive a degree with specialization like Finance, Marketing, Human Resource, Systems and Entrepreneurship etc.

**Department:** An academic entity that conducts relevant curricular and co-curricular activities, involving both teaching and non-teaching staff and other resources in the process of study for a degree.

**Detention in a Course:** Student who does not obtain minimum prescribed attendance in a course shall be detained in that particular course.

**Elective Course:** A course that can be chosen from a set of courses. An elective can be Professional / Open Elective.

**Evaluation:** Evaluation is the process of judging the academic performance of the student in his/her courses. It is done through a combination of continuous internal assessment and semester end examinations.

**Grade:** It is an index of the performance of the students in a said course. Grades are indicated by alphabets.

**Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.

**Institute:** Means Institute of Aeronautical Engineering, Hyderabad unless indicated otherwise by the context.

**Pre-requisite:** A course, the knowledge of which is required for registration into higher level course.

**Core:** The courses that are essential constituents of each specialized discipline are categorized as professional core courses for that discipline.

**Professional Elective:** A course that is discipline centric. An appropriate choice of minimum number of such electives as specified in the program will lead to a degree with specialization.

**Program:** Means, Master of Business Administration (MBA).

**Program Educational Objectives (PEO):** The broad career, professional and personal goals that every student will achieve through a strategic and sequential action plan.

**Project Work:** It is a design or research based work to be taken up by a student during his/her IV semester to achieve a particular aim. It is a credit based course and is to be planned carefully by the student.

**Re-Appearing:** A student can reappear only in the semester end examination for the theory component of a course, subject to the regulations contained herein.

**Registration:** Process of enrolling into a set of courses in a semester of a Program.

**Regulations:** The regulations for MBA offered by Institute are designated as MB22 and are binding on all the stakeholders.

**Semester:** It is a period of study consisting of 21 weeks of academic work equivalent to normally 90 working days. The odd semester starts usually in August/September and even semester in January/February every year.

**Semester End Examinations:** It is an examination conducted in all courses offered in a semester at the end of the semester.

**S/he:** Means –she and he both.

**Student Outcomes:** The essential skill sets that need to be acquired by every student during her/his program of study. These skill sets are in the areas of employability, entrepreneurial, social and behavioral.

**University:** Means the Jawaharlal Nehru Technological University Hyderabad (JNTUH), Hyderabad.

**Words ‘he’, ‘him’, ‘his’ occur and the simply ‘she’, ‘her’ and ‘her’ also.**

## **PREFACE**

Dear Students,

The focus at IARE is to deliver value based education with academically well qualified faculty and infrastructure. It is a matter of pride that IARE continues to be the preferred destination for students to pursue an engineering degree.

In the year 2015, IARE was granted academic autonomy status by University Grants Commission, New Delhi under Jawaharlal Nehru Technology University Hyderabad. From then onwards, our prime focus is on developing and delivering a curriculum which caters to the needs of various stakeholders. The curriculum has unique features enabling students to develop critical thinking, solve problems, analyze socially relevant issues, etc. The academic cycle designed on the basis of Outcome Based Education (OBE) strongly emphasizes continuous improvement and this has made our curriculum responsive to current requirements.

The curriculum at IARE has been developed by experts from academia and industry and it has unique features to enhance problem solving skills apart from academic enrichment. The curriculum of B.Tech program has been thoroughly revised as per AICTE / UGC / JNTUH guidelines and have incorporated unique features such as competency training / coding, industry driven elective, internship and many more. The curriculum is designed in a way so as to impart engineering education in a holistic approach towards Excellence.

I hope you will have a fruitful stay at IARE.

Dr. L V Narasimha Prasad  
Principal



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## ACADEMIC REGULATIONS

### MBA Regular Two Year Master Degree Program (For the batches admitted from the academic year 2023 - 24)

For pursuing two-year postgraduate Master degree program of study in Master of Business Administration (MBA) offered by Institute of Aeronautical Engineering under Autonomous status and herein after referred to as IARE.

#### 1. CHOICE BASED CREDIT SYSTEM:

The Indian Higher Education Institutions (HEI's) are changing from the conventional course structure to Choice Based Credit System (CBCS). The credit-based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits and adopt an inter-disciplinary approach to learning.

Choice Based Credit System (CBCS) is a flexible system of learning and provides choice for student's to select from the prescribed elective courses. A course defines learning objectives and learning outcomes and comprises of lectures /tutorials /laboratory work /field work / project work / seminars /assignments / alternative assessment tools / presentations/ self-study etc. or a combination of some of these.

Under CBCS, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students.

#### The CBCS permits students to:

1. Choose electives from a range of elective courses offered by the departments of the institute.
2. Undergo additional courses of interest.
3. Adopt an inter-disciplinary approach in learning.
4. Make the best use of expertise of the available faculty.

#### 2. MEDIUM OF INSTRUCTION:

The medium of instruction shall be **English** for all courses, examinations, seminar presentations and project work etc. The curriculum will comprise courses of study as given in curriculum section 8.0 in accordance with the prescribed syllabi.

#### 3. ELIGIBILITY FOR ADMISSION:

The admissions for category A and B seats shall be as per the guidelines of Telangana State Council for Higher Education (TSCHE) in consonance with Government reservation policy.

- a) **Under Category A:** 70% of the seats are filled based on Integrated Common Entrance Test (ICET) ranks.
- b) **Under Category B:** 30% seats are filled on merit basis as per guidelines of Telangana State Council for Higher Education (TSCHE).



#### 4. SPECIALIZATION COURSES AND CODE:

The specialization courses listed below are selected for MBA program as shown in Table 1.

**Table 1: Specializations**

S. No	Specialization	Code
1	Finance	MB
2	Marketing	
3	Human Resources	
4	Systems	
5	Entrepreneurship	

**Note: The minimum number of students required to offer specialization is 20.**

#### 5. TYPES OF COURSES

Courses in a program may be of two kinds: **Core and Elective**.

##### Core Course:

There may be a core course in every semester. This is the course which is mandatory to study by a student as a core requirement to complete the requirement of a program.

##### Elective Course:

**Professional Electives** Includes elective courses related to the specialization.

**Open Electives** Elective subjects which include inter-disciplinary subjects

Elective Courses provide breadth of experience in respective specialization and application areas.

Elective course is a course which can be chosen from a pool of courses. It may be:

- Supportive to the discipline of study.
- Providing an expanded scope.
- Enabling an exposure to some other discipline / domain.
- Nurturing students' proficiency / skill.

There shall be ten professional elective groups and two open elective groups.

Overall, students can choose six professional elective courses which suit their project work, consultation with the faculty advisor / mentor. A student also chooses two open elective courses in his / her area of interest.

#### 6. SEMESTER STRUCTURE:

The MBA program in the institute in semester pattern, with FOUR semesters consisting of two academic years, each academic year having two semesters **Odd and Even** semesters. Each semester shall be of 22 weeks' duration and this period includes time for course work, examination preparation and conduct of examinations. Each semester shall have a minimum of 90 working / instructional days. The duration for each semester shall be a minimum of 16 weeks of instruction period.

The two-year MBA program consists of 102 compulsory credits and the student has to register for all 102 credits and earn all 102 credits for the award of MBA degree. There is **NO** exemption of credits in any case.

Each Semester shall have 'Continuous Internal Assessment (CIA)' and 'Semester End Examination (SEE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) are taken as 'references' for the present set of Regulations. The terms 'SUBJECT' and 'COURSE' imply the same meaning here and refer to 'Theory Subject', or 'Lab Course', or 'Seminar', or 'Internship', or 'Project' as the case may be.

## 7. PROGRAM DURATION:

A student shall be declared eligible for the award of MBA degree, if s/he pursues a course of study and completes it successfully in not less than two academic years and not more than four academic years. A student, who fails to fulfill all the academic requirements for the award of the degree within four academic years from the year of his/her admission, shall forfeit his/her seat in MBA program.

- a) A student will be eligible for the award of MBA degree on securing a minimum of 6.0/10.0 CGPA.
- b) In the event of non-completion of project work and/or non-submission of the project report by the end of the fourth semester, the candidate shall re-register by paying the semester fee for the project. In such a case, the candidate will not be permitted to submit the report earlier than three months and not later than six months from the date of registration.

## Course registration:

It is mandatory to all the students to register the courses from their login before commencement of the class work through Samvidha (Student Management Portal).

## 8. CURRICULUM AND COURSE STRUCTURE:

The curriculum shall comprise Core Courses, Elective Courses, Laboratory Courses, Seminars, Summer Internship, and Project work.

Each Theory and Laboratory course carries credits based on the number of hours / week as follows:

- **Lecture Hours (Theory):** 1 credit per lecture hour per week.
- **Laboratory Hours (Practical):** 1 credit for 2 practical hours per week.
- **Seminar:** 1 credit for 2 hours per week.
- **Summer Internship:** 2 credits for 4 hours per week.
- **Pre-submission Project Seminar:** 2 credits for 4 hours per week.
- **Project Work:** 4 credits for 9 hours of project work per week.

Credit distribution for courses offered is shown in Table 3.

**Table 3: Credits Distribution**

S No	Courses	Hours / Week	Credits
1	Core	4	4
2	Professional elective	4	4
3	Open elective	3	3
3	Laboratory	2	1
4	Seminar	2	1
5	Summer Internship (Field work)	4	2
6	Pre-submission Project Seminar	4	2
7	Main Project and Viva Voce	9	4

### Course wise break-up to the total credits:

<b>Total Theory Courses</b> Core Courses (15) + Professional Electives (06) + Open Electives (02)	15@4 + 06@4 +02@3 credits	90
<b>Laboratory Course</b>	01@ 2 credits	02
<b>Seminar</b>	01@ 2 credits	02
<b>Summer Internship (Field work)</b>	01@ 2credits	02
<b>Pre-submission of Project + Project Work</b>	01@ 2 credits + 01@ 4 credits	06
<b>TOTAL CREDITS</b>		<b>102</b>

## 9. EVALUATION METHODOLOGY:

### Theory Course:

Each theory course will be evaluated for a total of 100 marks, with 40 marks for Continuous Internal Assessment (CIA) Examination and 60 marks for Semester End Examination (SEE). Student's performance in a course shall be judged by taking into account the results of CIA and SEE together. Table - 4 shows the typical distribution of weightage for CIA and SEE.

### Semester End Examination (SEE):

The SEE is conducted for 60 marks of 3 hours' duration. The syllabus for the theory courses is divided into FIVE modules and each modules 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 12 marks.

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

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

### Continuous Internal Assessment (CIA):

For each theory course the CIA shall be conducted by the faculty / teacher handling the course. CIA is conducted for a total of 40 marks, with 30 marks for Continuous Internal Examination (CIE), 05 marks for Assignment and 05 marks for Alternative Assessment Tool (AAT). **Two CIE Tests are Compulsory** and sum of the two tests, along with the scores obtained in the assignment and AAT shall be considered for computing the final CIA of a student in a given course.

The CIE Tests/Assignment /AAT shall be conducted by the course faculty with due approval from the HOD. Advance notification for the conduction of Assignment and AAT is mandatory and the responsibility lies with the concerned course faculty.

**Table 4: Assessment pattern for Theory Courses**

Activities	CIA-1	CIA-2	SEE	Total Marks
Continuous Internal Examination (CIE)	10 marks	10 marks	--	20 marks
Mngt Talk / Assignment	05 marks	05 marks		10 marks
DQT / AAT	05 marks	05 marks	--	10 marks
Semester End Examination (SEE)			60 marks	60 marks
Total	--	--	100 Marks	

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8<sup>th</sup> and 16<sup>th</sup> week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

### Assignment:

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE 1 or CIE2 for the for the case study questions provided by each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

### Management Talk:

To inculcate the presentation skills in the course a concept-based power point presentation will be evaluated for 05 marks as Management Talk. One presentation has to present at the end of the CIE1 or CIE2 to each course teacher in that semester.

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

In order to encourage innovative methods while delivering a course, the faculty members are encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. **The AAT may include, Course related term paper, Poster presentation, Paper presentations conducted by reputed organizations relevant to the course, Survey, Field Study, Group discussion, Role Play on a topic in the concerned subject etc.**

### Definitions and Terminology / Quiz:

The definitions and terminology / Quiz paper is set with module wise definitions, multiple choice questions, fill-in the blanks etc. type of questions for a total of 05 marks each.

However, it is mandatory for a faculty to obtain prior permission from the concerned HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

First mid-term examination shall be conducted on 50% of the syllabus, and the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

### **Note: The choice of selection of AAT is based on course handling faculty.**

The semester end examinations (SEE), for theory subjects, will be conducted for 60 marks consisting of five questions (numbered from 1 to 5) carrying 12 marks each. Each of these questions is from each unit and may contain sub-questions, for each question there will be an “either” “or” choice, which means that there will be two questions from each unit and the student should answer either of the two questions.

**The duration of Semester End Examination is 3 hours.**

**Laboratory Course:** For practical subjects there shall be a Continuous Internal Assessment (CIA) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:

1. A write-up on day-to-day experiment in the laboratory (in terms of Preparation / Performance in the laboratory / Calculations / Results and error analysis / Viva-voce) which shall be evaluated for **10 marks**.
2. **10 marks** for viva-voce (or) tutorial (or) case study (or) application (or) poster presentation of the course concerned.

3. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for **10 marks**.
4. The remaining **10 marks** are for Laboratory Project, which consists of the Project design / Program execution / field study submission which shall be evaluated after completion of laboratory course and before semester end practical examination.

The Semester End Examination shall be conducted with an external examiner and the laboratory handling faculty. The external examiner shall be appointed from the other colleges which will be decided by the head of the institute.

Semester End Examination held for 3 hours and total 60 marks are divided and allocated as shown below:

1. marks for write-up
2. 15 for experiment/program
3. 15 for evaluation of results
4. marks for presentation on another experiment/program in the same laboratory course
5. marks for viva-voce on concerned laboratory course

### **Seminar**

There shall be separate seminar presentations on Business Communications, Summer Internship, Pre-submission of project viva-voce as per the course catalogue. The seminars shall be only internally evaluated for a total of 100 marks consisting of 40 marks for internal assessment and 60 marks for semester end examination each. A candidate has to secure a minimum of 50% of total marks. If s/he fails to fulfill minimum marks, he has to reappear during the supplementary examination.

The assessment will be made by a Board consisting of Head of the Department and two senior faculty members of the department.

There shall be a summer internship during the summer vacation of II semester and the evaluation is done in III semester. In the III semester students has to presents the work carried out in that period. The internal evaluation has done for 40 marks and external evaluation for remaining 60 marks based on report submitted to the department after approved by the concerned supervisor / mentor and the Head of the department. Summer internship Report is evaluated for 100 marks. A candidate has to secure a minimum of 50% of marks. If s/he fails to obtain the minimum marks, has to reappear for the same during the supplementary examinations as and when conducted.

### **Pre Submission of the Project Seminar**

The student can initiate the Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the course 'pre-submission project seminar', there will be only internal evaluation for 100 marks. Evaluation shall be done by the PRC for 60 marks and the Supervisor shall evaluate the work for another 40 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If s/he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examination as and when notification is issued,

### **Project work:**

The project work should be carried out in the premises of Institute. However, it can also be carried out in any of the recognized Educational Institutions, Audit Firms, Industrial / Research Organizations, Service Organizations or Government Organizations with the prior permission from the supervisor and concerned Head of the Department.

A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Dean nominated by the head of the institution, Supervisor and one or two senior faculty

member of the Departments offering the MBA program.

Registration of Project Work: A candidate is permitted to register for the project work at the beginning of IV semester after satisfying the attendance requirement in all the courses, both theory and laboratories upto III semester. The duration of the project work is one semester.

A student shall submit the outcome of the project work in the form of a dissertation.

A candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters.

Every candidate shall work on projects approved by the PRC of the institute.

The student shall submit the project work in the form of dissertation at least four weeks prior to the completion of the program. Head of the Department shall constitute an Internal Evaluation Committee (IEC) comprising of the Chairman BOS (PG), HOD and Guide and convenes its meeting for open pre-submission seminar evaluation of the student.

The Project thesis shall be adjudicated by one external examiner appointed by the Principal. The external examiner will be appointed by the Principal from the panel of experts provided by Chairman, BOS.

If the report of the external examiner is **satisfactory**, the Head of the Department shall coordinate and make arrangement for the conduct of Project Work and Viva-Voce examination. The Project Work and Viva-Voce examination will be evaluated for 100 marks. The Project Work and Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Project Work and Viva-Voce examination. The Project Work and Viva-Voce examination shall be conducted before commencement of the fourth semester end examinations.

If the report of the examiner is **Unsatisfactory**, the candidate shall revise and resubmit the dissertation, in the time frame as prescribed by PRC. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. The candidates can re-register only once for conduct of project and evaluation of thesis, and will go through the entire process as mentioned above.

If s/he fails to fulfill as specified, s/he will reappear for the Project Work and Viva Voice examination only after three months. In the reappeared examination also, fails to fulfill, s/he will not be eligible for the award of the degree.

The student will be allowed to appear for an open seminar followed by final viva voce examination at the end of last semester only, if s/he has submitted the project work in the form of paper for presentation/publication in a conference/journal and produce the proof of acceptance of the paper from the organizers/publishers.

The mode of evaluation of seminar and project work and the respective committees are as shown below.

S No	Mode	Evaluation Committee	Marks
1	Semester End Examination (Project Work followed by Viva-voce)	The Project Review Committee (PRC) comprising of External Examiner, and supervisor wherein the HOD shall be the chairman of the committee.	60
2	Continuous internal evaluation	Internal Supervisor, HOD and senior faculty in the department wherein the HOD shall be the chairman of the committee.	40
Total			100

## 10. ATTENDANCE REQUIREMENTS AND DETENTION POLICY:

The program is offered on the basis of a module system with each course being considered a module. Attendance is calculated separately for each course.

Attendance in all classes (Lectures/Laboratories) is compulsory. The minimum required attendance in each theory including the attendance of mid-term examination / Laboratory etc. is 75%. Two periods of attendance for each theory subject shall be considered, if the student appears for the midterm examination of that course. A student shall not be permitted to appear for the Semester End Examinations (SEE), if his/her attendance is less than 75%.

**Condoning of shortage of attendance** (between 65% and 75%) up to a maximum of 10% (considering the days of attendance in sports, games, NCC, NSS activities and Medical grounds) in each course of a semester shall be granted by the institute Academic Committee on genuine reasons.

Shortage of Attendance below 65% in any course shall in **no case be condoned**.

A Student, whose shortage of attendance **is not condoned** in any course(s) in any semester, is considered detained in that course(s) and is not eligible to write Semester End Examination(s) of such subject(s) in that semester, and he has to seek re-registration for those courses(s) in subsequent semesters, and attend the same as and when offered.

A student fulfills the attendance requirement in the present semester, shall not be eligible for readmission into the same class.

A prescribed fee per course shall be payable for condoning shortage of attendance after getting the approval of institute Academic Committee for the same. The institute Academic Committee shall maintain relevant documents along with the request from the student.

A Candidate shall acquire minimum required attendance course-wise in at least THREE theory courses in each semester for promoting to next semester.

## **11. CONDUCT OF SEMESTER END EXAMINATIONS AND EVALUATION:**

- 11.1 Semester end examination shall be conducted by the Controller of Examinations (COE) by inviting Question Papers from the External Examiners.
- 11.2 COE shall invite 3-9 external examiners to evaluate all the end semester answer scripts on a prescribed date(s). Practical laboratory exams are conducted involving external examiners.
- 11.3 Examinations control office shall consolidate the marks awarded by internal and external examiners and award grades.

## **12. SCHEME FOR THE AWARD OF GRADE:**

A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each theory course, if s/he secures:

- i. Not less than 40% marks (16 out of 40 marks) for each theory course in the CIA.
- ii. Not less than 40% marks (24 out of 60 marks) for each theory course in the SEE.
- iii. A minimum of 50% marks ((50 out of 100 marks) for each theory course considering both CIA and SEE.

A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each Laboratory / Seminar / Summer Internship / Project if s/he secures.

- i. Not less than 40% marks (16 out of 40 marks) in the CIA.
- ii. Not less than 40% marks (24 out of 60 marks) in the SEE.
- iii. A minimum of 50% marks ((50 out of 100 marks) considering both CIA and SEE.

If a candidate fails to secure a pass in a particular course, it is mandatory that s/he shall register and reappear for the examination in that course during the next semester when examination is conducted in that course. It is mandatory that s/he should continue to register and reappear for the examination till s/he secures a pass.



### 13. LETTER GRADES AND GRADE POINTS:

Performances of students in each course are expressed in terms of marks as well as in Letter Grades based on absolute grading system. The UGC recommends a 10 point grading system with the following letter grades as given below:

Range of Marks	Grade Point	Letter Grade
90% and above ( $\geq 90\%$ , $\leq 100\%$ )	10	O (Outstanding)
Below 90% but not less than 80% ( $\geq 80\%$ , $< 90\%$ )	9	A+ (Excellent)
Below 80% but not less than 70% ( $\geq 70\%$ , $< 80\%$ )	8	A (Very Good)
Below 70% but not less than 60% ( $\geq 60\%$ , $< 70\%$ )	7	B+ (Good)
Below 60% but not less than 50% ( $\geq 50\%$ , $< 60\%$ )	6	B (Above Average)
Below 50% ( $< 50\%$ )	0	F (Fail)
Absent	0	AB (Absent)

- A student is deemed to have passed and acquired to correspondent credits in particular course if s/he obtains any one of the following grades: “O”, “A+”, “A”, “B+”, “B”.
- A student obtaining Grade “F” shall be considered “failed” and will be required to reappear in the examination.
- If a student has not appeared for the examinations, ‘AB’ Grade will be allocated to him for any subject and shall be considered ‘failed’ and will be required to reappear as ‘Supplementary Candidate’ for the Semester End Examination (SEE), as and when conducted.
- “SA” denotes shortage of attendance (as per item 10) and hence prevention from writing Semester End Examination.
- A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.
- In general, a student shall not be permitted to repeat any course (s) only for the sake of ‘Grade Improvement’ or ‘SGPA/ CGPA Improvement’.
- At the end of each semester, the institute issues grade sheet indicating the SGPA and CGPA of the student. However, grade sheet will not be issued to the student if s/he has any outstanding dues.

### 14. COMPUTATION OF SGPA AND CGPA:

The UGC recommends to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA). The credit points earned by a student are used for calculating the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA), both of which are important performance indices of the student. SGPA is equal to the sum of all the total points earned by the student in a given semester divided by the number of credits registered by the student in that semester. CGPA gives the sum of all the total points earned in all the previous semesters and the current semester divided by the number of credits registered in all these semesters. Thus,

$$SGPA = \frac{\sum_{i=1}^n (C_i G_i)}{\sum_{i=1}^n C_i}$$



Where,  $C_i$  is the number of credits of the  $i^{th}$  course and  $G_i$  is the grade point scored by the student in the  $i^{th}$  course and  $n$  represent the number of courses in which a student 's is registered in the concerned semester.

$$CGPA = \frac{\sum_{j=1}^m (C_j S_j)}{\sum_{j=1}^m C_j}$$

Where,  $S_j$  is the SGPA of the  $j^{th}$  semester and  $C_j$  is the total number of credits up to the semester and  $m$  represent the number of semesters completed in which a student registered up to the semester. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

## 15. ILLUSTRATION OF COMPUTATION OF SGPA AND CGPA:

### Illustration of calculation of SGPA:

Course Name	Course Credits	Grade letter	Grade point	Credit Point (Credit x Grade)
Course 1	4	A	8	4 x 8 = 32
Course 2	4	O	10	4 x 10 = 40
Course 3	4	B	6	4 x 6 = 24
Course 4	3	B	6	3 x 6 = 18
Course 5	3	A+	9	3 x 9 = 27
Course 6	3	B	6	4 x 6 = 24
	<b>21</b>			<b>159</b>

$$\text{Thus, SGPA} = 159 / 21 = 7.57$$

### Illustration of calculation of CGPA:

Semester	Credits	SGPA	Credits * SGPA
Semester I	<b>24</b>	<b>7</b>	<b>24 * 7 = 168</b>
Semester II	<b>24</b>	<b>6</b>	24*6 = 144
Semester III	<b>24</b>	<b>6.5</b>	24*6.5 = 156
Semester IV	<b>24</b>	<b>6</b>	24*6 = 144
	<b>96</b>		<b>612</b>

$$CGPA = 612/96 = 6.37$$

## 16. PHOTOCOPY / REVALUATION:

A student, who seeks the re-evaluation of the answer script, is directed to apply for the photocopy of his/her semester examination answer paper(s) in the theory course(s), within two working days from the declaration of results in the prescribed format to the Controller of Examinations through the Head of the Department. On receiving the photocopy, the student can consult with a competent member of faculty and seek the opinion for revaluation. Based on the recommendations, the student can register for the revaluation with prescribed fee to the Controller of Examinations. The Controller of Examinations shall arrange for the revaluation and declare the results. Revaluation is not permitted to the courses other than theory courses.

## **17. GRADUATION REQUIREMENTS:**

The following academic requirements shall be met for the award of the MBA degree.

If a student, who registers for all the specified courses as listed in the course catalog, satisfies all the course requirements, and passes the examinations prescribed in the entire MBA program, and secures the required number of **102 Credits** (with  $CGPA \geq 6.0$ ), shall be declared to have 'QUALIFIED' for the award of the MBA Degree that he was admitted into.

## **18. AWARD OF DEGREE:**

After a student has earned the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

**Classification of degree will be as follows:**

<b>Class Awarded</b>	<b>CGPA</b>
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq CGPA < 7.75$
Second Class	$6.00 \leq CGPA < 6.75$

**Note: A student with final CGPA (at the end of the MBA Program)  $< 6.00$  shall not be eligible for the award of degree.**

The student shall not take more than four academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit the seat in MBA program.

## **19. TERMINATION FROM THE PROGRAM**

The admission of a student to the program may be terminated and the student may be asked to leave the institute in the following circumstances:

- The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.
- The student fails to satisfy the norms of discipline specified by the institute from time to time.

## **20. WITH-HOLDING OF RESULTS**

If the candidate has not paid any dues to the college / if any case of indiscipline / malpractice is pending against him, the results of the candidate will be withheld. The issue of the degree is liable to be withheld in such cases.

## **21. DISCIPLINE**

Every student is required to observe discipline and decorum both inside and outside the institute and not to indulge in any activity which will tend to bring down the honor of the institute. If a student indulges in malpractice in any of the theory / practical examination, continuous assessment examinations he/she shall be liable for punitive action as prescribed by the Institute from time to time.

## **22. GRIEVANCE REDRESSAL COMMITTEE**

The institute shall form a Grievance Redressal Committee for each course in each department with the Course Teacher and the HOD as the members. This Committee shall solve all grievances related to the course under consideration.

## **23. TRANSITORY REGULATIONS**

A student who has been detained in any semester of previous regulations for not satisfying the attendance requirements shall be permitted to join in the corresponding semester of this regulation.

Semester End Examination in each course under the regulations that precede immediately these regulations shall be conducted three times after the conduct of last regular examination under those regulations. Thereafter, the failed students, if any, shall take examination in the equivalent papers of these regulations as suggested by the Chairman, BOS concerned.

#### **24. REVISION OF REGULATIONS AND CURRICULUM**

The Institute from time to time may revise, amend or change the regulations, scheme of examinations and syllabi if found necessary and on approval by the Academic Council and the Governing Body shall come into force and shall be binding on the students, faculty, staff, all authorities of the Institute and others concerned.

**FAILURE TO READ AND UNDERSTAND  
THE REGULATIONS IS NOT AN EXCUSE**



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## MASTER OF BUSINESS ADMINISTRATION

### COURSE CATALOGUE - MB23

#### I SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMBD01	Management and Organizational Behavior	Core	4	-	-	4	40	60	100
CMBD02	Financial Reporting and Analysis	Core	4	-	-	4	40	60	100
CMBD03	Business Economics	Core	4	-	-	4	40	60	100
CMBD04	Business Law and Environment	Core	4	-	-	4	40	60	100
CMBD05	Statistics for Management and Research Methodology	Core	4	-	-	4	40	60	100
--	Open Elective – I	Elective	3	-	-	3	40	60	100
PRACTICAL / SEMINAR									
CMBD12	Statistical Data Analysis Laboratory	Core	-	-	4	2	40	60	100
CMBD13	Business Communication and Soft Skills - Seminar	Core	-	-	4	2	40	60	100
TOTAL			23	00	08	27	320	480	800

#### II SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMBD14	Human Resource Management	Core	4	-	-	4	40	60	100
CMBD15	Financial Management	Core	4	-	-	4	40	60	100
CMBD16	Marketing Management	Core	4	-	-	4	40	60	100
CMBD17	Entrepreneurship Development	Core	4	-	-	4	40	60	100
CMBD18	Management Information Systems	Core	4	-	-	4	40	60	100
CMBD19	Quantitative Analysis for Business Decisions	Core	4	-	-	4	40	60	100
--	Open Elective – II	Elective	3	-	-	3	40	60	100
TOTAL			27	00	00	27	280	420	700

### III SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMBD26	Logistics and Supply Chain Management	Core	4	-	-	4	40	60	100
CMBD27	Production and Operation Management	Core	4	-	-	4	40	60	100
CMBD28	Business Analytics	Core	4	-	-	4	40	60	100
--	Program Elective - I	Elective	4	-	-	4	40	60	100
--	Program Elective - II	Elective	4	-	-	4	40	60	100
--	Program Elective - III	Elective	4	-	-	4	40	60	100
SEMINAR									
CMBD44	Summer Internship	Core	-	-	4	2	40	60	100
TOTAL			24	-	04	26	280	420	700

### IV SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMBD45	Strategic Management	Core	4	-	-	4	40	60	100
--	Program Elective - IV	Elective	4	-	-	4	40	60	100
--	Program Elective - V	Elective	4	-	-	4	40	60	100
--	Program Elective - VI	Elective	4	-	-	4	40	60	100
PROJECT WORK / SEMINAR									
CMBD61	Pre-submission Project Seminar	Core	-	-	4	2	40	60	100
CMBD62	Project Work and Viva-Voce	Core	-	-	9	4	40	60	100
TOTAL			16	-	13	22	240	360	600

## PROFESSIONAL ELECTIVES

Choose any one group of specialization for each semester from the following:

III SEMESTER	
<b>Group - I: MARKETING</b>	
CMBD29	Digital Marketing
CMBD30	Sales and Promotion Management
CMBD31	Consumer Behaviour
<b>Group - II: FINANCE</b>	
CMBD32	Security Analysis and Portfolio Management
CMBD33	Strategic Management Accounting
CMBD34	Risk Management and Financial Derivatives
<b>Group - III: HUMAN RESOURCE MANAGEMENT</b>	
CMBD35	Talent and Performance Management Systems
CMBD36	Leadership and Change Management
CMBD37	Employee Retention
<b>Group - IV: SYSTEMS</b>	
CMBD38	Business Intelligence
CMBD39	Database Management Systems
CMBD40	Cloud Computing
<b>Group - V: ENTREPRENEURSHIP</b>	
CMBD41	Startup Management
CMBD42	Family Business Management
CMBD43	Creativity Innovation and Entrepreneurship
IV SEMESTER	
<b>Group - VI: MARKETING</b>	
CMBD46	Retailing Management
CMBD47	Marketing Analytics
CMBD48	International Marketing
<b>Group - VII: FINANCE</b>	
CMBD49	Financial Analytics
CMBD50	Banking, Insurance and Risk Management
CMBD51	International Financial Management
<b>Group - VIII: HUMAN RESOURCE MANAGEMENT</b>	
CMBD52	Compensation and Reward Management
CMBD53	HR Metrics and Analysis
CMBD54	International Human Resource Management
<b>Group - IX: SYSTEMS</b>	
CMBD55	Cyber Security
CMBD56	Business Data Mining, Warehousing and Visualization
CMBD57	Machine Learning and Artificial Intelligence
<b>Group - X: ENTREPRENEURSHIP</b>	
CMBD58	MSME Management
CMBD59	Entrepreneurial Finance and Marketing
CMBD60	Social Entrepreneurship

OPEN ELECTIVES			
I SEMESTER		II SEMESTER	
Course Code	Course Title	Course Code	Course Title
CMBD06	Indian Ethos and Values for Management	CMBD20	R-Programming for Business Analytics
CMBD07	Business Process Reengineering	CMBD21	Psychology and Life
CMBD08	Cross Cultural Management	CMBD22	Business Ethics and Corporate Governance
CMBD09	Sustainability Management	CMBD23	Disaster Management
CMBD10	Essentials of Managerial Skills	CMBD24	Total Quality Management
CMBD11	Project Management	CMBD25	Rural Marketing

# **SYLLABUS**

## **(I – IV SEMESTERS)**





# INSTITUTE OF AERONAUTICAL ENGINEERING

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## COURSE CONTENT

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD01	Core	L	T	P	C	CIA	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. 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.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- The critical management theories, principles and philosophies and how to apply them in business landscape.
- The better utilization of human resources for different positions in the organization and also to monitor the resources.
- The leadership traits and theorist anticipates the consequences of each leadership style.
- The individual and group behavior, and understand the implications of organizational behavior on the process of management.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Demonstrate the basic concepts and levels of management to make better organizational decisions.
- CO2 Make use of plans and the planning process that helps organization to gain competitive advantage.
- CO3 Use the knowledge of processes used in developing the various organizational designs.
- CO4 Summarize the authority and power to influence people to get the work done through proper Communication channel.
- CO5 Illustrate the behaviour of individuals and groups in organizations that resolve conflicts in organization.
- CO6 Apply various types of motivational theories that help to achieve organizational goals.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO MANAGEMENT (09)

Management- Definition, Nature, Purpose, Evolution of Management Thought-Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Behavioral Approach, Systems Theory. Managerial Roles, Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.

#### MODULE - II: PLANNING AND DECISION MAKING (10)

Planning 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.

### **MODULE - III: ORGANIZING AND CONTROLLING (10)**

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.

### **MODULE - IV: ORGANIZATION BEHAVIOUR (10)**

Organization Behavior – Nature, Levels, Challenges. Individuals in Organizations - Personality and Ability. Big Five Model of Personality, Personality Traits, Ability - Cognitive Ability, Physical Ability, Emotional Intelligence, Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.

### **MODULE - V: LEADERSHIP AND MOTIVATION (09)**

Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.

**Motivation:** Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.

### **V. TEXTBOOKS:**

1. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021.
2. Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
3. John R Schermerhorn; Paul Davidson; Peter Woods; Aharon Factor, "Management", Milton, QLD: John Wiley and Sons Australia, Ltd, 7<sup>th</sup> edition, 2020.
4. Gerald A Cole and Phil Kelly, "Management Theory and Practice", Cengage Learning EMEA, 9<sup>th</sup> edition, 2020.
5. Chandan J S, "Management Theory and Practice", Vikas Publishing House Pvt. Ltd, 1<sup>st</sup> edition, 2018.

### **VI. REFERENCE BOOKS:**

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16<sup>th</sup> edition, 2017.
2. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9<sup>th</sup> edition, 2012.
3. Dr. Vandana Jain, "Management Theory and Practice", IBH, 7<sup>th</sup> edition, 2012.
4. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8<sup>th</sup> edition, 2011.

### **VII. WEB REFERENCES:**

1. [https://play.google.com/store/books/details/Knowledge\\_Flow\\_Principles\\_of\\_Management?id=PUTIDAAQBAJ](https://play.google.com/store/books/details/Knowledge_Flow_Principles_of_Management?id=PUTIDAAQBAJ)
2. [https://play.google.com/store/books/details/M\\_GOVINDARAJAN\\_Principles\\_of\\_Management?id=novpISVa5agC](https://play.google.com/store/books/details/M_GOVINDARAJAN_Principles_of_Management?id=novpISVa5agC)
3. [https://play.google.com/store/books/details/J\\_S\\_Chandan\\_Principles\\_of\\_Management\\_WBUT\\_2nd\\_Edit?id=ZmZDDAAQBAJ](https://play.google.com/store/books/details/J_S_Chandan_Principles_of_Management_WBUT_2nd_Edit?id=ZmZDDAAQBAJ)
4. [https://play.google.com/store/books/details/GUPTA\\_MEENAKSHI\\_Principles\\_of\\_MANAGEMENT?id=jHmY2oclucC](https://play.google.com/store/books/details/GUPTA_MEENAKSHI_Principles_of_MANAGEMENT?id=jHmY2oclucC)

### **VIII. E-TEXT BOOKS:**

1. <https://www.amazon.in/Management-Theory-Practice-G-Cole/dp/1844800881>
2. <https://www.worldcat.org/title/autopoiesis-in-organization-theory-and-practice/oclc/794708761?referer=di&ht=edition>
3. [https://www.worldcat.org/title/work-postmodernism-and-organization-a-critical-introduction/oclc/1058003392&referer=brief\\_results](https://www.worldcat.org/title/work-postmodernism-and-organization-a-critical-introduction/oclc/1058003392&referer=brief_results)
4. [https://www.researchgate.net/publication/349006226\\_MANAGEMENT\\_THEORY\\_AND\\_PRACTICE](https://www.researchgate.net/publication/349006226_MANAGEMENT_THEORY_AND_PRACTICE)
5. <https://www.worldcat.org/title/management-theory-and-practice-text-cases/oclc/896139825?referer=di&ht=edition>



# INSTITUTE OF AERONAUTICAL ENGINEERING

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## COURSE CONTENT

FINANCIAL REPORTING AND ANALYSIS								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD02	Core	L	T	P	C	CIA	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite:								

### 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 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. The 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.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Discuss about objectives, types, and accounting concepts to prepare proper books of records as per GAAP.
- CO2 Illustrate the significance of pre and final accounts and causes of depreciation on fixed assets to measure its impact on business accounting.
- CO3 Summarize the objectives, significance and valuation methods of inventory for allocation of resources.
- CO4 Describe the features, significance and classification of shares and debentures to maintain records for issue of shares at par and discount.
- CO5 Evaluate the cash flow and funds flow statements for excel analysis of funds from operations.
- CO6 Demonstrate the importance, limitations and types of ratios on financial statements to find the financial soundness of the firm.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO ACCOUNTING (09)

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.

## **MODULE - II: THE ACCOUNTING PROCESS (10)**

Books of original record: journal and subsidiary books, ledger, trial balance, 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).

## **MODULE - III: INVENTORY VALUATION (09)**

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).

## **MODULE - IV: FINANCIAL ANALYSIS (10)**

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).

## **MODULE - V: FINANCIAL STATEMENTS AND RATIO ANALYSIS (10)**

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).

### **V. TEXTBOOKS:**

1. Paresh Shah, "Financial Accounting for Management", Oxford University Press, 3rd edition, 2019.
2. Prter & Norton, "Financial Accounting", Cengage publications, 9<sup>th</sup> edition, 2017.
3. N.Ramachandran, "Financial Accounting and Analysis" Tata McGraw-Hill Publishing Limited, 3<sup>rd</sup> edition, 2015.
4. S.N.Maheswari, "Financial Accounting", IBH Publications, 7<sup>th</sup> edition, 2015.
5. Maheswari S. N., and Maheswari S. K., "Accounting for Management", Vikas Publishing House, 3<sup>rd</sup> edition, 2014.
6. S Ramanathan, "Accounting for Management", Oxford University Press, 1<sup>st</sup> edition, 2014.

### **VI. REFERENCE BOOKS:**

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

### **VII. WEB REFERENCES:**

1. [http://www.koledza.lv/best/download/biblioteka/Financial\\_Accounting.pdf](http://www.koledza.lv/best/download/biblioteka/Financial_Accounting.pdf).
2. [http://www.tutorialspoint.com/accounting\\_basics/accounting\\_basics\\_tutorial.pdf](http://www.tutorialspoint.com/accounting_basics/accounting_basics_tutorial.pdf).

### **VIII. E-TEXT BOOKS:**

1. <http://www.free-management-ebooks.com/skills-finance.html>.
2. <http://www.amazon.com/Financial-Reporting-Analysis-Lawrence-Revsine-book/dp/B005KLBRDS>.



# INSTITUTE OF AERONAUTICAL ENGINEERING

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## COURSE CONTENT

BUSINESS ECONOMICS								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD03	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of economics								

### I. 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 analyze and make optimal decision making.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- The application of economic theory and methodology as alternative in managerial decisions in an organization.
- The strategies, including costing, pricing, product differentiation, and market. Environment according to the natures of products and the structures of the markets.
- The quantitative techniques to business decisions using economic concepts such as supply and demand, price elasticity and marginal analysis.
- 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.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Demonstrate the nature and scope of managerial economics in the modern business to foster the goals of the organization.
- CO2 Identify the fundamentals of managerial economics such as demand, production, price and supply which helps in doing business effectively.
- CO3 Evaluate benefit/cost, life cycle and break even analyses on one or more economic alternatives.
- CO4 Discuss various forms of production functions to know its affects in the cost of production.
- CO5 Examine the cost concepts and determinants of cost function and compare the differences between short-run and long-run cost function.
- CO6 Summarize the industry structure at firm level to develop pricing strategies with profit maximization.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO BUSINESS ECONOMICS (10)

Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

#### MODULE - II: THOERY OF DEMAND AND SUPPLY (09)

Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand

Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

### **MODULE - III: PRODUCTION AND COST ANALYSIS (10)**

Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of scale - Innovations and global competitiveness.

Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Break Even Analysis.

### **MODULE - IV: MARKET STRUCTURES- PRICING AND OUTPUT DECISIONS (09)**

Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

### **MODULE - V: PRICING STRATEGIES (10)**

Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of multiple products, Transfer pricing, Pricing over Product Life Cycle. Theory of Firm - Managerial Theories and Behavioral Theories of firm. International Price Discrimination: Dumping, Effects of Dumping.

### **V. TEXTBOOKS:**

1. TR Jain and Khanna OP, “Managerial Economics”, VK Global Publications Pvt Ltd, 1<sup>st</sup> edition, 2020.
2. G Keat, Young K Y, Erfile E, Benarjee S, “Managerial Economics”, Pearson Education, 6<sup>th</sup> edition, 2017.
3. H L Ahuja, “Managerial Economics – Analysis of managerial Decision making”, S. Chand publications, New Delhi, 2<sup>nd</sup> edition, 2017.
4. P L Mehta – “Managerial Economics-Analysis, problems and Cases”, Sultan Chand & Sons, New Delhi, 2<sup>nd</sup> edition, 2016.
5. Dwivedi D N, “Managerial Economics”, Vikas Publishing House Pvt Ltd, 8<sup>th</sup> edition, 2015.

### **VI. REFERENCE BOOKS:**

1. D M Mithani “Managerial Economics: Theory and Applications”, Himalaya Publication house, Hyderabad, 2<sup>nd</sup> edition, 2016.
2. G S Guptha, “Managerial Economics”, Tata McGraw Hill Publications, New Delhi, 2<sup>nd</sup> edition, 2017.

### **VII. WEB REFERENCES:**

1. [https://www.google.co.in/books/edition/Managerial\\_Economics/9clcDwAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover](https://www.google.co.in/books/edition/Managerial_Economics/9clcDwAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover)
2. [https://www.google.co.in/books/edition/Managerial\\_Economics\\_8th\\_Edition/H7FDDAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover](https://www.google.co.in/books/edition/Managerial_Economics_8th_Edition/H7FDDAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover)
3. [https://www.google.co.in/books/edition/MANAGERIAL\\_ECONOMICS/Q53GDgAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover](https://www.google.co.in/books/edition/MANAGERIAL_ECONOMICS/Q53GDgAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover)

### **VIII. E-TEXT BOOKS:**

1. <https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-Accounting-Managers-1stYear.pdf>
2. <https://www.freebookcentre.net/business-books-download/Accounting-Tools-For-Business-Decision-Making.html>
3. <https://pingpdf.com/pdf-managerial-economics-by-t-r-jain-free-pdf-download.html>
4. <https://mrcet.com/downloads/MBA/Managerial%20Economics.pdf>
5. [https://www.academia.edu/34707649/Managerial\\_Economics\\_Textbook](https://www.academia.edu/34707649/Managerial_Economics_Textbook)





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

BUSINESS LAW AND ENVIRONMENT								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD04	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite:								

### I. COURSE OVERVIEW:

To analyse the overall business environment and evaluate its various components in business decision making and provides an analysis and examination of significant contemporary ethical issues and challenges exist throughout the professional business arena. 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.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The Business law, Business functioning in Internal and External Environment.
- II. The law of contract, sales of goods act 1930.
- III. The overview on basic legal environment.
- IV. How to familiarize with prevailing legal environment in India.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Analyze the business environmental factors that help the management in future planning and decision-making.
- CO2 Discuss the concepts of national income, balance of payments and HDI to maintain the capital stock of a community.
- CO3 Assess Five year plans, Industrial Policies to improve resource allocation efficiency and promote industrial development.
- CO4 Utilize various ways of crossing and discharge and dishonour related issues while making payments through cheques etc.
- CO5 Discuss about types of business organization to take decisions by enhancing competition act.
- CO6 Summarize various cyber laws and relating rules and regulations to prevent cybercrimes and cyber frauds in the organization.

### IV. COURSE CONTENT:

#### MODULE - I: LAW OF CONTRACT - 1872 (09)

Nature of contract; classification; Offer and Acceptance; Capacities of Parties to contract; Free consents; Consideration, Legality of object; Agreement declared void. -Performance of contract; Discharge of contract; Remedies for breach of contract. Special contracts: Indemnity and guarantee, Contract of Agency.

#### MODULE - II: SALE OF GOODS ACT (1930) (09)

Formation of Contracts of sale - goods and their classification; price - conditions and warranties – transfer of property in goods – performance of the contract of sale - Unpaid seller and his Rights – sale by auction – hire purchase agreement.



### **MODULE - III: NEGOTIABLE INSTRUMENTS ACT (1881) (10)**

Definition of Negotiable Instruments – features – Promissory note; Bill of Exchange & cheque; Holder and holder in the due course;

Crossing of a cheque, types of crossing; Negotiation; Dishonor and discharge of Negotiable Instrument.

### **MODULE - IV: BUSINESS ENVIRONMENT (10)**

Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions.

### **MODULE - V: BUSINESS REGULATIONS AND ENVIRONMENT LAWS (10)**

- a. Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights.
- b. Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.

### **V. TEXTBOOKS:**

1. N.D. Kapoor, Dr. Rajni Abbi, Bharat Bhushan, Rajiv Kapoor, “Business Law”, Sultan Chand & Sons (P) Ltd, 1<sup>st</sup> edition, 2019.
2. Richard A Mann, Barry S Roberts, “Business Law and the Regulation of Business”, Cengage Publications, 13<sup>th</sup> edition, 2018.
3. N.D. Kapoor, Dr. Rajni Abbi, Bharat Bhushan, Rajiv Kapoor, “Elements of Business Law”, Sultan Chand & Sons (P) Ltd, 1<sup>st</sup> edition, 2018.
4. K.R. Bulchandani, “Business Law for Management”, Himalaya Publishing House, India, 1<sup>st</sup> edition, 2017.
5. Ravinder Kumar, “Legal Aspects of Business”, Sengage Learning, 4<sup>th</sup> edition, 2016.
6. P.P.S. Gogna, ‘Company Law’, S.Chand, 9<sup>th</sup> edition, 2016.

### **VI. REFERENCE BOOKS:**

1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.
2. P.K. Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.
3. N.D. Kapoor, Mercantile Law, Sultan Chand Publishers.
4. Chaula and Garg, Mercantile Law, Kalyani Publishers
5. Francis Cherunillam, Business Environment, Himalaya Publishers.

### **VII. WEB REFERENCES:**

1. <https://www.pdfdrive.com/introduction-to-law-e28667799.html>
2. <https://www.pdfdrive.com/introduction-to-business-law-e187119724.html>

### **VIII. E-TEXT BOOKS:**

1. <https://www.pdfdrive.com/business-law-e18720370.html>
2. <https://www.pdfdrive.com/business-law-an-introduction-e28723759.html>
3. <https://pingpdf.com/pdf-managerial-economics-by-t-r-jain-free-pdf-download.html>
4. <https://mrcet.com/downloads/MBA/Managerial%20Economics.pdf>
5. [https://www.academia.edu/34707649/Managerial\\_Economics\\_Textbook](https://www.academia.edu/34707649/Managerial_Economics_Textbook)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

STATISTICS FOR MANAGEMENT AND RESEARCH METHODOLOGY								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD05	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic knowledge on statistics and research methodology								

### I. COURSE OVERVIEW:

This course is designed to understand of statistical methods and research techniques, enabling to make informed decisions in the field of management and conduct research effectively. The practical skills gained in this course are valuable for professionals in a wide range of industries and are often a foundation for further studies in business and management.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- The various statistical techniques and solve problems effectively in the statistics.
- The different types of skewness and know about the coefficient variations of skewness.
- The application of statistical measures of central tendency and also statistical measures of dispersion.
- The application of ANOVA, other non-parametric test and analyze the recent trends.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Evaluate and interpret skewness using different coefficients, including Karl Pearson's coefficient, Bowley's coefficient, and Kelley's coefficient.
- CO2 Distinguish between different research designs types, including experimental and cross-sectional designs.
- CO3 Apply Chi-Square distribution for tests of specified population variance, goodness of fit, and independence of attributes.
- CO4 Perform regression analysis, including least square fit and properties of regression coefficients.
- CO5 Comprehend the concepts of multiple and partial correlation.
- CO6 Analyze and interpret trends in time series data using various techniques.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO STATISTICS (09)

Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects. Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean. Range, Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation. Skewness: Karl Pearson's co-efficient of skewness, Bowley's co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis.

#### MODULE - II: RESEARCH DESIGN (10)

Meaning, Scope, Role of Business Research, Types of Research, Research Process, Ethics in Business Research, Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

### **MODULE - III: TABULATION OF UNIVARIATE and SMALL SAMPLE TESTS (09)**

Bi variate and multi variate data, data classification and tabulation, diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs. 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.

### **MODULE - IV: CORRELATION ANALYSIS (10)**

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, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.

### **MODULE - V: TIME SERIES ANALYSIS(10)**

Components, Models of Time Series—Additive, Multiplicative and Mixed models, Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, un weighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

### **V. TEXTBOOKS:**

1. Gerald Keller, "Statistics for Management and Economics", Cengage Learning, 11<sup>th</sup> edition, 2018.
2. Levin Richard (Author), H. Siddiqui Masood (Author), S. Rubin David (Author), Rastogi Sanjay (Author), "Statistics for Management", Pearson Education, 8<sup>th</sup> edition, 2017.
3. P.C. Tulsian, Bharat Jhunjhnuwala, "Business Statistics", S. Chand, 2016.
4. Levin R.I., Rubin S. David, "Statistics for Management", Pearson, 7<sup>th</sup> edition, 2015.
5. Anderson, Sweeney, Williams, Cam, Cochran, "Statistics for Business Economics", Cengage 12<sup>th</sup> edition, 2014.
6. J. K Sharma, "Business Statistics", Vikas Publishing House, 4<sup>th</sup> edition, 2015.

### **VI. REFERENCE BOOKS:**

1. Levine, Stephan, krehbiel, Berenson, "Statistics for Managers using Microsoft Excel", PHI, 1<sup>st</sup> edition, 2015.
2. J. K Sharma, "Business Statistics", Pearson Publications, 2<sup>nd</sup> edition, 2015.

### **VII. WEB REFERENCES:**

1. <https://aditya30702.files.wordpress.com/2012/07/statistics-for-managers-using-microsoft-excel-gnv64.pdf>
2. <http://www.nprcet.org/mba/document/First%20Semester/BA7102%20STATISTICS%20FOR%20MANAGEMENT%20LT%20P%20C%203%201%200%204%20ODD.pdf>

### **VIII. E-TEXT BOOKS:**

1. <http://bookboon.com/en/statistics-and-mathematics-ebooks>
2. <http://www.ebay.com/bhp/statistics-for-managers-using-microsoft-excel>
3. <https://www.sapnaonline.com/books/statistics-management-levin-richard-8177585843-9788177585841-academic>
4. <https://link.springer.com/book/10.1007/b101868>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

INDIAN ETHOS AND VALUES FOR MANAGEMENT								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD06	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course focuses on the integration of traditional Indian values, philosophies, and ethical principles into the modern context of business and management. It aims to instill an understanding of how ancient Indian wisdom can be applied to contemporary management practices.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The various schools of Indian philosophy and the cultural heritage that has shaped Indian values.
- II. The importance of values in personal and professional life.
- III. The skills in ethical decision-making by drawing from Indian ethical principles and theories.
- IV. The cultural sensitivity and an appreciation for diversity in the context of global business operations.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Comprehend the concepts of Dharma and Karma and their significance in personal and professional life.
- CO2 Explore the connection between spirituality and business and its application in management.
- CO3 Study ethical theories like Niti Shastra and Artha Shastra and their application in modern management.
- CO4 Evaluate ethical issues in marketing, advertising practices, and financial reporting.
- CO5 Consider cultural factors in ethical decision-making and conflict resolution.
- CO6 Use techniques for self-reflection and self-assessment to improve leadership and ethical decision-making.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO INDIAN PHILOSOPHY AND CULTURE (09)

Overview of Indian philosophy and cultural heritage, Key schools of thought (e.g., Vedanta, Yoga, Buddhism), Concepts of Dharma and Karma, the role of values in personal and professional life  
Ethical dilemmas in management.

#### MODULE - II: LEADERSHIP AND MANAGEMENT IN INDIAN CONTEXT (10)

Leadership qualities in Indian scriptures and epics (e.g., Bhagavad Gita), Role models from Indian history and mythology, Understanding the connection between spirituality and business  
Mindfulness and its application in management.

#### MODULE - III: CORPORATE SOCIAL RESPONSIBILITY (CSR) AND SUSTAINABILITY (10)

Indian perspectives on CSR, Sustainability practices aligned with Indian ethos, Principles of yogic management, Mind-body wellness in the workplace.

Study of ethical theories such as Niti Shastra and Artha Shastra, Application of these theories in modern management.

#### **MODULE - IV: GLOBAL ETHICS AND MULTINATIONAL CORPORATIONS (10)**

Ethical challenges in a global business environment, Cultural considerations in ethical decision-making, Ethical issues in marketing and advertising practices, Ethical marketing strategies, Ethical issues in financial reporting and accounting practices, Corporate governance and financial ethics.

#### **MODULE - V: PERSONAL VALUES AND LEADERSHIP (09)**

Self-awareness and identifying personal values, Aligning personal values with leadership styles, Techniques for self-reflection and self-assessment, Identifying and defining personal values, Strategies for creating an ethical work environment, Handling ethical challenges within organizations.

#### **V. TEXTBOOKS:**

1. Abbe Brown, Smita Kheria, Jane Cornwell, and Marta Iljadica, “Contemporary Intellectual Property law and policy”, Oxford University Press, 5<sup>th</sup> edition, 2019.
2. Sreenivasulu N S, “Intellectual Property Law- Dynamic Interfaces”, Universal Law Publishing, 1<sup>st</sup> edition, 2017.
3. Dr Wadehra B L, “Law Relating to Intellectual Property”, Universal Law Publishing, 5<sup>th</sup> edition 2016.
4. James Boyle and Jennifer Jenkins, “Intellectual Property: Law & the Information Society—Cases and Materials”, James Boyle, Jennifer Jenkins, 5<sup>th</sup> edition, 2016.
5. Pandey Neeraj and Dharni Khushdeep, “Intellectual Property Rights”, Prentice Hall of India, 1<sup>st</sup> edition, 2014.

#### **VI. REFERENCE BOOKS:**

1. Caves, Frankel, Jones, “World Trade and Payments-An Introduction”, Pearson Education, 4<sup>th</sup> 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.Krishna Rao, WTO, “Text and cases”, Excel Books, 2015.

#### **VII. WEB REFERENCES:**

1. <http://www.ebooksdirectory.com>
2. <http://Campusguides.lib.utah.edu>

#### **VIII. E-TEXT BOOKS:**

1. <http://www.bookboon.com>
2. <http://www.freemagagement.com>
3. <http://www.emeraldinsight.com>
4. <http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

BUSINESS PROCESS REENGINEERING								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD07	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to equip the knowledge and skills required to lead or participate in BPR initiatives within organizations. It emphasizes not only the technical aspects of process redesign but also the importance of managing people and aligning the organization's culture with the new processes. Additionally, ethical and sustainability considerations are integrated into the course to reflect the evolving nature of BPR in today's business landscape.

### II. COURSE OBJECTIVES:

The students will try to learn:

- The concepts and philosophy of Business Process Reengineering.
- Various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry.
- The role of Information Technology and change management in the implementation of BPR.
- Expose practically BPR implementation and best practices through research papers and case discussions.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Understand the generic process framework and its relevance in business management.
- CO2 Apply BPR methodologies to analyze and transform a business process in a practical case.
- CO3 Evaluate a case study on "Pillsbury: Customer Driven Reengineering" and its lessons in BPR.
- CO4 Assess the risks associated with BPR and ways to mitigate them.
- CO5 Explore Total Quality Management (TQM), ISO 9000, Six Sigma, and their relevance in process improvement.
- CO6 Explain the elements and applications of ERP systems in BPR.

### IV. COURSE CONTENT:

#### MODULE - I: PROCESS VIEW OF BUSINESS (08)

Definition and Dimensions of Business Process, Generic Process Framework, the Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concepts.

#### MODULE - II: BPR: METHODOLOGIES AND TECHNIQUES & APPLICATIONS (10)

Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches: a) Big Bang Approach, b) Incremental Approach, c) Evolutionary Approach, BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganelli/Klein Methodology, d) Kodak Methodology; Comparison of various Methodologies. Case: Dabbawala of Mumbai, A Case Analysis using BPR methodologies.

### **MODULE - III: CRITICAL SUCCESS FACTORS ANALYSIS (09)**

Reengineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on “Pillsbury: Customer Driven Reengineering”, Barriers Management, Case: “Walmart China- Supply Chain Transformation”.

### **MODULE - IV: BPR Vs. OTHER IMPROVEMENT APPROACHES (10)**

Optimization Techniques, Process Simplification, Case: “Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd”. TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management.

### **MODULE - V: INFORMATION TECHNOLOGY AND BPR (08)**

Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: “Otis Elevator: Accelerating Business Transformation with IT”, BPR, SAP and ERP, Elements of ERP, Applications of ERP.

### **V. TEXTBOOKS:**

1. Roger S. Pressman “Software Engineering – A Practitioner’s Approach, 6<sup>th</sup> Edition. Tata Mc-Graw- Hill International Edition. 2005,
2. Siddiqui Moid & Khwaja R.H., “The Acrobatics of Change”, 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi, 2010.
3. Jayanti Natarajan., “Business Process Reengineering”, TMH, New Delhi, 2002
4. Kapoor Rajneesh, “Business Process Redesign”, Global Business Press, Delhi, 2001.
5. Richard Johnson Management “Processes for Quality Operations. Vision Books”, 2001.
6. Dimitris, N. Chorafas, “Integrating ERP, CRM, Supply Chain Management and Smart Materials”, Auerbach Publications, May 2001.

### **VI. REFERENCE BOOKS:**

1. Radhakrishnan, S. Balasubramanian. “Business Process Reengineering, Text and Cases”, Prentice Hall of India, New Delhi, 2010.

### **VII. WEB REFERENCES:**

1. <https://www.phindia.com>
2. <https://www.cambridgescholars.com>
3. <https://www.taylorfrancis.com>

### **VIII. E-TEXT BOOKS:**

1. <https://link.springer.com>
2. <https://www.kobo.com>





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

CROSS CUTURAL MANAGEMENT								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD08	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to provide the knowledge and skills necessary to understand, navigate, and effectively manage in a diverse and global business environment. It focuses on cultural differences, their impact on business practices, and strategies for successful cross-cultural collaboration.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The importance of cross culture in conduct of business.
- II. The various aspects in reconciling cultural dilemmas, culture and styles of management.
- III. The culture and corporate structures.
- IV. The business communication across cultures.
- V. The cultural aspects while working with international teams.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Identify and explain the determinants of culture, including historical, geographical, and social factors.
- CO2 Analyze the interplay between culture and management styles, specifically management tasks and cultural values.
- CO3 Recognize the importance of cultural diversity in organizational settings and its implications for inclusion and performance.
- CO4 Analyze the impact of culture on marketing strategies and product adaptation.
- CO5 Explore common barriers to intercultural communication and strategies for overcoming them.
- CO6 Develop strategies for understanding and dealing with conflicts stemming from cultural differences.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO CULTURE (10)

Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, the Influence of National Culture on Business Culture. Business Cultures: East and West.

#### MODULE - II: CULTURAL DIMENSIONS AND DILEMMAS (10)

Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

#### MODULE - III: CULTURE AND ORGANIZATIONS (12)

Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.



#### **MODULE - IV: CULTURE AND COMMUNICATIONS (08)**

Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

#### **MODULE - V: CROSS CULTURAL TEAM MANAGEMENT (08)**

Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

#### **V. TEXTBOOKS:**

1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4<sup>th</sup> edition, 2019.
2. David C. Thomas: Cross Cultural Management, Sage Publications, 4<sup>th</sup> edition, 2017.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.

#### **VI. REFERENCE BOOKS:**

1. Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
2. Velasquez, "Business Ethics, Concepts & Cases", 6<sup>th</sup> edition, PHI, 2009.  
Chakraborty, S.K., "Ethics in Management-Vedantic Approach", New Delhi, Oxford India Ltd. 1995.

#### **VII. WEB REFERENCES:**

1. <https://www.pdfdrive.com/indian-ethos-and-business-ethics-ver01-e34424691.html>
2. <https://www.pdfdrive.com/business-ethics-as-practice-ethics-as-the-everyday-business-of-business-e185421524.html>.

#### **VIII. E-TEXT BOOKS:**

1. <https://www.pdfdrive.com/indian-ethos-and-management-e34424686.html>.
2. <https://www.pdfdrive.com/business-ethics-as-practice-ethics-as-the-everyday-business-of-business-e185421524.html>.
3. <https://pdfcoffee.com/indian-ethos-and-value-mbazadmdu-pdf-free.html>
4. <http://www.himpub.com/documents/Chapter2059.pdf>
5. <https://www.proquest.com/openview/0659629308ca7f1cf32c7ccd10afefe0/1?pq-origsite=gscholar&cbl=546310>
6. <https://himadri.cmsdu.org/documents/IndianEthos.pdf>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE OUTCOMES

SUSTAINABILITY MANAGEMENT								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD09	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to provide a comprehensive understanding of sustainability principles and their application in the business context. It emphasizes the integration of sustainability into business strategies and operations, as well as the role of leadership and change management in fostering sustainable practices. Students will be equipped with the knowledge and skills needed to address contemporary sustainability challenges and opportunities.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The significance of business sustainability management.
- II. The various aspects in environment and economic sustainability.
- III. The sustainability process and its strategies.
- IV. The importance of sustainability in urban metabolism and components of market and sustainability.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Familiarize with the Global Reporting Initiative (GRI) Guidelines for sustainability reporting.
- CO2 Explore the interconnection of the environment and economic development.
- CO3 Develop sustainability strategies and recognize the steps involved in strategy formulation.
- CO4 Perform sustainability self-assessment by sectors and functions.
- CO5 Conduct territorial analysis and assess natural, human, economic, social, and cultural capital in the context of sustainability.
- CO6 Recognize the role of sustainability reporting and its impact on building trust with stakeholders.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO SUSTAINABILITY AND BUSINESS (09)

Introduction to Sustainability, Triple Bottomline Approach, Global Reporting Initiative (GRI) Guidelines, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Climate Change and Global Warming, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends.

#### MODULE - II: ENVIRONMENT AND ECONOMIC SUSTAINABILITY (10)

The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development.

#### MODULE - III: SUSTAINABILITY PROCESS AND STRATEGIES (10)

Process to Achieve Sustainability, Working with Processes, Process Approach and Control, Resource

Management, Officious Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, Steps in Sustainability Strategy Formulation, Steps in Sustainable Planning, Unsustainable Take-Make-Waste Business Models, Sustainable Models, Sustainability Self-Assessment by Sectors and Functions.

#### **MODULE - IV: SUSTAINABILITY IN URBAN METABOLISM (10)**

Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment.

#### **MODULE - V: MARKET AND SUSTAINABILITY (09)**

Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Sustainability Reporting, Importance of Trust, Sustainability Reporting Guidelines.

#### **V. TEXTBOOKS:**

1. Rudiger Hahn, “Sustainability Management: Concepts, Instruments and Stakeholders from a Global Perspective”, Paper pack edition, 2022.
2. Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, “Environmental Sustainability and Economy”, Elsevier Science, 1e, 2021.

#### **VI. REFERENCE BOOKS:**

1. Hardisty, Paul Environmental and Economic Sustainability Press, Routledge, 1e, 2019.
2. Dr.Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals, 1e, 2018.

#### **VII. WEB REFERENCES:**

1. [http://www.spinger.com/gp/sustainability management.com](http://www.spinger.com/gp/sustainability%20management.com)
2. [http://www.en.wikipedia.org/wiki/list\\_of\\_sustainability\\_management.html](http://www.en.wikipedia.org/wiki/list_of_sustainability_management.html)

#### **VIII. E-TEXT BOOKS:**

1. <http://www.search.gmx.net/abuteconomics/saveyourtime.com>
2. [http://www.archive.mu.ac.in/myweb\\_test/pliticalscience.com](http://www.archive.mu.ac.in/myweb_test/pliticalscience.com)
3. <https://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199793471.001.0001/oxfordhb-9780199793471>
4. <http://cart.ebalbharati.in/BalBooks/pdfs/1103020029.pdf>
5. [https://scholar.cu.edu.eg/?q=mmyoussif/files/subhendu\\_dutta\\_introduutory\\_economics\\_micro\\_andbookfi.org\\_.pdf](https://scholar.cu.edu.eg/?q=mmyoussif/files/subhendu_dutta_introduutory_economics_micro_andbookfi.org_.pdf)
6. <https://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199845156.001.0001/oxfordhb-9780199845156>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

ESSENTIALS OF MANAGERIAL SKILLS								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD10	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to provide a foundation in the core skills and competencies required for effective management and leadership. This course helps students develop practical skills and knowledge that can be applied in various organizational settings.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The management competencies in the business and personal skills.
- II. The problem solving and building relationship management in business communications.
- III. The relationship skills and business communication across cultures.
- IV. The team building culture and leadership culture in business.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Identify personal areas for skill development and apply those skills in a practical context.
- CO2 Recognize the steps of analytical problem solving and its limitations.
- CO3 Analyze and apply relationship-building skills in various situations.
- CO4 Learn the principles of coaching and counseling in a managerial context.
- CO5 Apply team-building skills and principles in practical team scenarios.
- CO6 Explore strategies for developing empowerment in the workplace.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO SKILLS & PERSONAL SKILLS (09)

Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.

#### MODULE - II: PROBLEM SOLVING AND BUILDING RELATIONSHIP (10)

Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.

#### MODULE - III: BUILDING RELATIONSHIP SKILLS (10)

Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications.

Personal interview management. Skill analysis and application on above areas.

**MODULE - IV: TEAM BUILDING (10)**

Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application.

**MODULE - V: EMPOWERING AND DELEGATING (09)**

Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works.

**V. TEXTBOOKS:**

1. Byron Kalies,” Essential Management Skills”, Createspace Independent Pub, 2014.
2. DK, “The Book of Management : The Ten Essential Skills For Achieving High Performance”, Penguin UK, 2010.

**VI. REFERENCE BOOKS:**

1. E. H. McGrath,” Basic Managerial Skills for All”, PHI Learning, 2011.

**VII. WEB REFERENCES:**

1. <https://books.google.com> › book
2. <https://www.taylorfrancis.com>

**VIII. E-TEXT BOOKS:**

1. <https://www.amazon.in> › Essential-Management-Skills



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

PROJECT MANAGEMENT								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD11	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

Project management is the application of knowledge, skills, tools, and techniques applied to project activities in order to meet the project requirements. Project management is a process that includes planning, putting the project plan into action, and measuring progress and performance.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The small or shorter term project in your workplace, conducting trade work and managing office infrastructure changes.
- II. The structured approach prepare a project plan, incorporating appropriate plans, schedules, a budget and specific outputs/deliverables for each step of the plan.
- III. The Scope, Cost, and Schedule baselines as a means of evaluating project progress and incorporating Earned Value measurement
- IV. The effective organizational leadership and change skills for managing projects, project teams, and stakeholders.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Understand the project management and project lifecycle, project management research to take business decision to accept or reject the project.
- CO2 Analyze the project planning for defining the project and understand the approaches to project screening and selection to implement in project
- CO3 Identify the project objective to finish the project within time period
- CO4 Access the risk in project to reduce and minimize the cost and make decision about the project budget.
- CO5 Gain the cross functional cooperation and conflicts management to solve the issues in team building.
- CO6 Review the project control cycles and human factors in project evaluation and control to take project related decisions.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION (09)

Project management, what is project management, why project management, project lifecycle, project management research in brief, project management today, organization strategy and structure and culture, form a of organization structure, stake holder management, organization culture, creating a culture for project management.

#### MODULE - II: PROJECT PLANNING (10)

Project planning defining the project, approaches to project screening and selection, work breakdown structure, financial module, getting approval and compiling a project charter, setting up a monitoring and controlling process.

### **MODULE - III: PROJECT EXECUTION (10)**

Initiating the project, controlling and reporting project objectives, conducting project evaluation.

Managing risk four stage process, risk management an integrated approach, cost management, creating a project budget.

### **MODULE - IV: LEADING PROJECT TEAMS (10)**

Building a project team, characteristics of a effective project team, achieving cross functional cooperation, virtual project teams, conflicts management, negotiations.

### **MODULE - V: PERFORMANCE MEASUREMENT AND EVALUATION (09)**

Project control cycles, monitoring project performances, earned value management, human factors in project evaluation and control, project termination, types of project terminations, project management and future current and future trends in project management.

### **V. TEXTBOOKS:**

1. Gray, Larson, "Project Management", Tata McGraw Hill, 4<sup>th</sup> edition, 2015.
2. Jeffery K.Pinto, "Project Management", Pearson Education, 4<sup>th</sup> edition, 2015.
3. Enzo Frigenti, "Project Management", Kogan, 4<sup>th</sup> edition, 2015.
4. Project Management Institute, "A guide to the Project Management Body of Knowledge", Project Management Institute, 5<sup>th</sup> edition, 2013.
5. Greg Horine, "Project Management Absolute Beginner's Guide", QUE Publishing, 3<sup>rd</sup> edition, 2012.

### **VI. REFERENCE BOOKS:**

1. R. Panneerselvam, P. Senthilkumar: "Project Management", PHI, Revised 4<sup>th</sup> edition, 2015.
2. Thomas M.Cappels: "Financially Focused Project Management", SPD, Revised 4<sup>th</sup> edition, 2008.

### **VII. WEB REFERENCES:**

1. <http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf>
2. <http://gurukpo.com/Content/MBA/Project%20Mngg..pdf>

### **VIII. E-Text Books:**

1. <http://www.pondiuni.edu.in/sites/default/files/Project%20Managementt200813.pdf>
2. [http://www.adi.pt/docs/innoregio\\_pmanagement.pdf](http://www.adi.pt/docs/innoregio_pmanagement.pdf)
3. <http://index-of.co.uk/Project%20Management/Fundamentals%20of%20Project%20Management.pdf>
4. <https://book.akij.net/eBooks/2018/March/5abcc35b666f7/a%20guide%20to%20the%20project%20management%20body%20of%20knowledge%206e.pdf>





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

STATISTICAL DATA ANALYSIS LABORATORY								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD12	Core	L	T	P	C	CIA	SEE	Total
		0	0	4	2	40	60	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 45			Total Classes: 45			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

The principle aim of the course is to help the students gain a well-rounded introduction to it for manager's laboratory learning and its significance in their day to day life. Moreover, the course pays special attention to develop understand and implement computer programs in the areas related to algorithms, system software, multimedia, web design, big data analytics, and networking for efficient analysis and design of computer-based systems of varying complexity., career building and different methods of job searching.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The application of Statistical tools to Research Problem / Projects.
- II. The statistical tools for decision making.
- III. The working with MS Excel for hypotheses testing.
- IV. The different types of formulas and functions in MS Excel.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Analyze the functions in MS-Office and statistical packages to prepare presentations
- CO2 Identify, formulate, and solve managerial problems by creating templates.
- CO3 Understand the various formats in business instructions.
- CO4 Enhancing knowledge of contemporary issues securing data from external sources.
- CO5 Illustrate various parts of corporate reports and business proposals.
- CO6 Ensuring measures of dispersion for data analysis.

### IV. COURSE CONTENT:

#### WEEK – 1: INTRODUCTION TO STATISTICAL PACKAGES

MS - EXCEL/SPSS: Introduction, uses, functions and features of Statistical Packages, Getting started with excel/SPSS.

#### WEEK-2: HIGHLIGHTS AND MAIN FUNCTIONS

Home, Insert, page layout, formulas, Data, review, view, add-ins, using help function, Customizing the Quick Access Toolbar.

#### WEEK-3: INTRODUCTION TO CREATING AND USING TEMPLATES

Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers.

#### WEEK-4: BASICS OF WORKING WITH DATA

Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.

#### WEEK-5: USING AND FORMATTING TABLES

Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets.



**WEEK-6 : DATA FROM EXTERNAL SOURCES**

Securing the Document, Advanced Formulas and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

**WEEK-7 : DATA ANALYSIS -I**

Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode.

**WEEK-8: MEASURE OF DISPERSION**

Variance, standard deviation, Coefficient of variation, correlation, regression lines.

**WEEK-9: DATA ANALYSIS -II**

T-test, F-test, ANOVA one-way classification, chi square test, independence of attributes.

**WEEK-10: TIME SERIES**

Forecasting Method of least squares, moving average method, inference and discussion of results.

**WEEK-11: VARIOUS FORMATTING STYLES IN LaTeX-PART - I**

Using LaTeX to create project certificate. Features to be covered: - Formatting Fonts in word, Drop Cap in word.

**WEEK-12: VARIOUS FORMATTING STYLES IN LaTeX-PART - II**

Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Using Date and Time option in LaTeX.

**WEEK-13: GRAPHICS AND TABLES IN LaTeX-PART - I**

Create LaTeX documents with images and image caption at centre alignment.

**WEEK-14: GRAPHICS AND TABLES IN LaTeX-PART - II**

Table with thick border and table caption with centre alignment, row height, and content with cell centre alignment.

**V. TEXTBOOKS:**

1. Gross Debra, "Succeeding in Business with Microsoft Excel - 2013: A Problem Solving Approach", Cengage Learning, 1<sup>st</sup> edition, 2014.
2. Paul McFedries, "Excel 2013 Formulas and Functions", Pearson Education, 1<sup>st</sup> edition, 2013.
3. Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1<sup>st</sup> edition, 2013.

**VI. REFERENCE BOOKS:**

1. Giridhar Joshi, "Management Information Systems", Oxford University Press, Revised 1<sup>st</sup> edition, 2013.
2. Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, Revised 1<sup>st</sup> edition, 2011.
3. Guy Hart Davis, "How to do everything with Microsoft Office Excel", Tata McGraw Hill, Revised 1<sup>st</sup> edition, 2010.

**VII. WEB REFERENCES:**

1. <http://www.abebooks.com/servlet/SearchResults?isbn.pdf>.
2. <http://www.amazon.in/Succeeding-Business-Microsoft-Excel-2013>
3. <http://ctan.org/pkg/bibtopic>

**VIII. E-TEXT BOOKS:**

1. <http://www.chegg.com/textbooks/succeeding-in-business>
2. <http://www.cengage.com.au/product/title/succeeding-in>.
3. <http://www.amazon.com> › ... › Computers & Technology › Software
4. <http://www.books.google.com> › ... › Desktop Applications › Spreadsheets



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

BUSINESS COMMUNICATION AND SOFT SKILLS – SEMINAR								
I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD13	Core	L	T	P	C	CIA	SEE	Total
		0	0	4	2	40	60	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 45			Total Classes: 45			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

The principle aim of the course is to help the students gain a well-rounded introduction to business communication skills learning and its significance in their day to day life. Moreover, the course pays special attention to develop skills for effective written business communication, career building and different methods of job searching.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The skills for effective written business communication.
- II. How to write in detail project report.
- III. How to write business letters and improve written communication.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Discuss and apply the practice exercises of writing business messages.
- CO2 Describe the various components of writing a business letter.
- CO3 Understand the various formats in instructions.
- CO4 Apply the practice exercises to analyze the audience.
- CO5 Illustrate various parts of corporate reports and business proposals.
- CO6 Explore the strategies of self-analysis to build a better career

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION (09)

Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.

#### MODULE - II: DEVELOPING BUSINESS WRITING SKILLS (09)

Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.

#### MODULE - III: BUSINESS REPORTS AND PROPOSALS (10)

Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.

#### MODULE - IV: ORAL AND EMPLOYMENT COMMUNICATION (10)

The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.

## **MODULE - V: CONTEMPORARY ASPECTS IN COMMUNICATION (10)**

Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

### **V. TEXTBOOKS:**

1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
2. Mallika Nawal, Business Communication, Cengage Learning, 2<sup>nd</sup> edition, 2020.
3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6<sup>th</sup> edition, 2019.
4. Meenakshi Raman and Prakash Singh, "Business Communication", Oxford, 1<sup>st</sup> edition, 2012.
5. Lesikar, "Basic Business Communication", TMH, 3<sup>rd</sup> edition, 2015.

### **VI. REFERENCE BOOKS:**

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. Rebecca Moore Howard, "Writing Matters", Mc Graw Hill Education, 3<sup>rd</sup> edition, 2018.
3. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
4. David Irwin, "Effective Business Communications", Viva-Thorogood, 3<sup>rd</sup> edition, 2015.
5. Rajendra Pal, J S Korlahi, "Essentials of Business Communication", Sultan Chand and Sons, 2<sup>nd</sup> edition, 2015.

### **VII. WEB REFERENCES:**

1. <http://www.abahe.co.uk/Free-En-Resources/English-for-Managers-Business-Correspondance.pdf>
2. [http://www.pcfreak.net/international\\_university\\_college\\_files/Business%20Communication.pdf](http://www.pcfreak.net/international_university_college_files/Business%20Communication.pdf)

### **VIII. E-TEXT BOOKS:**

1. <https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=8>
2. <https://www.goodreads.com/shelf/show/business-communication>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

HUMAN RESOURCE MANAGEMNT								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD14	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Management and Organizational Behavior								

### I. COURSE OVERVIEW:

Human Resource Management links people-related activities to business strategy. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques, and issues. Topics include job analysis and design; recruitment and selection; evaluation; performance management; occupational health and safety; and the strategic contribution of HRM to organizational performance and evaluating HRM effectiveness. Working with contemporary case studies, collaborative and individual work processes enhance communication and discourse, which are characteristic of the HRM context and environment.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The role of human resource management in the effective management of organizations.
- II. The implementation process of recruitment, selection and performance management system in an organization.
- III. The fundamentals training strategies and specifications for the delivery of training programs.
- IV. The processes for compensation management and reward systems.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Summarize and apply basic human resource management concepts to real-world business situations.
- CO2 Recognize and classify various recruitment and selection processes to enhance employees' performance.
- CO3 Demonstrate the concept of training and development, as well as describe the different types of training to improve employees' talents and performance.
- CO4 Identify performance appraisal procedures that can help you to improve your work skills, knowledge, talents, and personalities
- CO5 Develop compensation and reward strategy to recruit, motivate, and retain outstanding talent.
- CO6 Incorporate strong employee and employer relations to promote cooperation and productivity among employees.

#### **IV. COURSE CONTENT:**

##### **MODULE - I: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (10)**

Nature, importance of HRM, objectives and functions HR as a source of competitive advantage, Equal opportunity and the Law, Human Resource Management and Analysis, Human Resource Planning and Human capital Analysis, agile HR.

##### **MODULE - II: RECRUITMENT AND SELECTION (10)**

Hiring process and hiring decision, external and internal hiring, screening the candidates, Job analysis – critical incident technique, position analysis questionnaire, subject expert workshops, job analysis questionnaire.

##### **MODULE - III: TRAINING AND DEVELOPMENT AND PERFORMANCE MANAGEMENT (09)**

Importance of Training and Development, Training Process, Analyzing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs.

**Performance Management:** Concept of Performance Management and Appraisal, The Performance Appraisal Process, Techniques for Performance Appraisal, Career Management.

##### **MODULE - IV: COMPENSATION AND EMPLOYEE WELFARE (09)**

Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Performance based Pay Benefits: Insurance, Retirement Benefits, and Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act.

##### **MODULE - V: EMPLOYEE RELATIONS (10)**

Ethics, Employee Relations, and Fair Treatment at Work, Labor Relations and Collective Bargaining, Employee welfare measures, Managing Global Human Resources, Managing Human Resources in Small and Entrepreneurial Firms, employee separation.

#### **V. TEXTBOOKS:**

1. V.S.P. Rao, “Human Resource Management”, Cengage Learning, 8<sup>th</sup> edition, 2019.
2. Raman Preet, “Future of Human Resource Management: Case Studies with Strategic Approach”, Cengage Learning, 5<sup>th</sup> edition, 2019.
3. K.Aswathappa, “Human Resource Management”, Mc Graw-Hill, 8<sup>th</sup> edition, 2017.
4. Gary Dessler, Biju Varkkey. “Human Resource Management”, Pearson, 4<sup>th</sup> edition, 2017.
5. Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, “Human Resource Management”, Cengage Learning, 10<sup>th</sup> edition, 2016.
6. Gary Dessler, Human Resource Management, Pearson Publications, 15<sup>th</sup> edition, New Delhi, 2011.
7. Aryasri, A. V. V Raju, "Human Resources Management", Students Helpline Publishing House Private Limited, 2<sup>nd</sup> edition, 2010.
8. R S. Dwivedi, Human Resource Management, Vikas publishing house, 2<sup>nd</sup> edition, Bangalore, 2009.

#### **VI. REFERENCE BOOKS:**

1. Venkata Raman C. S, Srivastava B. K, "Personnel Human Resource Management", Tata McGraw Hill, 2nd edition, 2009.
2. Cynthia D. Fisher, Lyle F. Schoenfeld, "Human Resource Management", Wiley India Publishers, 3rd edition, 2009.
3. Jyothi," Human Resource Management", Pearson Education, 12th edition, 2009.
4. R. Wayne Mondy, Robert M. Noe, "Human Resource Management", Pearson Education, 5<sup>th</sup> revised edition, 2009.

### **VII. Web References:**

1. <https://play.google.com/books/reader?id=-NbrDQAAQBAJ&hl=en&pg=GBS.PT14>
2. <https://play.google.com/books/reader?id=QCkq8zyRPYC&hl=en&pg=GBS.PT26.w.5.0.49>
3. <https://play.google.com/books/reader?id=51G11zh2yp8C&hl=en&pg=GBS.PR13>
4. <https://play.google.com/books/reader?id=3tY8DgAAQBAJ&hl=en&pg=GBS.PA6>

### **VIII. E-Text Books:**

1. <https://www.pdfdrive.com/human-resources-management-set-concepts-methodologies-tools-and-applications-human-resources-management-concepts-methodologies-tools-and-applications-e175226969.html>
2. <https://www.pdfdrive.com/human-resource-management-e5972245.html>
3. <https://www.pdfdrive.com/human-resource-management-e30956441.html>
4. <https://www.pdfdrive.com/human-resource-management-practice-yimgcom-e11037371.html>
5. <https://open.lib.umn.edu/humanresourcemanagement/>
6. [https://primo.csu.edu.au/permalink/61CSU\\_INST/1hkg98a/alma991001683790402357](https://primo.csu.edu.au/permalink/61CSU_INST/1hkg98a/alma991001683790402357)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

FINANCIAL MANAGEMENT								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD15	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Financial Reporting and Analysis								

### I. COURSE OVERVIEW:

The course focuses on the nature, scope, evolution of finance function; goals of finance function enable students to understand maximizing profit, wealth, welfare and earnings per share of business concern. Financial management is also very useful to the business concerns to take investment decisions, capital structure decisions and dividend decisions from time to time for the growth and development of business. This course includes management of cash, receivables, inventory and current assets in working capital planning. This course uses the analytical techniques and arriving at conclusions from financial information for the purpose of decision making

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The basic functions and goals of financial management for better utilization of funds.
- II. The investment strategies for effective utilization of financial resources.
- III. The capital structure decisions for proper utilization of funds.
- IV. The dividend decisions and related theories to help investors earn a high return on their investment.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO 1 Describe the basic functions and goals of financial management to know the importance of finance function in the contemporary scenario.
- CO 2 Discuss the characteristics and importance of investment decisions and capital budgeting principles to evaluate the cash flows
- CO 3 Demonstrate the importance of financial structure and leverages decisions to analyze the capital structure.
- CO 4 Explain the measurement of cost of capital to help the business organizations in expanding the operations.
- CO 5 Enumerate the dividend decisions, value of the firm and relevance for dividends declaration and payments.
- CO 6 Examine the concept of working capital and committees recommendations on this concept to identify the fund requirement for day-to-day operations.



#### IV. COURSE CONTENT:

##### MODULE - I: THE FINANCE FUNCTION (10)

Nature and scope, functions, objectives and importance of financial management, evolution of finance function, new role in the contemporary scenario, profit maximization, wealth maximization and EPS maximization, role of financial manager, the agency relationship and costs, risk return trade off, concept of time value of money, future value and present value.

##### MODULE - II: THE INVESTMENT DECISION (10)

Investment decision process, developing cash flow, data for new projects, capital budgeting techniques: traditional and discounted cash flow methods: payback period method, average rate of return method, net present value method, profitability index method, internal rate of return method (problems), the net present value vs. internal rate return; approaches for reconciliation, capital budgeting decision under conditions of risk and uncertainty;

##### MODULE - III: CAPITAL STRUCTURE DECISIONS (09)

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.

Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning per Share Analysis (problems).

##### MODULE - IV: DIVIDEND DECISION (10)

Dividends and value of the firm, Relevance of dividends, 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 centered on the works of Gordon and Walter models (problems). A brief discussion on dividend policies of Indian companies.

##### MODULE - V: WORKING CAPITAL MANAGEMENT (09)

Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Management of cash, basic strategies for cash management, cash budget (problems), cash management techniques/processes; management of receivables and management of inventory (problems), 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.

#### V. TEXTBOOKS:

1. Chandra, Prasanna, "Fundamentals of Financial Management", McGraw-Hill Education, 9<sup>th</sup> edition, 2020.
2. Rajesh Kothari, "Financial Management a contemporary Approach", Sage publications, 1<sup>st</sup> edition, 2017.
3. Srivastava, "Financial Management", Himalaya Publication House, Mumbai, 6<sup>th</sup> edition, 2016.
4. Prasanna Chandra, "Financial Management Theory and Practice", Mc Graw Hill, New Delhi, 9<sup>th</sup> edition, 2015.
5. I.M. Pandey, "Financial Management", Vikas Publishing House, New Delhi, 11<sup>th</sup> edition, 2015.
6. Brigham, E. F. and Ehrhardt. M. C. "Financial Management Theory and Practice", Cengage Learning, USA, 15<sup>th</sup> edition, 2015.

#### VI. REFERENCE BOOKS:

1. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", Thomson South- Western Publications, 10<sup>th</sup> edition, 2006.
2. Vishwanath S. R., "Corporate Finance Theory and Practice", Sage Publications, 2<sup>nd</sup> edition, 2007.
3. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGraw Hill, 7<sup>th</sup> edition, 2005.
4. Sudershana Reddy, "Financial Management", HPH Publications, 6<sup>th</sup> edition, 2010.



5. Rajiv Srivastava and Anil Misra, “Financial Management”, Oxford Higher Education Publications, 4<sup>th</sup> edition, 2009.

#### **VII. Web References:**

1. [http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial\\_management\\_www.accfile.com\\_.pdf](http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfile.com_.pdf)
2. [http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial\\_Mgt\\_2E.pdf](http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf)

#### **VIII. E-Text Books:**

1. <http://www.freebookcentre.net/Business/Finance-Books.html>
2. <http://www.icaew.com/en/library/library-collection/ebooks/financial-management>
3. [https://www.google.co.in/books/edition/Financial\\_Management\\_Principles\\_and\\_Prac/sSzpPWD SapoC?hl=en&gbpv=1&dq=financial+management+e-books&printsec=frontcover](https://www.google.co.in/books/edition/Financial_Management_Principles_and_Prac/sSzpPWD SapoC?hl=en&gbpv=1&dq=financial+management+e-books&printsec=frontcover)
4. [https://www.google.co.in/books/edition/Financial\\_Management\\_Theory\\_Problems\\_and/r11jDw AAQBAJ?hl=en&gbpv=1&dq=financial+management+e-books&printsec=frontcover](https://www.google.co.in/books/edition/Financial_Management_Theory_Problems_and/r11jDw AAQBAJ?hl=en&gbpv=1&dq=financial+management+e-books&printsec=frontcover)
5. <https://drive.google.com/file/d/1pygRBdSzM1xRuNVEfrEY4Z2BwZX4olhE/view?showad=true>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURE CONTENT

MARKETING MANAGEMENT								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD16	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Business Economics								

### I. COURSE OVERVIEW:

This course imparts the skills to make effective decision making with respect to the various marketing function 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 managing pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, media, direct marketing, and sales promotions. Through a combination of interactive discussions, and applies mar topics to consumer and business-to-business products, services, and non-profit organizations.

### II. COURSE OBJECTIVES:

The students will try to learn:

- The core concepts of marketing and the role of marketing in business and society.
- The aspects of consumer behavior and consumer decisions.
- How to conduct market segmentation, targeting, and positioning analysis.
- The distribution, promotion, and communication strategies into an action plan.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Illustrate the marketing concepts and information systems skills to evaluate current business environment in the Industry.
- CO2 Analyze consumer markets, customer value, product and brand development to increase customer satisfaction.
- CO3 Integrate the concepts of consumer and business market segmentation for effective product design and development.
- CO4 Apply the concept of market target and positioning to establish the image of a brand.
- CO5 Develop marketing channels, promotional mix and sales promotion strategies to set a business apart from its competitors.
- CO6 Appraise pricing-related strategies, and developing marketing trends to maximize sales growth.

#### IV. COURSE CONTENT:

##### **MODULE - I: INTRODUCTION TO MARKETING AND MARKET RESEARCH (10)**

Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, and Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems, Marketing Research & Ethics, International Marketing Research.

##### **MODULE - II: ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX (09)**

Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development, New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.

##### **MODULE - III: DESIGNING A CUSTOMER DRIVEN STRATEGY (09)**

Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning, positioning maps, product positioning strategies.

##### **MODULE - IV: DISTRIBUTION DECISIONS, PROMOTIONS AND COMMUNICATION STRATEGIES (10)**

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, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

##### **MODULE - V: PRICING DECISION AND PERSONAL COMMUNICATION (10)**

Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, rural marketing, BOP, relationship marketing, digital marketing, social media marketing, post-modern marketing, market sustainability and ethics, global marketing, green marketing.

#### V. TEXTBOOKS:

1. Iacobucci, Dawn. "Marketing management", Cengage Learning, 6<sup>th</sup> edition, 2021.
2. Park, Seohee. "Marketing Management", Vol. 3. Seohee Academy, 6<sup>th</sup> edition, 2020.
3. Kotler, P., Armstrong, G., Agnihotri, P. K., and Haque, E. "Principles of Marketing: A South Asian Perspective", Pearson Education Prentice Hall of India, 17<sup>th</sup> edition, 2018.
4. Philip Kotler, Gray Armstrong, "Principles of Marketing", Pearson Education, 15<sup>th</sup> edition, 2016.
5. Lamb, Hair, Sharma, McDaniel, "Principles of Marketing", a South Asian Perspective Cengage Learning, 2016.
6. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, "Marketing", Oxford University Press, Asian Edition, 2015.

#### VI. REFERENCE BOOKS:

1. Ramaswamy Namakumari, "Marketing Management", TMH, 5<sup>th</sup> edition, 2013.
2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, "Principles of Marketing, South Asian perspective", Pearson Education, 13<sup>th</sup> edition, 2012.
3. K.Karunakaran, "Marketing Management", Himalaya Publishing House, 2<sup>nd</sup> edition, 2012.
4. Rajan Saxena, "Marketing Management", TMH, 4<sup>th</sup> edition, 2013.

#### VII. Web References:

1. [http://www.pondiuni.edu.in/storage/dde/downloads/mbaii\\_mm.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf)

2. <http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf>

#### **VIII. E-Text Books:**

1. [http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing\\_Management\\_-\\_Millenium\\_Edition.pdf](http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf)
2. [http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals\\_of\\_Marketing.pdf](http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing.pdf)
3. <https://ipsedu.in/downloads/MBABooks/principles-of-marketing-philip-kotler.pdf>
4. <http://solr.bccampus.ca:8001/bcc/file/ddbe3343-9796-4801-a0cb-7af7b02e3191/1/Core%20Concepts%20of%20Marketing.pdf>
5. <https://htbiblio.yolasite.com/resources/Marketing%20Book.pdf>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURE CONTENT

ENTREPRENEURSHIP DEVELOPMENT								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD17	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Business Law and Environment								

### I. COURSE OVERVIEW:

The purpose of the course is to acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, for analysing and understanding business situations in entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities. The objective of the course is, further on, to develop the ability of analysing various aspects of entrepreneurship– especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The key factors and be able to apply the key entrepreneurial process – command and control, calculated risk-taking and opportunity recognition to business development
- II. The function of the entrepreneur in the successful, commercial application of innovations in business landscape.
- III. The key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Explore new vistas of entrepreneurship in the twenty-first century environment to establish new business opportunities.
- CO2 Evaluate entrepreneurial mindset and personality of each individual helping to detect difficulties and propose a timely solution.
- CO3 Recognize the entrepreneurial mindset for giving value to the company.
- CO4 Develop entrepreneurial imagination and creativity to develop the value of the company.
- CO5 Identify and establish new venture prospects based on new technology to evaluate the feasibility of a new business concept.
- CO6 Investigate strategic entrepreneurial perspectives that aid in the development of a competitive mindset.

### IV. COURSE CONTENT:

#### MODULE - I: UNDERSTANDING ENTREPRENEURIAL MIND-SET (09)

The revolution impact of entrepreneurship - The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs - Approaches to entrepreneurship - Process approach - Role of entrepreneurship in economic development - Twenty first century trends in entrepreneurship.

#### MODULE - II: ENTREPRENEURIAL PERSONALITY (10)

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey - Stress and the entrepreneur - the entrepreneurial ego – Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior, Entrepreneurial competencies.

### **MODULE - III: LAUNCHING ENTREPRENEURIAL VENTURES (10)**

Corporate Entrepreneurial Mind-set, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship Opportunities identification- Finding gaps in the market place – techniques for generating ideas.

Entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures - Creating new ventures - Acquiring an Established entrepreneurial venture – Franchising - advantage and disadvantages of Franchising.

### **MODULE - IV: LEGAL CHALLENGES & FEASIBILITY ANALYSIS (10)**

Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

### **MODULE - V: STRATEGIC PERSPECTIVES IN ENTREPRENEURSHIP (09)**

Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

#### **V. TEXTBOOKS:**

1. Sharma, Sangeeta. “Entrepreneurship development”, PHI Learning Pvt. Ltd., 7<sup>th</sup> edition, 2021.
2. Akino, Susan. "SMEs and Entrepreneurship Development Determinants in Practice: Case of Uganda." Handbook of Research on Sustaining SMEs and Entrepreneurial Innovation in the Post-COVID-19 Era”, IGI Global, 5<sup>th</sup> edition, 2021.
3. S.S.Khanka, “Entrepreneurship Development”, S. Chand Publications, 5<sup>th</sup> edition, 2015.
4. Bruce R. Barringer/ R.Duane Ireland. “Entrepreneurship Successfully launching new ventures”, Pearson, 4<sup>th</sup> edition, 2015.
5. S.S. Khanka “Entrepreneurial Development” S. Chand Company Ltd, 4<sup>th</sup> edition ,2012
6. D F Kuratko and T V Rao, “Entrepreneurship- A South-Asian Perspective”,

#### **VI. REFERENCE BOOKS:**

1. Sangeeth Sharama, “Entrepreneurship Development”. PHI learning private limited, 2<sup>nd</sup> edition, 2013.
2. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises “, Pearson Publications, 2<sup>nd</sup> edition, 2012.

#### **VII. Web References:**

1. <https://play.google.com/books/reader?id=uUdLAGAAQBAJ&hl=en&pg=GBS.PR6>
2. <https://play.google.com/store/books/details?id=-RE8BAAAQBAJ>
3. <https://play.google.com/books/reader?id=HhI8BAAAQBAJ&hl=en&pg=GBS.PP1>
4. <https://play.google.com/books/reader?id=saRDDAAAQBAJ&hl=en&pg=GBS.PP1>
5. <https://play.google.com/books/reader?id=5PXgDAAAQBAJ&hl=en&pg=GBS.PP1>

#### **VIII. E-Text Books:**

1. <https://www.pdfdrive.com/entrepreneurship-development-directorate-of-distance-education-e7748053.html>
2. <https://www.pdfdrive.com/handbook-of-entrepreneurship-development-e42351443.html>
3. <https://www.pdfdrive.com/the-oxford-handbook-of-creativity-innovation-and-entrepreneurship-e157854663.html>
4. <https://www.pdfdrive.com/entrepreneurial-development-volume-1-the-entrepreneur-entrepreneurship-and-development-principles-programmes-and-policies-e162161182.html>
5. <https://www.pdfdrive.com/entrepreneurship-at-a-glance-2016-e186007102.html>
6. [https://www.macmillanlearning.co.uk/resources/sample-chapters/9781137430359\\_sample.pdf](https://www.macmillanlearning.co.uk/resources/sample-chapters/9781137430359_sample.pdf)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

MANAGEMENT INFORMATION SYSTEMS								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD18	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. 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 provide knowledge on advanced leadership roles in modern organization. This course will create awareness of various information system solutions like ERP, CRM, Data warehouses and the issues in successful implementation of technologies in any organization.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. How to increase the effectiveness and decision making process for managers.
- II. Compression between computer system and decision support system to help the department in their daily work and solve problems.
- III. How to solve new and non-repeated problems in the business decision making process.
- IV. MIS is helpful in controlling costs by giving information about idle time, labour turnover, wastages and losses and surplus capacity

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Summarize the basic concepts of management information system process, structure, and classification in order to develop strategic and operational planning and management control.
- CO2 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.
- CO3 Determine information system planning, acquisition, and implementation to improve the performance of the company.
- CO4 Describe the maintenance of information systems that help to satisfy organizational and user requirements.
- CO5 Analyze system development stages, systems analysis, and business information to facilitate and evaluate strategic alternatives to solve business problems.
- CO6 Apply the concept of cybercrime, classify cyber criminals, and resolve security issues to protect an IT infrastructure.



#### IV. COURSE CONTENT:

##### MODULE - I: INTRODUCTION (10)

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.

##### MODULE - II: BUSINESS APPLICATIONS OF INFORMATION SYSTEM (09)

Electronic commerce, enterprise resource planning systems, decision support system, business intelligence and knowledge management system.

##### MODULE - III: MANAGEMENT OF INFORMATION SYSTEM (10)

Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.

##### MODULE - IV: BUILDING OF INFORMATION SYSTEMS (10)

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.

##### MODULE - V: INTRODUCTION TO CYBER CRIME (09)

Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.

#### V. TEXTBOOKS:

1. Rainer, R. Kelly, and Brad Prince, "Introduction to information systems", John Wiley & Sons, 4<sup>th</sup> edition, 2021.
2. Laudon & Laudon, "Management Information Systems", Pearson, 12<sup>th</sup> edition, 2015.
3. Murthy, "Management Information System, Himalaya", 9<sup>th</sup> edition, 2013.
4. S.A.Kelkar, Software Project Management-A Concise Study, PHI, 3<sup>rd</sup> edition, 2012.
5. James O'Brien & George Marakas, "Management Information Systems", McGraw Hill, 10<sup>th</sup> edition, 2011.
6. David M. Kroenke, "Experiencing MIS", Prentice Hall, 4<sup>th</sup> edition, 2011.
7. D P Goyal, Management Information Systems, Managerial Perspective, MacMillan, 3<sup>rd</sup> edition, 2010.

#### VI. REFERENCE BOOKS:

1. Ken Laudon, Jane P. Laudon, Management Information Systems, Pearson education, 15<sup>th</sup> edition, 2015.
2. Jennifer L Bayuk, Jason Healey, Paul Rohmeyer, Marcus H.Sachs, Jeffrey Schmidt, Joseph Weiss, Cyber security Policy Guidebook, Wiley, 1<sup>st</sup> edition, 2012.
3. A K Gupta, Sharma "Management of Systems" Macmillan, 1<sup>st</sup> edition, 2012.

#### VII. Web References:

1. <http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf>
2. <http://www.pitt.edu/~druzdzet/psfiles/dss.pdf>

#### VIII. E-Text Books:

1. <https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download>
2. <http://link.springer.com/book/10.1007%2F978-3-540-48713-5>
3. <https://www.jerrypost.com/Books/MISBook/Bookfiles5/Chapters/MISPost-Preface-500.pdf>
4. [https://www.researchgate.net/profile/Javed-Saani/publication/340647719\\_Management\\_Information\\_Systems/links/5eb7f7fe299bf1287f782](https://www.researchgate.net/profile/Javed-Saani/publication/340647719_Management_Information_Systems/links/5eb7f7fe299bf1287f782)



- bb5/Management-Information-Systems.pdf
5. [https://repository.dinus.ac.id/docs/ajar/Kenneth\\_C.Laudon,Jane\\_P\\_.Laudon\\_Management\\_Information\\_Sysrem\\_13th\\_Edition\\_.pdf](https://repository.dinus.ac.id/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_Management_Information_Sysrem_13th_Edition_.pdf)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURE CONTENT

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD19	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. 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.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The mathematical model and solve the real life system with limited constraints by applying LPP.
- II. The transportation and assignment concepts to implement supply chain management
- III. The PERT and CPM techniques to plan, schedule, and control projects.
- IV. Alternatives using decision-making under risk and uncertainty and game theory.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Apply quantitative techniques to solve and optimize real world problems for business decisions.
- CO2 Develop a fundamental application tool in industry for better solutions of computational experiments and analysis.
- CO3 Make use of operation research to optimize the solution.
- CO4 Summarize the work in teams, technical knowledge, and in time task completion.
- CO5 Develop a report that describes, assess and evaluate the data solving techniques to recommendations based on results.
- CO6 Design mathematical models for problems that arise in various disciplines.

## IV. COURSE CONTENT:

### MODULE - I: LINEAR PROGRAMMING (09)

Operation Research – Introduction, Models, Areas of Application. Linear Programming (L.P.): Mathematical Formulation of L.P. problem. Graphical Method and Special Cases: Alternative optimal solutions, unbounded solutions, infeasible solutions. Simplex Method – Concept of slack, surplus & artificial variables. Manual solutions of L.P.P. up to 3 iterations. Minimization & Maximization Problems.

### MODULE - II: ASSIGNMENT AND TRANSPORTATION MODEL (09)

Algorithm for solving assignment model, Hungarian's method for solving assignment problem, variations of assignment problem: multiple optimal solutions, Maximization case in assignment problem. Unbalanced assignment problem and travelling salesman 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, various transportation Problems like unbalanced supply and demand and degeneracy.

### MODULE - III: NETWORK ANALYSIS (10)

Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks.

Finding earliest times, latest times and floats for events and activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis.

### MODULE - IV: DECISION THEORY (10)

Introduction, ingredients of decision problems, decision making under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

### MODULE - V: QUEUING THEORY (10)

Queuing structure and basic components of a queuing model, distributions in queuing model, Differences in queuing model with FCFS, queue discipline, single and multiple service station with finite and infinite population.

## V. TEXTBOOKS:

1. Stacho, Juraj. "Introduction to operations research", 10<sup>th</sup> edition, 2021.
2. Stevenson J. William, "Operations Management", Tata McGraw-Hill, 13<sup>th</sup> edition, 2017
3. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, "Quantitative Analysis for Management", Pearson Education, 11<sup>th</sup> edition, 2017.
4. B Mahadevan, "Operations Management: Theory and Practice", Pearson Education India, 3<sup>rd</sup> edition, 2015.
5. Anderson, Sweeney, Williams, Camm, Martin. "Quantitative Methods for Business", 12<sup>th</sup> edition, Cengage Learning, 2013.
6. J.K. Sharma, "Operations Research-Theory and applications", MacMillan, 5<sup>th</sup> edition, 2013.
7. R. Panneerselvam, "Operations Research", PHI, 3<sup>rd</sup> revised edition, 2012.

## VI. REFERENCE BOOKS:

1. Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 1<sup>st</sup> edition, 2010.
2. Prem Kumar Gupta, "Introduction to Operations Research", S.Chand, 5<sup>th</sup> edition, 2012.
3. K.L Schgel, "Quantitative Techniques and Statistics", 3<sup>rd</sup> revised edition, 2012.
4. Hillier / Lieberman, "Introduction to operations research", TMH, 9<sup>th</sup> edition, 2012.
5. Hamdy A Taha, "Operations Research: An Introduction", Pearson, 9<sup>th</sup> edition, 2013.

## VII. Web References:

1. <http://web.itu.edu.tr/topcuil/ya/OR.pdf>
2. <http://textofvideo.nptel.iitm.ac.in/112106134/lec1.pdf>

### VIII. 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](https://books.google.co.in/books/about/Operations_Research.html?id=P9h42uyE72YC)
3. <https://www.bbau.ac.in/dept/UIET/EME-601%20Operation%20Research.pdf>
4. [http://eprints.stiperdharmawacana.ac.id/51/1/%5BJohn\\_Buglear%5D\\_Quantitative\\_Methods\\_for\\_Business\\_%28BookFi%29.pdf](http://eprints.stiperdharmawacana.ac.id/51/1/%5BJohn_Buglear%5D_Quantitative_Methods_for_Business_%28BookFi%29.pdf)
5. <https://www.scribd.com/document/441357778/N-D-Vohra-Quantitative-techniques-in-management-Tata-McGraw-Hill-2006-pdf>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

R-PROGRAMMING FOR BUSINESS ANALYTICS								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD20	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to know the fundamental skills in R programming and data analysis for effective business decision-making. R is a powerful and widely used programming language for data analysis, and this course will focus on its application in the context of business analytics.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The fundamentals of R programming and its significance in business analytics.
- II. The mechanisms of import, clean, and preprocess data for analysis.
- III. The basic statistical concepts and apply them to business data.
- IV. How to formulate and test hypotheses to make data-driven business decisions.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Demonstrate a strong grasp of R programming language fundamentals, including data structures, variables, and functions.
- CO2 Create a wide range of data visualizations using R, and effectively communicate insights and findings through charts and graphs.
- CO 3 Apply statistical techniques using R to analyze data, including descriptive statistics, hypothesis testing, and regression analysis.
- CO 4 Solve practical business problems by applying R to analyze and make data-driven decisions in various scenarios.
- CO 5 Interpret data analysis results and translate them into actionable insights for business decision-makers.
- CO 6 Enhance problem-solving skills, especially in the context of business analytics, to identify opportunities for improvement and innovation.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO R AND RSTUDIO (09)

Introduction to R and R Studio, Installing R and R Studio, R Studio Interface, Basic R syntax and data types, Basic operations in R, Importing and exporting data, Data frames and data manipulation, Sub setting and filtering data, Data cleaning and transformation.

#### MODULE - II: DATA VISUALIZATION WITH GGLOT2 (10)

Introduction to data visualization, Creating scatter plots, bar charts, and histograms, Customizing visualizations with ggplot2, Exploratory data analysis (EDA), Measures of central tendency and dispersion, Frequency distributions, Box plots and summary statistics, Data summarization and reporting.

### **MODULE - III: PROBABILITY, DISTRIBUTIONS AND HYPOTHESIS TESTING (10)**

Probability concepts, Probability distributions (normal, binomial, etc.), Sampling distributions, Central Limit Theorem.

Introduction to hypothesis testing, t-tests (one-sample, two-sample), Chi-squared tests, Type I and Type II errors.

### **MODULE - IV: LINEAR REGRESSION AND TIME SERIES ANALYSIS (10)**

Simple linear regression, Multiple linear regression, Model assessment and diagnostics, Predictive modeling, Introduction to time series data, Time series decomposition, Forecasting techniques, Seasonal decomposition and analysis.

### **MODULE - V: DATA MINING AND MACHINE LEARNING (09)**

Introduction to data mining and machine learning, Support vector machines (SVM), neural networks and deep learning, Model evaluation and hyper parameter tuning.

#### **V. TEXTBOOKS:**

1. "Efficient Data Manipulation with R" by Matt Dowle, Matt. Efficient Data Manipulation with R. Matt Dowle, 2019.
2. "R for Data Science" by Hadley Wickham and Garrett Grolemund Wickham, Hadley, and Garrett Grolemund. R for Data Science. O'Reilly Media, 2017.
3. "Business Analytics: Data Analysis & Decision Making" by Christian Albright and Wayne Winston Albright, Christian, and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Cengage Learning, 2016.
4. "Practical Data Science with R" by Nina Zumel and John Mount Zumel, Nina, and John Mount. Practical Data Science with R. Manning Publications, 2014.
5. "R Graphics Cookbook" by Winston Chang Chang, Winston. R Graphics Cookbook. O'Reilly Media, 2012.
6. "R Graphics" by Paul Murrell Murrell, Paul. R Graphics. Chapman and Hall/CRC, 2006.

#### **VI. REFERENCE BOOKS:**

1. "Text Mining with R: A Tidy Approach" by Julia Silge and David Robinson Silge, Julia, and David Robinson. Text Mining with R: A Tidy Approach. O'Reilly Media, 2017.
2. "Practical Statistics for Data Scientists" by Andrew Bruce and Peter Bruce Bruce, Andrew, and Peter Bruce. Practical Statistics for Data Scientists. O'Reilly Media, 2017.
3. "Data Science for Business" by Foster Provost and Tom Fawcett Provost, Foster, and Tom Fawcett. Data Science for Business. O'Reilly Media, 2013.
4. "Applied Predictive Modeling" by Max Kuhn and Kjell Johnson Kuhn, Max, and Kjell Johnson. Applied Predictive Modeling. Springer, 2013.

#### **VII. Web References:**

1. <http://www.sanfoundry.com/best.reference-books.com>
2. <http://www.managementhelp.org/management/theories.html>

#### **VIII. E-Text Books:**

1. <http://www.bayt.com/en/specialities/q/33147/whatare.com>
2. <http://www.semesteratsea.org<spring2017.com>
3. <https://www.heimkaup.is/contemporary-management>
4. <https://www.e-elgar.com/shop/gbp/contemporary-issues-in-management-9781783470006.html>
5. <https://kydopasaci.epaperiesnovel.icu/contemporary-challenges-in-management-book-12917ch.php#>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

PSYCHOLOGY AND LIFE								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD21	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

The course is designed to provide the basic understanding of the psychology of human behaviour. This will be given exposure to concepts, terminology, principles, and theories that comprise an introductory course in psychology.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The goals, fields and applications, development of Psychology from middle 19th century.
- II. The applications of psychology to disadvantaged groups, problems of social integration
- III. The nature and characteristics, types of stresses and changing behavior to save the environment.
- IV. The community psychology, understanding of communities and individuals within environments.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Identify psychology's contributions to increasing the development of human behavior.
- CO2 Use psychological applications to help disadvantaged populations make better decisions, manage stress, and behave better.
- CO3 Understand the various branches of psychology in order to address a wide range of human issues and/or improve one's quality of life.
- CO4 Describe the concept of nature, characteristics, and classification of environmental psychology to encourage long-term behavior and overall well-being.
- CO5 Determine environmental stress factors in order to reduce negative health impacts.
- CO6 Utilizing community psychology to protect people's health and well-being in their community.

### IV. COURSE CONTENT:

#### MODULE - I: FUNDAMENTALS OF PSYCHOLOGY (09)

Definition, goals, fields and applications, development of Psychology from middle 19th century, psychology in ancient India, The founding of experimental Psychology: Contributions of Weber, Fechner, Wundt and Eddinghaus, William James and Galton, Development of Psychology in India.

#### MODULE - II: APPLICATIONS AND FIELDS OF PSYCHOLOGY (10)

Applications of Psychology to disadvantaged groups, problems of social integration, Information technology and Mass media, Economic Development. Fields of Psychology: Social psychology, Educational psychology, Experimental psychology, Clinical psychology, Personality psychology.

#### MODULE - III: ENVIRONMENTAL PSYCHOLOGY (10)

Nature and Characteristics, classification of environment, Indian perspective on human

environment relationship.

Environmental stress: Nature and characteristics, Types of stresses, natural disorders, technological catastrophe, noise and air pollution, Changing behavior to save the environment.

#### **MODULE - IV: COMMUNITY PSYCHOLOGY (10)**

Introducing community psychology, understanding communities: Individuals within environments, Human diversity, preventing problem behavior and promoting social competence, Promoting community and social change.

#### **MODULE - V: CASE STUDIES (09)**

Case studies on current psychological cases.

#### **V. TEXTBOOKS:**

1. Weiten, Wayne. "Psychology: Themes and variations". Cengage Learning, 6<sup>th</sup> edition, 2021.
2. Martin, G. Neil. "The Psychology of Comedy", Routledge, 8<sup>th</sup> edition, 2021.
3. Best, Rachel. "Introductory Psychology-14080-PSYC 1010-J", 6<sup>th</sup> edition, 2021.
4. McKenna, Eugene. "Business psychology and organizational behavior", Routledge, 5<sup>th</sup> edition, 2020.
5. De Wall, C. Nathan, and David G. Myers. "Psychology in Everyday Life", Worth, 4<sup>th</sup> edition, 2016.
6. Lilienfeld, Scott, et al. "Psychology: From inquiry to understanding", Vol. 2. Pearson Higher Education AU, 7<sup>th</sup> edition, 2014.
7. Bell, P.A., Greene, T. C., Fisher, J.D., and Baum A. "Environmental Psychology", Wadsworth Group/ Thomson Learning, 10 Davis Drive Belmont CA, U.S.A. 5<sup>th</sup> edition, 2011.
8. Atkinson et al., Hilgard's, "Introduction to Psychology", Harcourt Brace, 13<sup>th</sup> edition, 1985.

#### **VI. REFERENCE BOOKS:**

1. Sahakian, William, S. Ed. History of Psychology, F.E. Peacock, Publishers, Inc. Itasca, Illinois, 1981.
2. Charles G. Morris, Albert Anthony Maisto, Ann Levine, "Psychology: An Introduction", 1980.

#### **VII. WEB REFERENCES:**

1. [http://ocw.mit.edu/ans7870/9/9.00SC/MIT9\\_00SCF11\\_text.pdf](http://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf)
2. [https://www.ivcc.edu/uploadedFiles/\\_faculty/\\_dockins/PSY\\_chapter1.pdf](https://www.ivcc.edu/uploadedFiles/_faculty/_dockins/PSY_chapter1.pdf)

#### **VIII. E-TEXT BOOKS:**

1. <http://www.blackwellpublishing.com/intropsych/pdf/chapter15.pdf>
2. [http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue\\_irm.pdf](http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue_irm.pdf)
3. [https://ocw.mit.edu/ans7870/9/9.00SC/MIT9\\_00SCF11\\_text.pdf](https://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf)





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

BUSINESS ETHICS AND CORPORATE GOVERNANCE								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD22	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

The course aims to develop an understanding of the underlying concepts of corporate governance, business ethics and CSR which are relevant to the contemporary business environment. It is designed to foster the understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. The course further aims to develop ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The growing importance of Corporate Governance in Indian and Global Context.
- II. The need for business ethics and corporate Governance in India
- III. The Codes and committees in corporate Governance.
- IV. The role of Board in corporate Governance

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Integrate the ethics of production, marketing, human resource management, finance, and accounting to be followed in professional life for the benefit of the organization.
- CO2 Narrate the ethics of media reporting and the ethics of healthcare services applicable to designing advertising for a product.
- CO3 Analyze the corporate governance system's failures and the corporate governance needs in India.
- CO4 Evaluate the theories of corporate governance and apply them in companies to solve the problems in business.
- CO5 Demonstrate the functions, structure, role, duties, and responsibilities of directors to follow in the organization.
- CO6 Integrate the ethics of production, marketing, human resource management, finance, and accounting to be followed in professional life for the benefit of the organization.

#### **IV. COURSE CONTENT:**

##### **MODULE - I: BUSINESS ETHICS THE CHANGING ENVIRONMENT (09)**

Business Ethics-introduction, Levels of Business Ethics-Five Myths about Business Ethics, stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.

##### **MODULE - II: PROFESSIONAL ETHICS (10)**

Introduction to Professional Ethics- Ethics in Production and Product Management-Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services.

##### **MODULE - III: CORPORATE GOVERNANCE (10)**

Introduction to Corporate Governance - Major Corporate Governance Failures- Need for Corporate Governance - Corporate Governance in India.

Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies.

##### **MODULE - IV: ROLE OF BOARD (10)**

Functions of the Board, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage. Conflicts of Interest, Remedial Actions. Governance Ratings- Merits and Demerits.

##### **MODULE - V: CORPORATE SOCIAL RESPONSIBILITY (09)**

Definition, Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Core - BCSD India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a business strategy for sustainable development.

#### **V. TEXTBOOKS:**

1. Mulej, Matjaž, Gražyna O'Sullivan, and Tjaša Štrukelj, eds. "Social Responsibility and Corporate Governance", Palgrave Macmillan, 8<sup>th</sup>edition, 2021.
2. DA Silveira, Alexandre Di Miceli. "Corporate governance and ethical culture: Do boards matter" Review of Managerial Science, 4<sup>th</sup>edition, 2021.
3. Sateesh Kumar, "Corporate Governance", Oxford University Press, 3<sup>rd</sup>edition, 2015.
4. C. Fernando: "Business Ethics and Corporate Governance", Pearson, 2<sup>nd</sup>edition, 2018.
5. Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4<sup>th</sup>edition, 2016.
6. Khanka, S.S., 1.Christine A. Mallin, "Corporate Governance, Oxford University Press", 4<sup>th</sup>edition, 2016.
7. Christine A. Mallin, "Corporate Governance", Oxford University Press, 4<sup>th</sup>edition, 2016.
8. Sharma, J.P., "Corporate Governance, "Business Ethics & CSR", Ane Books Pvt Ltd, New Delhi, 7<sup>th</sup> edition, 2015.

#### **VI. REFERENCE BOOKS:**

1. Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.
2. Sateesh Kumar, "Corporate Governance", Oxford University Press, 2015.
3. N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
4. A. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
5. SK Mandal, "Ethics in Business and Corporate Governance", TMH, 2012.
6. C.S.V. Murthy "Business Ethics", Himalaya Publishing House, 2012.

#### **VII. WEB REFERENCES:**

1. ICSI and Taxmann Publication: "Corporate Governance".

2. A.C. Fernando: “Corporate Governance: Principles, Policies and Practices”.
3. Inderjit Dube: “Corporate Governance”.
4. Sanjiv Aggarwal: “Corporate Governance: Concepts and Dimensions”.
5. P.V. Sharma and S. Rajani: “Corporate Governance: Contemporary Issues and Challenges”.
- John Caver: “Board Leadership”.

#### **VIII. E-TEXT BOOKS:**

1. <https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf>
2. <http://www.himpub.com/documents/Chapter2975.pdf>
3. [http://ebooks.lpude.in/management/mba/term\\_3/DMGT301\\_DMGT503\\_CORPORATE\\_GOVERNANCE\\_AND\\_ETHICS.pdf](http://ebooks.lpude.in/management/mba/term_3/DMGT301_DMGT503_CORPORATE_GOVERNANCE_AND_ETHICS.pdf)
4. <https://www.elgaronline.com/view/9781849803717.xml>
5. <https://www.booktopia.com.au/business-ethics-corporate-governance-dynamics-in-zimbabwe-mufaro-gunduza/ebook/1230004366645.html>
6. [file:///C:/Users/somen/Downloads/CIMA%20-%20C05%20Fundamentals%20of%20Ethics,%20Corporate%20Governance%20and%20Business%20Law\\_%20Study%20Text%20\(%20PDFDrive%20\).pdf](file:///C:/Users/somen/Downloads/CIMA%20-%20C05%20Fundamentals%20of%20Ethics,%20Corporate%20Governance%20and%20Business%20Law_%20Study%20Text%20(%20PDFDrive%20).pdf)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

DISASTER MANAGEMENT								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD23	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. 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 reduces the potential losses from hazards, assure prompt and appropriate assistance to the victims of a disaster, and achieve a rapid and effective recovery.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- The specific contributions of the Red Cross/Red Crescent movement to the practice and conceptual understanding of disaster management and humanitarian response and their significance in the current context
- Develop an understanding of standards of humanitarian response and practical relevance in specific types of disasters and conflict situations
- The strengths and weaknesses of disaster management approaches, planning and programming in different countries, particularly their home country
- Recognize issues, debates and challenges arising from the nexus between paradigm of development and disasters.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Outline the disaster management concepts to reduce the risks and consequences.
- CO2 Discuss various aspects of emergencies and society's role for disaster communication to get an immediate response
- CO3 Analyze the concept of disaster communication for experiences of the international disaster management efforts.
- CO4 Demonstrate the critical analysis of international disaster management and identify gaps that improve strong coordination.
- CO5 Recognize Disaster Administration to reduce the vulnerability of the disaster
- CO6 Apply the scientific tools of disaster management to prevent the risk involved in natural disasters.

#### IV. COURSE CONTENT:

##### **MODULE - I: TYPES, TRENDS, CAUSES, CONSEQUENCES AND CONTROL OF DISASTERS (09)**

Geological Disasters (earthquakes, landslides, tsunamis, mining); Hydro-Meteorological Disasters (floods, cyclones, lightning, thunder-storms, hail storms, avalanches, droughts, cold and heat waves); Biological Disasters (epidemics, pest attacks, forest fire); Technological Disasters (chemical, industrial, radiological, nuclear) and Manmade Disasters (building collapse, rural and urban fire, road and rail accidents, nuclear, radiological, chemicals and biological disasters); Global Disaster Trends – Emerging Risks of Disasters – Climate Change and Urban Disasters.

##### **MODULE - II: DISASTER MANAGEMENT CYCLE AND FRAMEWORK (10)**

Disaster Management Cycle – Paradigm Shift in Disaster Management Pre-Disaster – Risk Assessment and Analysis, Risk Mapping, Prevention and Mitigation of Disasters, Early Warning System; Preparedness, Capacity Development; Awareness During Disaster – Evacuation – Disaster Communication – Search and Rescue – Emergency Operation Centre – Incident Command System – Relief and Rehabilitation – Post-disaster – Damage and Needs Assessment, Restoration of Critical Infrastructure – Early Recovery – Reconstruction and Redevelopment.

##### **MODULE - III: INTERNATIONAL DISASTER MANAGEMENT EXPERIENCE (10)**

International Disaster Management Experience: International disaster management efforts during Spanish Flu (1918), Tsunamis (2004) and COVID (2019). The Cuban Model of Hurricane Risk Management, Japan's Emergency Management and response System. Bangladesh multi-hazard risk reduction Model. Critical analysis of International disaster management experience- identifying gaps and best practices.

##### **MODULE - IV: DISASTER ADMINISTRATION (10)**

Disaster Administration: United Nations and its Disaster Management Mechanism UNDP, UNDRR, WHO. Disaster Administration in India: Disaster Management Authority at National, State and District levels; Allied governmental bodies, institutions and mechanisms/resources for Disaster Management; State and National Disaster Mitigation Funds. Gaps in Disaster Policy and Administration

##### **MODULE - V: APPLICATIONS OF SCIENCE AND TECHNOLOGY FOR DISASTER MANAGEMENT (09)**

Geo-informatics in Disaster Management (RS, GIS, GPS and RS) Disaster Communication System (Early Warning and Its Dissemination) Land Use Planning and Development Regulations Disaster Safe Designs and Constructions Structural and Non-Structural Mitigation of Disasters S&T Institutions for Disaster Management in India.

#### V. TEXTBOOKS:

1. Rivera, Jason D., ed. "Disaster and Emergency Management Methods: Social Science Approaches in Application", Routledge, 8<sup>th</sup> edition, 2021.
2. Kapoor, Mukesh. "Disaster management", Saurabh Publishing House, 6<sup>th</sup> edition, 2020.
3. Elvas, Luís B., "Disaster Management in Smart Cities", Smart Cities, 4<sup>th</sup> edition, 2021.
4. D.R Khullar, "Environment & Disaster Management", 3<sup>rd</sup> edition, 2021.
5. Brebbia, C. A., ed. "Disaster Management", WIT Press, 6<sup>th</sup> edition, 2018.
6. Frumkin, Howard, ed. "Environmental health: from global to local", John Wiley & Sons, 11<sup>th</sup> edition, 2016.
7. Encyclopedia of Disasters – Environmental Catastrophes and Human Tragedies, Vol. 1 & 2, Angus M. Gunn, Greenwood Press, 2008.
8. Encyclopedia of disaster management, Vol I, II and III Disaster management policy and administration, S L Goyal, Deep & Deep, New Delhi, 2006.

## **VI. REFERENCE BOOKS:**

1. Manual on natural disaster management in India, M C Gupta, NIDM, New Delhi
2. R K Bhandani, "An overview on natural & man-made disasters and their reduction", CSIR, New Delhi
3. World Disasters Report, International Federation of Red Cross and Red Crescent, Switzerland, 2009.
4. Coppola D P, "Introduction to International Disaster Management", Elsevier Science (B/H), London, 2007.
5. Disasters in India Studies of grim reality, Anu Kapur & others, 2005, 283 pages, Rawat Publishers, Jaipur.
6. Management of Natural Disasters in developing countries, H.N. Srivastava & G.D. Gupta, Daya Publishers, Delhi, 2006, 201 pages.
7. H. K. Gupta (Ed) Disaster Management, Universities Press, 2<sup>nd</sup> edition, 2003.
8. R. B. Singh (Ed) Disaster Management, Rawat Publication, 1<sup>st</sup> edition, 2000.

## **VII. Web References:**

1. [http://ndmindia.nic.in/disaster\\_management\\_in\\_india\\_09052017.pdf](http://ndmindia.nic.in/disaster_management_in_india_09052017.pdf)
2. <http://epdfiles.engr.wisc.edu/dmcweb/AA02AimandScopeofDisasterManagement.pdf>

## **VIII. E-Text Books:**

1. [https://www.iare.ac.in/sites/default/files/lecture\\_notes/dm%20notes.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/dm%20notes.pdf)
2. <http://www.cbse.nic.in/natural%20hazards%20&%20disaster%20management.pdf>
3. <http://196.223.158.148/bitstream/handle/123456789/619/Improving%20Disaster%20Management.pdf?sequence=1&isAllowed=y>
4. [https://books.google.co.in/books?hl=en&lr=&id=s6oxEraQWWwC&oi=fnd&pg=PP1&dq=disaster+MANAGEMENT&ots=tTefaw793r&sig=2SXMNkQHRieKKXn4dLFRg0ljKQY&redir\\_esc=y#v=onepage&q=disaster%20MANAGEMENT&f=false](https://books.google.co.in/books?hl=en&lr=&id=s6oxEraQWWwC&oi=fnd&pg=PP1&dq=disaster+MANAGEMENT&ots=tTefaw793r&sig=2SXMNkQHRieKKXn4dLFRg0ljKQY&redir_esc=y#v=onepage&q=disaster%20MANAGEMENT&f=false)
5. <https://www.mdpi.com/2624-6511/4/2/42>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

TOTAL QUALITY MANAGEMENT								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD24	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to introduce the principles and practices of Total Quality Management, a management philosophy focused on continuous improvement, customer satisfaction, and the pursuit of excellence in all aspects of an organization. Students will learn about the key principles, tools, and strategies for implementing TQM in various business settings.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The quality concept, principles, tools, statistical process control for the implementation of quality management with ISO certification process.
- II. Explore TQM principles and its significance.
- III. The summarize tools and techniques of TQM.
- IV. Demonstrate quality management systems.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Apply TQM tools and techniques to improve processes and operations.
- CO2 Identify and address quality issues within an organization.
- CO3 Analyze customer needs and expectations to enhance satisfaction.
- CO4 Implement continuous improvement practices in various business contexts.
- CO5 Assess the role of leadership and employee involvement in TQM.
- CO6 Interpret case studies and real-world examples of successful TQM implementations.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO TOTAL QUALITY MANAGEMENT (09)

Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, TQM Framework, Quality Philosophies, Contributions of Deming, Juran and Crosby, Feiganbaum, Ishikawa and Taguchi, Barriers to TQM, Quality Statements, Customer Focus, Customer Orientation, Customer satisfaction, Customer Complaints, Customer Retention, Costs of Quality.

#### MODULE - II: TQM PRINCIPLES (10)

Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, Supplier Partnership, Partnering, Supplier Selection, Supplier Rating.

#### MODULE - III: STATISTICAL PROCESS CONTROL (10)

Statistical Fundamentals such as Mean and Standard Deviation, Chance and Assignable Causes, Control



Charts for Variables, Process Capability Analysis such as Cp and Cpk, Seven basic (Traditional) Quality Control Tools: 1) Check Sheets (Tally Sheet) 2) Stratification (Alternatively, Flowchart or Run-chart) (Trend Analysis) 3) Histograms 4) Pareto Chart (80-20 Rule) 5) Cause-and-Effect Diagrams (Fishbone or Ishikawa Diagram) 6) Scatter Diagrams 7) Control charts.

#### **MODULE - IV: TOOLS AND TECHNIQUES (10)**

Quality Functions Development (QFD), Benefits, Voice of Customer, Information Organization, House of Quality (HOQ), Building a HOQ, QFD Process, Taguchi Method and Quality Loss function, Failure Mode Effect Analysis (FMEA): Requirements of Reliability, Failure rate, Total Productive Maintenance (TPM), Seven New Management Tools for Process Improvement: Affinity diagram, Interrelationship Diagram, Tree Diagram, Matrix Diagram, Matrix Data Analysis, Arrow Diagram, Process Decision program Chart, Benchmarking and POKA YOE, Six Sigma, Methodologies: DMAIC, DFSS, Six Sigma Belts, Quality Circles.

#### **MODULE - V: QUALITY MANAGEMENT SYSTEMS (09)**

Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors.

#### **V. TEXTBOOKS:**

1. Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018.
2. Bester field, et al., Total Quality Management, Pearson Education Asia, 3e, 2006.
3. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.
4. Janakiraman. B and Gopal.R.K., “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.

#### **VI. REFERENCE BOOKS:**

1. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.

#### **VII. Web References:**

1. <https://www.igi-global.com/chapter/the-changes-brought-by-total-quality-management-to-cognitive-learning/264577>

#### **VIII. E-Text Books:**

1. <https://www.igi-global.com/book/digital-technology-advancements-knowledge-management/257158>
2. [https://books.google.co.in/books/about/Digital\\_Technology.html?id=My7Zr0aP2L8C&redir\\_esc=y](https://books.google.co.in/books/about/Digital_Technology.html?id=My7Zr0aP2L8C&redir_esc=y)





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

RURAL MARKETING								
II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD25	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

This course is designed to provide the unique challenges and opportunities in marketing products and services in rural areas. Rural marketing is distinct from urban marketing due to factors such as lower income levels, diverse cultures, and infrastructure limitations. Students will learn strategies, tools, and best practices for effectively reaching and serving rural markets.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India.
- II. The different rural marketing strategies to be adopted by the corporate.
- III. The rural market brand and channel management aspects.
- IV. The factors that influence rural consumers during purchase of products

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Understand the characteristics and dynamics of rural markets.
- CO2 Develop marketing strategies tailored to rural consumers and businesses.
- CO3 Identify and analyze the cultural, economic, and social factors influencing rural marketing.
- CO4 Evaluate the role of technology and digital marketing in rural areas.
- CO5 Implement distribution and supply chain strategies for reaching rural customers.
- CO6 Analyze case studies and real-world examples of successful rural marketing initiatives.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION (09)

Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing Vs Urban Marketing, Parameters Differentiating Urban & Rural Market, Differences in Consumer Behavior in Rural and Urban Markets.

#### MODULE - II: RURAL MARKETING MIX (10)

Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix, New Product Development for Rural Market, Rural Market Product Life Cycle, Objectives behind New Product Launch, New Product Development process.

#### MODULE - III: RURAL MARKET BRAND & CHANNEL MANAGEMENT (10)

Brand Loyalty in Rural Market, Regional Brands Vs National Brands, Channel Management, Indian Rural Retail Market, Rural Retail Channel Management, Strategies of Rural Retail Channel Management.

#### **MODULE - IV: RURAL MARKET RESEARCH (10)**

Sources of Information, Factors Influencing Rural Consumers during Purchase of Products, Rural Consumer Life style, Approaches and Tools of Marketing Research, Rural Business Research, Evolution of Rural Marketing Research, Sources and Methods of Data Collection, Data Collection Approaches in Rural Areas, Data Collection Tools for Rural Market. Limitation and Challenges in Rural Marketing Research, Role of Rural Marketing Consulting Agencies.

#### **MODULE - V: APPLICATIONS AND INNOVATIONS (09)**

Marketing of Consumer Products, Services, Social Marketing, Agricultural Marketing, Rural Industry Products, Innovation for Rural Market, Marketing Strategies, eRural Marketing, Agricultural Co-operative Marketing, Rural Market Mapping, Corporate Social Responsibility, Organized Rural Marketing, IT for Rural Development, e-Governance for Rural India.

#### **V. TEXTBOOKS:**

1. Dinesh Kumar, Punam Gupta, Rural Marketing, Sage Publications, 2017.
2. Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016.
3. T P Gopalaswamy, Rural Marketing, Environment, problems and strategies, Vikas Publications, 3e, 2016.
4. Sanal Kumar Velayudhan, Rural Marketing, Sage Publications, 2e, 2012.

#### **VI. REFERENCE BOOKS:**

1. C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
2. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.

#### **VII. Web References:**

1. <http://mft.info/core/uploads/sites/32/2016/04/ENVIRONMENTAL-SCIENCE.pdf>
2. [http://collegesat.du.ac.in/UG/Envinromental%20Studies\\_ebook.pdf](http://collegesat.du.ac.in/UG/Envinromental%20Studies_ebook.pdf)

#### **VIII. E-Text Books:**

1. [http://www.ed.gov.nl.ca/edu/k12/curriculum/documents/science/highschool/ES3205\\_student\\_text\\_chapter\\_1.pdf](http://www.ed.gov.nl.ca/edu/k12/curriculum/documents/science/highschool/ES3205_student_text_chapter_1.pdf)
2. <https://www.taylorfrancis.com/books/mono/10.4324/9780203974988/environmental-management-geoff-wilson-raymond-bryant>
3. <https://open.umn.edu/opentextbooks/textbooks/562>
4. <https://www.textbooks.com/Environmental-Science-16th-Edition/9781337569613/G-Tyler-Miller-and-Scott-Spoolman.php?CSID=2CUAAZWO3J3SMTTCOAUCTSOB>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

LOGISTICS AND SUPPLY CHAIN MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD26	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Marketing Management								

### I. COURSE OVERVIEW:

The course brings the knowledge in terms of basic concept of supply chain concepts and logistics. The course also gives exposure on competitive advantage and its uses and supply chain management and its focus areas and also to know the measurement of logistics performance and various kinds of cost drivers associated in logistics performance, the course also gives the focus on supply chain and logistics relationships and strategies applied in benchmarking. The course provides the knowledge about the various sourcing decisions and transporting methods and pricing of products and finally how to get the competitive advantage in the area of logistics by managing global logistics and global supply chains.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
- II. The various functions of logistics management.
- III. How to explore and designing of the supply chain network.
- IV. The significance of establishing global supply chain.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Appraise one's competitive strategy through the application of logistics in business.
- CO2 Narrate about the measurement of logistics effectiveness to take corrective actions.
- CO3 Examine the performance of logistics for optimum utilization to obtain competitive advantage.
- CO4 Identify different kinds of supply chain relationship operations associated with the business organizations for maintaining effective supply chain relations.
- CO5 Appraise on the effective channel maintenance and structure for facilitating the commodities available at destination points.
- CO6 Organize the sourcing and transporting decisions for the propose minimizing the transporting cost and cost of purchase.

#### IV. COURSE CONTENT:

##### **MODULE - I: UNDERSTANDING SUPPLY CHAIN (09)**

Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.

##### **MODULE - II: LOGISTICS (10)**

Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).

##### **MODULE - III: DESIGNING THE SUPPLY CHAIN NETWORK (10)**

Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice.

Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modeling for Supply Chain.

##### **MODULE - IV: SUPPLY CHAIN PERFORMANCE (10)**

Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.

##### **MODULE - V: COORDINATION IN A SUPPLY CHAIN (10)**

Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.

#### V. TEXT BOOKS:

1. IMT Ghaziabad Advanced Supply Chain Management, Sage Publications, 2021.
2. Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
3. K Sridhara Bhat, Logistics & Supply Chain Management, HPH, 1e, 2017.
4. Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.

#### VI. REFERENCE BOOKS:

1. Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1<sup>st</sup> edition, 2005.
2. Ballou, R.H. Business Logistics Management. Pearson Education, 5<sup>th</sup> edition, 2014.
3. Coyle, Bardi, Langley, "The Management of Business Logistics – A Supply Chain Perspective", Thomson Press, 7<sup>th</sup> edition, 2003.

#### VII. Web References:

1. <http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf>
2. <http://www.pitt.edu/~druzdzet/psfiles/dss.pdf>

### VIII. E-Text Books:

1. <https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download>
2. <http://link.springer.com/book/10.1007%2F978-3-540-48713-5>
3. <https://www.jerrypost.com/Books/MISBook/Bookfiles5/Chapters/MISPost-Preface-500.pdf>
4. [https://www.researchgate.net/profile/Javed-Saani/publication/340647719\\_Management\\_Information\\_Systems/links/5eb7f7fe299bf1287f782bb5/Management-Information-Systems.pdf](https://www.researchgate.net/profile/Javed-Saani/publication/340647719_Management_Information_Systems/links/5eb7f7fe299bf1287f782bb5/Management-Information-Systems.pdf)
5. [https://repository.dinus.ac.id/docs/ajar/Kenneth\\_C.Laudon,Jane\\_P\\_.Laudon\\_Management\\_Information\\_Sysrem\\_13th\\_Edition\\_.pdf](https://repository.dinus.ac.id/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_Management_Information_Sysrem_13th_Edition_.pdf)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

PRODUCTION AND OPERATIONS MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD27	Core	L	T	P	C	CIA	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Quantitative Analysis and Business Decisions								

### I. 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.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The skills which are necessary to analyze and synthesize the many inter relationships inherent socio-economic productive systems.
- II. The Enterprise Resource Planning and MRPII systems which are used in managing operations.
- III. The different leadership skills in business operations.
- IV. The cost systems of inventory control like ABC, VED, FNSD analyses and Value analysis.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- |      |  |
|------|--|
| 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 |
| CO 2 | Demonstrate the ability to schedule and control production processes in order to reduce production time and costs.   |
| CO 3 | Summarize the basic ideas of quality circles, quality assurance, and quality control to improve decision-making abilities.   |
| CO 4 | Conclude the quality processes, tools, and techniques in the manufacturing and service sectors to improve their operational performance.                                 |
| CO 5 | Describe the Materials Requirement Planning and MRPII systems to choose the optimum quality.   |
| CO 6 | Recognize the importance of store management and inventory control to ensure their availability with minimum capital lock up.  |

#### **IV. COURSE CONTENT:**

##### **MODULE - I: INTRODUCTION TO OPERATIONS MANAGEMENT (10)**

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.

##### **MODULE - II: SCHEDULING AND CONTROL OF PRODUCTION OPERATIONS (10)**

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.

##### **MODULE - III: QUALITY CONTROL (10)**

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, and 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.

##### **MODULE - IV: MATERIALS MANAGEMENT (09)**

Need and importance of materials management-materials requirement planning materials budgeting-techniques for prioritization of materials-sources of supply of materials, selection, evaluation and performance of suppliers make or buy decisions and its implications under various circumstances vendor rating, determinants of vendor rating, concept of waste management.

##### **MODULE - V: STORES MANAGEMENT (09)**

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.

#### **V.TEXT BOOKS:**

1. Jay Heizer, Barry Render, Chuck Munson, "Operations Management", 12<sup>th</sup> edition, Pearson, 2020.
2. Stevenson J. William, "Operations Management", 13<sup>th</sup> edition, Tata McGraw-Hill, 2017.
3. Jay Heizer, Barry Render, "Operations Management", 11<sup>th</sup> edition, 2016.
4. B Mahadevan, "Operations Management: Theory and Practice", Pearson Education India, 3<sup>rd</sup> edition, 2015.
5. K Aswathappa, K Shridhara Bhat, "Production and Operations Management", Himalaya Publishing House Pvt. Ltd, 2<sup>nd</sup> edition 2015.
6. Panneerselvam R, "Production and Operations Management", Prentice Hall India Learning Private Limited, 3<sup>rd</sup> edition, 2012.
7. Mahadevan.B, "Operations Management", Pearson Education, Revised 2<sup>nd</sup> edition, 2010.
8. Stevenson J. William, "Operations Management", Tata McGraw-Hill, 9<sup>th</sup> edition, 2009.
9. James R Evans, David A. Collier, "Operations Management", Cengage Learning, 3rd edition, 2007.

#### **VI. REFERENCE BOOKS:**

1. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", HPH, 2<sup>nd</sup> edition, 2010.

2. Ray Wild, “Operations Management, Thomson Learning, 1<sup>st</sup> edition, 2003.
3. Kanishka Bedi, “Production and Operations Management”, Oxford University Press, 2<sup>nd</sup> edition, 2007.
4. Upendra Kachru, “Production and Operations Management”, Excel Books, 2<sup>nd</sup> edition, 2010.

#### **VII. Web References:**

1. [http://tn.upi.edu/pdf/Operations\\_Management.pdf](http://tn.upi.edu/pdf/Operations_Management.pdf)
2. <https://notendur.hi.is/~kth93/3.20.pdf>

#### **VIII. E-Text Books:**

1. <http://ebooks.cambridge.org/ebook.jsf?bid=CBO9781139150002>
2. <http://www.ebook777.com/operations-management-11th-edition/>



## COURSES CONTENT

BUSINESS ANALYTICS								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD28	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Management Information Systems								

### I. COURSE OVERVIEW:

The course intends to provide knowledge of basic concept of business analytics like data, data science and its challenges. This course is going to give at length exposure on different types of analytics like data warehousing and data marts, meta data and data transformation and also gives knowledge on data mining and text mining and text analytics and web mining and data simulation and automated decision systems gives exposure on the concepts of Hadoop, python, machine learning and artificial intelligence for the purpose of analysis and decision making in business.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- Data handling and business analytical tools that can be used for decision- making in an organization.
- The data warehousing concepts, data mining techniques.
- The relationships between the underlying Business Processes of an Organization.
- Prescriptive Analytics and its types, and the various applications of business analytics on different domains.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Contrast on concepts, challenges and framework of business analytics for making effective business decisions.
- CO2 Demonstrate data warehousing architecture and data marts for reporting and performance measurement through visual analytics.
- CO3 Summarize the data mining, and text mining to extract information from the web, analyze weblogs, etc.
- CO4 Develop suitable system for web mining process to web analytics and easy access of data.
- CO5 Experiment with prescriptive analytics and its models to develop effective decision making support system.
- CO6 Distinguish the Finance, HR and Marketing analytics and big data technologies for applying them in their respective fields.

### IV. COURSE CONTENT:

#### MODULE - I: INTRODUCTION TO BUSINESS ANALYTICS (09)

Introduction to Data, Importance of Analytics, Data for Business Analytics, Big Data, Business Analytics in Practice. Data Visualization, Data Visualization Tools, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables.

## **MODULE - II: DESCRIPTIVE STATISTICS ANALYTICS (10)**

Population and Samples, Measures of location, Measures of Dispersion, Measures of Variability, Measures of Association. Probability Distribution and Data Modeling, Discrete Probability Distribution, Continuous Probability Distribution, Random Sampling from Probability Distribution, Data Modeling and Distribution fitting.

## **MODULE - III: PREDICTIVE ANALYTICS (10)**

Karl Pearson Correlation Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares, Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA.

## **MODULE - IV: DATA MINING (10)**

Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

## **MODULE - V: SIMULATION (09)**

Random Number Generation, Monte Carlo Simulation, What If Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

### **V.TEXT BOOKS:**

1. James E.Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing, 1e, 2021.
2. Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019. U. Dinesh Kumar, "Business Analytics", Wiley, 2017.
3. Laursen, Thorlund, "Business Analytics for Managers", Wiley, 2<sup>nd</sup> edition, 2017.
4. Sahil Raj, "Business Analytics", Cengage Learning, 3<sup>rd</sup> edition, 2015
5. Albright, Winston, "Business Analytics - Data Analysis and Decision Making", Cengage Learning, 5<sup>th</sup> edition, 2015.
6. Jac Fitz, Mattox II, "Predictive Analytics for Human Resources", Wiley, 3<sup>rd</sup> edition, 2015
7. Ramesh Sharada, Dursun Delen, Efraim Turban, "Business Intelligence and Analytics", Pearson, 10<sup>th</sup> edition, 2014.
8. Jean Paul Isson, Jesse S. Harriot, "Win with Advanced Business Analytics", Wiley, 1<sup>st</sup> edition, 2012.
9. Gert H.N. Laursen, Jesper Thorlund, "Business Analytics for Managers", John Wiley and Sons, Inc. 2010.

### **VI. REFERENCE BOOKS:**

1. Artun, Levin, "Predictive Marketing", Wiley, 2<sup>nd</sup> edition, 2015.
2. R N Prasad, Seema Acharya, "Fundamentals of Business Analytics", Wiley, 2011.

### **VII. Web References:**

1. <https://www.pdfdrive.com/business-analytics-for-managers-taking-business-intelligence-beyond-reporting-e167628994.html>

### **VIII. E-Text Books:**

1. <https://www.pdfdrive.com/business-intelligence-and-analytics-e56416503.html>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

DIGITAL MARKETING								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD29	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Marketing Management								

### I. COURSE OVERVIEW:

This course is designed to understand the principles, strategies, and tools used in the field of online marketing. Digital marketing encompasses a wide range of activities aimed at promoting products, services, or brands using digital channels and platforms.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- The importance of digital marketing and its applications to increase sales.
- The setting up goal tracking in analytics like traffic sources, campaigns, keywords, landing pages, locations and so on.
- Know returning of visitors for effective business with visitor and customer loyalty.
- Social networking with face book, blogging as a social medium and micro blogging with twitter.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Develop a foundational understanding of digital marketing terminology, strategies, and best practices.
- CO2 Create and optimize websites and content for improved user experience and search engine visibility.
- CO3 Acquire the skills to create, manage, and optimize PPC advertising campaigns using platforms like Google Ads.
- CO4 Develop proficiency in creating and managing email marketing campaigns, building email lists, and using automation.
- CO5 Acquire skills in display advertising, native advertising, and remarketing strategies, including ad design and targeting.
- CO6 Understand mobile marketing strategies, including mobile app marketing and location-based marketing.

### IV. COURSE CONTENT:

#### MODULE - I: UNDERSTANDING DIGITAL MARKETING (10)

Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

#### MODULE - II: CHANNELS OF DIGITAL MARKETING (09)

Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

### **MODULE - III: DIGITAL MARKETING PLAN (10)**

Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

### **MODULE - IV: SEARCH ENGINE MARKETING AND ONLINE ADVERTISING (09)**

Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

### **MODULE - V: SOCIAL MEDIA MARKETING (10)**

Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

#### **V.TEXT BOOKS:**

1. Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.
2. Annmarie Hanlon, Digital Marketing: Strategic Planning & Integration, Sage Publications, 1 edition, 2019.
3. Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2<sup>nd</sup> edition, 2018.
4. Ryan Deiss, Russ Henneberry, “Digital Marketing for Dummies”, Tata McGraw, Hill, 5<sup>th</sup> edition, 2017.
5. Jan Zimmerman, Deborah Ng, “Social Media Marketing”, Pearson, 4<sup>th</sup> edition, 2017
6. Damian Ryan, “Understanding Digital Marketing: Marketing Strategies for Engaging The Digital Generation”, London; Philadelphia: Kogan Page, 3<sup>rd</sup> edition, 2015.
7. Dave Chaffey; Fiona Ellis-Chadwick, “Digital marketing: strategy, implementation and practice”, Harlow: Pearson, 1<sup>st</sup> edition, 2014.

#### **VI. REFERENCE BOOKS:**

1. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015.
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
5. Efraim Turban, Tae Lee, David King and H. Micheal Chung, “Electronic Commerce, Managerial Perspective”, Pearson Education Asia, 1st Edition, 2001.
6. CSV Murthy, “E-commerce-Concepts, Models and Strategies”, HPH, 1st Edition, 2001.
7. J. Christopher Westland and Theodore H K Clark, “Global Electronic Commerce, Theory and Case Studies”, Oxford Universities Press, 1st Edition, 2000.

#### **VII. Web References:**

1. [http://www.iaapa.org/docs/handout-archive---ops/mon\\_khan\\_digital-marketing.pdf](http://www.iaapa.org/docs/handout-archive---ops/mon_khan_digital-marketing.pdf)
2. [https://www.mitodesign.com/pedroguittton/phd\\_knowledge\\_center/pdf/digitalmarketing.pdf](https://www.mitodesign.com/pedroguittton/phd_knowledge_center/pdf/digitalmarketing.pdf)

#### **VIII. E-Text Books:**

1. <http://www.quirk.biz/emarketingtextbook>
2. <https://www.amazon.com/eMarketing-essential-guide-digital-marketing-ebook/dp/B006CWHY2W>

## COURSE CONTENT

SALES AND PROMOTION MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD30	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Marketing Management								

### I. COURSE OVERVIEW:

Sales and Promotions Management is a specialized area of study that focuses on planning, organizing, and executing sales and promotional strategies to drive product or service sales and enhance brand visibility. This course aims to provide students or professionals with the knowledge and skills necessary to design and manage sales and promotional campaigns effectively.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The basic concepts of sales and promotion management.
- II. The importance of advertising and choosing appropriate advertising media.
- III. The concepts associated with sales management.
- IV. The different aspects in sales promotion.
- V. The aspects of sales distribution.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Discuss the fundamental concept and evolution of promotion in marketing to design, implement, and evaluate effective promotional strategies in diverse marketing contexts.
- CO2 Demonstrate the relevance of various types of Advertising to gain practical insights into the dynamic world of advertising and creative design to media selection and regulatory compliance, preparing them for careers in marketing and communications.
- CO3 Describe the importance of sales management, discern various selling types
- CO4 Explain the concept of effective sales force management techniques, including recruitment, training, motivation, compensation, and performance evaluation.
- CO5 Enumerate the relevance of sales promotion strategies
- CO6 Examine the need for the distribution channels.

#### IV. COURSE CONTENT:

##### **MODULE - I: PROMOTION (09)**

Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. Managing Promotional Tools: Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.

##### **MODULE - II: ADVERTISING AND ADVERTISING MEDIA (09)**

A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.

B) **Types of Media:** Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

##### **MODULE - III: SALES MANAGEMENT (10)**

Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process.

Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation.

##### **MODULE - IV: SALES PROMOTION (10)**

Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion.

##### **MODULE - V: SALES DISTRIBUTION (10)**

Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management.

#### V. TEXT BOOKS:

1. Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
2. George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, McGraw Hill, 9e, 2017.
3. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016.

## **VI. REFERENCE BOOKS:**

1. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011.

## **VII. Web References:**

1. <https://www.studynama.com/community/threads/338-Brand-management-pdf-lecture-notes-ebook-download-for-mba-students>.
2. [http://www.kvimis.co.in/sites/kvimis.co.in/files/ebook\\_attachments/Keller%20Strategic%20Brand%20Management.pdf](http://www.kvimis.co.in/sites/kvimis.co.in/files/ebook_attachments/Keller%20Strategic%20Brand%20Management.pdf).

## **VIII. E-Text Books:**

1. <https://www.scribd.com/doc/17045977/product-and-brand-management-a-concise-note-on-everything-about-product-and-brand-management>.
2. [http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%204th%20semester%20ebook%20materials/dmgt508\\_product\\_and\\_brand\\_management.pdf](http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%204th%20semester%20ebook%20materials/dmgt508_product_and_brand_management.pdf).





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

CONSUMER BEHAVIOUR								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD31	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Marketing Management								

### I. COURSE OVERVIEW:

The aim of this course is to equip students with the knowledge and skills necessary to analyze and interpret consumer behavior, which is crucial for marketers and business strategists. Course delves into the intricacies of consumer decision-making. It explores psychological, social, and cultural factors influencing choices, emphasizing real-world applications through case studies. Students analyze market segmentation, research methodologies, and the consumer decision-making process.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The environmental influences on consumer behavior, perception and attitude of consumers.
- II. The consumer decision making and marketing ethics towards consumers.
- III. The primary market research studies for the mutual benefit of consumers and organizations.
- IV. The marketing decisions keeping in mind the consumer behavior.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Understand fundamental theories of consumer behavior.
- CO2 Examine social and cultural factors affecting choices.
- CO3 Analyze how these factors influence product preferences, buying decisions, and brand loyalty to develop the skills to assess, interpret, and influence consumer attitudes.
- CO4 Explain the concept of consumer attitudes and changing attitudes, consumer learning and information processing to develop the ability to critically assess and understand consumer attitudes, including the factors influencing their formation and the impact on purchasing decisions
- CO5 Analyze psychological influences on decision-making and evaluate stages of the consumer decision-making process to assess and apply these models in diverse marketing contexts.
- CO6 Recognize the need for the marketing ethics towards consumers to know how consumers can make informed choices aligned with societal and environmental well-being.



#### IV. COURSE CONTENT:

##### **MODULE - I: UNDERSTANDING CONSUMER BEHAVIOUR (08)**

Defining consumer behavior, why to study consumer behavior? Understanding consumer through research process, consumer behavior in a world of economic instability, rural consumer behavior, consumer segmentation, targeting and positioning, segmentation and branding, rural markets.

##### **MODULE - II: ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR (10)**

Influence of culture, sub culture, social class, social group, family and personality, cross cultural consumer behavior. Consumer Behaviour Models: Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model.

##### **MODULE - III: CONSUMER AS AN INDIVIDUAL (10)**

Personality and self-concept, consumer motivation, consumer perception.

Consumer attitudes and changing attitudes, consumer learning and information processing.

##### **MODULE - IV: CONSUMER DECISION MAKING PROCESSES (10)**

Problem recognition, search and evaluation, purchasing processes, post purchase behavior, models of consumer decision making, consumers and the diffusion of innovations.

##### **MODULE - V: CONSUMERISM AND ETHICS (10)**

Roots of consumerism, consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers.

#### V. TEXT BOOKS:

1. Loudon, L. D., & Albert, J. Della Bitta, "Consumer Behaviour", 4<sup>th</sup> edition," Tata McGraw Hill" in 2017.
2. Sheath and Mittal, "Consumer Behaviour Thompson learning" in 2015.
3. Solomon, M. R. "Consumer Behaviour: buying, having, and being," 11<sup>th</sup> edition, "Pearson Education India", in 2015.
4. Kumar Dinesh, "Consumer Behaviour" 1<sup>st</sup> edition, "Oxford publication" in 2015.
5. Schiffman and Kannik, "Consumer Behaviour" 11<sup>th</sup> edition, "Pearson Edition" in 2015.
6. David L. Loudon and Albert J. Della Bitta, "Consumer Behaviour", TMH, 4<sup>th</sup> Edition, 2011.
7. S. Ramesh Kumar, "Cases in Consumer Behaviour", Pearson, 1<sup>st</sup> Edition, 2011.
8. Suja R Nair, "Consumer Behaviour in Indian perspective", HPH, 2<sup>nd</sup> Edition, 2015.
9. Ramneek Kapoor, N. Namdi O Madichie, "Consumer Behavior", TMH, 1<sup>st</sup> Edition, 2012.
10. Michael R. Solomon, "Consumer Behaviour", PHI, 10<sup>th</sup> Edition, 2010.
11. Ramanuj Majumdar, "Consumer Behaviour", PHI, 1<sup>st</sup> Edition, 2011.

#### V. REFERENCE BOOKS:

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, "E-commerce-Business", Technology, Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce Framework, Technologies and Applications", 3<sup>rd</sup> Edition. Tata McGraw, Hill.

#### VII. Web References:

1. [https://d1.islamhouse.com/data/en/ih\\_books/single/en\\_Consumer\\_Behavior.pdf](https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf)
2. <http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD32	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Financial Management								

### I. 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.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The participants with the stock markets of India to provide a conceptual insight to the valuation of securities.
- II. Investment alternatives, process and portfolio management in an organization
- III. The changing domestic and global investment scenario in general and Indian capital market and operations of stock exchanges.
- IV. The theory and practice of portfolio management.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Describe the investment environment and management process to take various investment decisions.
- CO2 Evaluate the significance of risk and return relationship from Markowitz portfolio theory and mean variance approach.
- CO3 Analyze different types of bonds, interest rates and measuring bond yields in the real world.
- CO4 Apply bond pricing theorems and bond immunization for formulating active and passive bond management strategies.
- CO5 Summarize the overview of derivative market strategies to find out the strength of the firm in investment decisions
- CO6 Assess the trends in Indian mutual funds and measure their performances through various evaluation models.

#### **IV. COURSE CONTENT:**

##### **MODULE - I: INVESTMENT AND SECURITY ANALYSIS (10)**

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.

##### **MODULE - II: PORTFOLIO ANALYSIS (09)**

The returns and risks from investing Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model capital asset pricing model, arbitrage pricing theory.

##### **MODULE - III: BOND ANALYSIS AND VALUATION AND MANAGEMENT (10)**

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.

##### **MODULE - IV: EQUITY VALUATION AND DERIVATIVES (09)**

Equity analysis and valuation, balance sheet analysis equity valuation models, intrinsic value and market price, the p/e ratio and earnings multiplier approach, price/book value, price/ sales ratio, economic value added, overview of derivatives markets, option markets, option strategies and option valuation forward and future markets, strategies, stock index future, interest rate futures, swaps contracts.

##### **MODULE - V: MUTUAL FUNDS (10)**

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.

#### **V.TEXT BOOKS:**

1. Donald E. Fischer, Ronald J. Jordan & A K Pradhan, "Security Analysis and Portfolio Management", Pearson Education, 7<sup>th</sup> edition, 2018.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", 5<sup>th</sup> edition, McGraw Hill India, 2017.
3. Charles P. Jones, "Investments Principles and Concepts", 12<sup>th</sup> edition, Wiley India edition, 2016.
4. Shalini Talwar, "Security Analysis and Portfolio Management", Cengage Learning, 2016.
5. V.K. Bhalla, "Investment Management", S. Chand Publications, 17<sup>th</sup> edition, 2016.
6. William. Sharpe, Gordon J Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall, 2<sup>nd</sup> Edition, 2012.
7. Reilly, Brown, "Analysis of Investment and Management of Portfolios", Cengage, 1<sup>st</sup> Edition, 2012.

#### **VI. REFERENCE BOOKS:**

1. ZVI Bodie, Alex Kane, Alan J Marcus, "Investments", TMH, 3<sup>rd</sup> edition, 2012.
2. Donald E Fischer, Ronald J Jordan, "Security Analysis and Portfolio Management", 6<sup>th</sup> edition, 2012.
3. Prasanna Chandra, "Investment analysis and Portfolio Management" 4<sup>th</sup> edition, TMH, 2012.
4. Punithavathi Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House, 2<sup>nd</sup> edition, 2012.
5. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2<sup>nd</sup> Edition, 2012.

#### **VII. WEB REFERENCES:**

1. [http://164.100.133.129:81/econtent/Uploads/Security\\_Analysis\\_&\\_Portfolio\\_Management.pdf](http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf)
2. <http://www.ucipfg.com/Repositorio/MATI/MATI-08/BLOQUE-ACADEMICO/Unidad-4/lecturas/4.pdf>

#### **VIII. E-TEXT BOOKS:**

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



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

STRATEGIC MANAGEMENT ACCOUNTING								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD33	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Financial Management								

### I. COURSE OVERVIEW:

The course enlightens the student's 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 enables students to understand and solve various business problems. Budgetary control system helps in fixing the goals for the organization as a whole and concerned efforts are made for its achievements. Budgetary control system enables economies in the enterprise. Standard costing ascertains beforehand what should be the cost of a product and controls the cost of such product by facilitating the comparison of actual cost with pre-determined cost. This course includes appreciate and use financial statements as means of business communication. This course uses the analytical techniques and arriving at conclusions from financial information for the purpose of management control and decision making.

### II. COURSE OBJECTIVES:

The students will try to learn:

- The analytical and critical abilities related to management accounting and cost accounting.
- Management and cost accounting principles, techniques and their applications to various decision-making situations.
- The detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment.
- The elements which are involved in decision making, planning and control for the purpose of maximizing profitability and minimizing cost.
- The different types of costing methodologies for cost reduction and cost control and elimination of wastage in the production process.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Recall the cost concepts for demonstrating accounting and apportionment of overheads for the purpose of attaining accurate cost to perform effective role in planning and control.
- CO2 Outline the Importance of various costing systems and cost sheet preparation for comparing the costs of various production systems.
- CO3 Illustrate the applications of marginal costing which enable the managerial decision making
- CO4 Contrast the inter firm compares and solve problems accordingly.
- CO5 Recall the concepts of budget, budgetary control and audits in financial planning for effective cost controlling decisions
- CO6 Utilize the standard costing and variance analysis to make cost effective decisions.

#### IV. COURSE CONTENT:

##### **MODULE - I: MANAGEMENT ACCOUNTING VS. COST ACCOUNTING (10)**

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.

##### **MODULE - II: COSTING FOR SPECIFIC INDUSTRIES (09)**

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.

##### **MODULE - III: MAKE OR BUY DECISIONS (10)**

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.

##### **MODULE - IV: BUDGETARY CONTROL (10)**

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.

##### **MODULE - V: STANDARD COSTING (09)**

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.

#### V. TEXT BOOKS:

1. Dr.K.M.Bansal, Anjali Agarwal, "Strategic Financial Management", 4th Edition, Taxmann, August 2021.
2. Vassili Ioannidès de Lautour , Strategic Management Accounting, Springer Nature, 2019.
3. Wing Sun Li, Strategic Management Accounting, Springer Verlag, Singapore, 2017
4. Dr.Kamatam Srinivas, "Strategic Management Accounting", 1st Edition, Himalaya Publishing, 2016.
5. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani Publishers, 7th Edition, 2014.
6. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani Publishers, 7th Edition, 2014.
7. Hansen Mowen, "Cost and Management Accounting and Control", Thompson Publications, 5th Edition, 2012
8. M.N.Arora, "Cost Accounting", Himalaya Publishing House, 1st Revised Edition, 2010.
9. M.E. Thukaram Rao, "Management and Cost Accounting", New Age International Publisher, 1st Edition, 2007.
10. M.N.Arora, "Cost & Management Accounting", Himalaya Publishing House, 1st Edition, 2004.
11. S.K.Gupta and R.K.Shama, "Advanced Management Accounting", Kalyani Publishers, 2nd Revised Edition, 2003.

## **VII. REFERENCE BOOKS:**

1. Hansen Mowen, "Cost and Management Accounting and Control", Thompson Publications, 5<sup>th</sup> Edition, 2012
2. MN Arora, "Cost Accounting", Vikas Publications, 2<sup>nd</sup> edition, 2012.
3. Collin Drury, "Management and Cost Accounting", Cengage Publications, 8<sup>th</sup> edition, 2012.
4. Ravi.M.Kishore, "Management and Cost Accounting", Taxmann publications, 4<sup>th</sup> edition, 2012.
5. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2<sup>nd</sup> edition, 2012.

## **VIII. Web References:**

1. [http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20\(MODULE%20I%20PAPER%202\).pdf](http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20(MODULE%20I%20PAPER%202).pdf).
2. <https://www.cengagebrain.co.nz/content/9781408049044.pdf>

## **VIII. E-Text Books:**

1. <https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting>
2. <http://www.freebookcentre.net/Business/Accounting-Books.html>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

RISK MANAGEMENT AND FINANCIAL DERIVATIVES								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD34	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Financial Management								

### I. COURSE OVERVIEW:

The course enlightens the student's knowledge in terms of basic concept of risk, its types, and the need for risk management and their significance in regulating banking risks. Detailed examination of interest rate risk, market risk, credit risk, operational risk, and exchange rate risk. The objective of this course is to make students efficient in the area of Derivatives, such as Forwards, Future Markets, Swaps and Option Strategies. It gives understanding about the derivatives in stock, commodity and FOREX markets with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The concepts of Risk Management, measurements and risk management strategies using derivatives.
- II. Provide understanding of various risk measurement tools.
- III. Impart knowledge of various aspects in derivatives market.
- IV. The various aspects in Risk Management and techniques in Risk Management.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Discuss the various types of risks and their implications on business and financial markets.
- CO2 Make use of tools such as VaR and CaR for measuring and managing different types of risks.
- CO3 Explain the derivative market system and its origin and structure for better investment decisions.
- CO4 Classify the prices and interest rates of futures and forwards markets for controlling currency fluctuations.
- CO5 Explain the need, importance, principles and characteristics of options markets to promote strategic contracts and different pricing models, strategies and advanced options in hedging and currency options for promoting the trading
- CO6 Summarize the currency, commodity and equity index swaps and its valuation to fix the risk managed prices.



#### **IV. COURSE CONTENT:**

##### **MODULE – I: INTRODUCTION TO RISK MANAGEMENT (09)**

Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.

##### **MODULE - II: RISK MEASUREMENT TOOLS (09)**

Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms, Types of risk: Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. Value at Risk (VaR), Cash Flow at Risk: Applications and Problems on VaR&CaR.

##### **MODULE - III: INTRODUCTION TO DERIVATIVE MARKETS (10)**

Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. Forward and Future Contracts: Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market.

Futures Contract: Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.

##### **MODULE - IV: RISK MANAGEMENT TECHNIQUES – OPTIONS CONTRACT (10)**

Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, Put - Call Parity Theorem: Option Pricing, Arbitrage Pricing. Binomial Pricing Model: The Black- Scholes Options Pricing Model, Uses of Options Strategies.

##### **MODULE - V: RISK MANAGEMENT TECHNIQUES – SWAPS CONTRACT (10)**

SWAP Market and its Evolution, Interest Rate Swap: Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. Currency Swaps: Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, Equity Swap: Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

#### **V. TEXT BOOKS:**

1. John C Hull, “Risk Management and Financial Institutions”, Wiley, 5<sup>th</sup> edition, 2018.
2. Jayanth Rama Varma, “Derivatives and Risk management”, Tata McGraw Hill, 1<sup>st</sup> edition, 2011.
3. Don M Chance, Robert Brooks, “An Introduction to Derivatives and Risk Management”, 9<sup>th</sup> edition, Cengage, 2013.

#### **V. REFERENCE BOOKS:**

1. Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1<sup>st</sup> edition, 2012
2. Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1<sup>st</sup> edition, 2003.

#### **VI. Web References:**

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>.

#### **VIII. E-Text Books:**

1. [http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512\\_financial\\_institutions\\_and\\_services.pdf](http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512_financial_institutions_and_services.pdf).
2. <http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>.



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

TALENT AND PERFORMANCE MANAGEMENT SYSTEMS								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD35	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Human Resource Management								

### I. COURSE OVERVIEW:

The aim of this course is to enhance understanding of the significance, implementation, and integration of training and performance management practices within organizational frameworks. It covers competency development, talent acquisition, performance planning, and legal aspects of performance systems, fostering a holistic approach to human resource development.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The importance of talent and performance management.
- II. How companies integrate competencies with Talent management process.
- III. The various aspects in performance management.
- IV. The various aspects in PMS process, implementation and also employee development, Reward & Legal Systems.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Develop the ability to design and implement effective training programs aligned with organizational goals
- CO2 Enhance skills in aligning competency frameworks with various HR functions to optimize talent management strategies.
- CO3 Develop proficiency in designing and implementing effective performance management systems linked to organizational strategy.
- CO4 Explore the role of HR in performance management, determinants of performance, and different approaches such as traditional appraisal, MBO, and Balanced Scorecard.
- CO5 Acquire the ability to execute the performance management process effectively, from planning to assessment and corrective action.
- CO6 Explore personal development plans, 360-degree feedback, ongoing feedback, and coaching styles.

#### IV.COURSE CONTENT:

##### **MODULE – I: INTRODUCTION TO TRAINING MANAGEMENT (TM) (10)**

Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.

##### **MODULE - II: IMPLEMENTING COMPETENCY BASED TM (09)**

Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.

##### **MODULE - III: PERFORMANCE MANAGEMENT (PM) (10)**

Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.

##### **MODULE - IV: PMS PROCESS & IMPLEMENTATION (10)**

Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

##### **MODULE - V: EMPLOYEE DEVELOPMENT, REWARD & LEGAL SYSTEMS (09)**

Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.

#### V.TEXT BOOKS:

1. Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.
2. Sonal Minocha, Dean Hristov: An Integrated Approach, Sage Publications, 1e, 2019.
3. Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018.
4. Lance A. Berger, Dorthony R. Berger, TMH Education, 3e, 2018.
5. Jean Barbazette, "Training Needs Assessment: Methods, Tools, and Techniques" Wiley, 2014
6. P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training", Pearson Education, 4th Edition 2012.
7. Raymond A Noe, Amitabh De Kodwani, "Employee Training and Development", McGraw-Hill, 3rd edition .2012.
8. Employee Training and Development, Raymond A.Noel, TMH ,2009

#### V. REFERENCE BOOKS:

1. Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
2. Herman Aguinis, Performance Management, Pearson, 3e, 2013.
3. B.Rathan Reddy , "Effective Human Resource Training and development Strategy", Himalaya, 2009

## **VII. WEB REFERENCES:**

1. <https://www.pdfdrive.com/employee-training-development-5th-edition-e163863603.html>
2. <https://www.pdfdrive.com/training-and-development-and-employee-performance-in-district-assemblies-e117414389.html>

## **VIII. E-TEXT BOOKS:**

1. <http://trainingstation.walkme.com/5-best-employee-training-books/>
2. <https://www.free-books.net/ebook/Human-Resources-Management-Course>
3. <http://www.e-booksdirectory.com/listing.php?category=439>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

LEADERSHIP AND CHANGE MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD36	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Human Resource Management								

### I. COURSE OVERVIEW:

The aim of this course provides a comprehensive exploration of leadership concepts, theories, and strategies for managing organizational change. From understanding leadership motives to navigating complexities and implementing effective change, the course equips participants with essential skills for leadership in dynamic environments.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The concepts, philosophies, studies and approaches of leadership.
- II. The of various theories and styles of leadership.
- III. Orient on the role of leadership in changing business environment, with the help of various change management models.
- IV. Elucidate the aspects of organizational structure, culture and management of organizational change.
- V. Educate on the strategies for managing change through the process of organizational development.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Explore leadership as a process, effective behaviors, attitudes, and the interplay of leadership with power using various models like the Trait Approach and Managerial Grid.
- CO2 Examine contingency theories, transactional and transformational leadership, charismatic, authentic, servant, and adaptive leadership styles
- CO3 Explore the role of a leader in the changing business environment, qualities of a change leader, and organizational change models
- CO4 Analyze the impact of change on organizations, environmental triggers, and select change management models such as Kurt Lewin's Three-step Model and John Kotter's Eight-step Model.
- CO5 Explore power and conflict during change, integrated approaches to change management, and strategies for managing resistance.
- CO6 Examine factors for effective change and delve into Organization Development (OD) for change management to sustain change after intervention.

#### **IV.COURSE CONTENT:**

##### **MODULE – I: INTRODUCTION TO LEADERSHIP (09)**

Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, the Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin's Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton's Managerial Grid.

##### **MODULE - II: LEADERSHIP THEORIES AND STYLES (10)**

Contingency Theories of Leadership: Fiedler's Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), and the Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels.

##### **MODULE - III: LEADERSHIP& ORGANIZATIONAL CHANGE (10)**

Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin's Three-step Model, McKinsey's 7-S Model, Action Research Model, John Kotter's Eight-step Model, Organization Intelligence Model, ADKAR Model.

##### **MODULE - IV: MANAGEMENT OF ORGANIZATIONAL CHANGE (10)**

Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

##### **MODULE - V: STRATEGIES FOR MANAGING CHANGE (09)**

Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.

#### **V.TEXT BOOKS:**

1. Donald L Anderson, Organizational Development, Sage Publications, 5<sup>th</sup> edition, 2021.
2. Change Management & OD – Ratna Raina, Sage Publications, 1<sup>st</sup> edition, 2018.
3. Peter G. North house, Leadership Theory and Practice, Sage Publications, 1<sup>st</sup> edition, 2016.
4. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015

#### **VI. REFERENCE BOOKS:**

1. John P. Kotter, Leading Change, HBR Press, 2012.
2. Barbara Senior, Jocelyne Fleming, Organizational Change, 3<sup>rd</sup> edition, Pearson publications, 2010.

#### **VII. Web References:**

1. <https://play.google.com/books/reader?id=pUCPwDG8Qj8C&hl=en&pg=GBS.PR8>
2. <https://play.google.com/books/reader?id=EXiJDwAAQBAJ&hl=en&pg=GBS.PR11>
3. <https://play.google.com/books/reader?id=BTxwDQAAQBAJ&hl=en&pg=GBS.PT26.w.0.0.252>

#### **VIII. E-Text Books:**

1. <https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html>
2. <https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html>





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

EMPLOYEE RETENTION								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD37	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Human Resource Management								

### I. COURSE OVERVIEW:

The aim of this course offers a profound exploration of HR's strategic role, emphasizing planning, investment perspectives, organizational management, strategic planning, and the global dimensions of HRM. Participants will grasp the intricacies of aligning HR strategies with organizational goals, fostering talent quality management, and navigating global HR challenges.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The main differentiating features and characteristics of the strategic human resource management paradigm towards the firm performance.
- II. The key aspects of investment patterns towards the development of resources and forecasting the human resources needs of an organization.
- III. The strategic pay plans that are cost effective, that increase productivity of the work force, and comply with the legal framework.
- IV. The strategic international human resource management issues and cope up with the strategies with respect to global strategic alliances.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Explore the strategic role of HRM, delve into planning and implementing strategic HR policies.
- CO2 Examine investment considerations in HR, focusing on training and development, retention practices, job security, and non-traditional investment approaches.
- CO3 Describe the manage strategic skills for organizational renewal, navigate change, institute Talent Quality Management (TQM) programs.
- CO4 Create team-based organizations, and integrate HR with Business Process Resourcing (BPR) and flexible work arrangements.
- CO5 Explore the establishment of strategic pay plans, pricing managerial and professional jobs, compensation trends, and objectives of international compensation management.
- CO6 Examine the management of global HR, internationalization of business, improving international assignments, developing international staff, and strategies for global and transnational success.

#### **IV.COURSE CONTENT:**

##### **MODULE – I: INTRODUCTION TO STRATEGIC HRM (10)**

Strategic Role of HRM, Planning and Implementing Strategic HR Policies, HR Strategies to Increase Industry Performance.

##### **MODULE - II: INVESTMENT PERSPECTIVES OF HR(10)**

Investment Consideration, Investments in Training and Development, Investment Practices for Improved Retention, Investments in Job Security Work Courses, Non-Traditional Investment Approaches.

##### **MODULE - III: MANAGING STRATEGIC ORGANISATION (09)**

Managing Strategic Skills of Organizational Renewal, Managing Change and Instituting Talent Quality Management (TQM) Programs.

Creating Team based Organizations, HR and Business Process Resourcing (BPR), Flexible work Arrangement.

##### **MODULE - IV: ESTABLISHING STRATEGIC PLANS (10)**

Establishing Strategic Pay Plans, Determining Periods, Establishing Periods, Pricing Managerial and Professional Jobs, Compensation Trends, Objectives of International Compensation management, Approaches to International Compensation and benefits, Issues Related to Double Taxation and Cases

##### **MODULE - V: GLOBAL HRM (09)**

Managing Global HR and Internationalization of Business, Improving International Assignments through Selections, Training and Maintaining International Employee, Developing International Staff and Multinational Teams, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers and Human Resource Outsourcing

#### **V.TEXT BOOKS:**

1. Dr.Shalaka Parker, Mrs.Viral S. Ahire, “Strategic Human Resource Management”, 1<sup>st</sup> Edition, Nirali Prakashan, 2020.
2. Ekta Sharma, “Strategic Human Resource Management and Development”, Pearson Education, August, 2019.
3. Feza Tabassum Azmi, “Strategic Human Resource management”, Cambridge University Press, May 2019.
4. Gary Dessler, Biju Varrkey, “Human Resource Management”, Pearson Education, 2017.
5. Mathur, SP, “Strategic Human Resource Management”, 1<sup>st</sup> Edition, New Age International (P) Ltd Publishers, 2015.

#### **VII.REFERENCE BOOKS:**

1. Anuradha Sharma, Aradhana Khandekar, “Strategic Human Resource Management- Indian perspective” First Edition, Sage publications, New Delhi.
2. Anand Das Gupta “Strategic Human Resource Management –Formulating and implementing HR strategies for competitive advantage”. First Edition, Routledge – Taylor and Francis Group.
3. Peter Boxall and John Purcell, “Strategy and Human Resource Management” “Fourth Edition, Palgrave publications USA.
4. H.R. Appanniah. Vijay Kumar. “Strategic Human Resource Management”, Second Edition, Himalaya Publication House, Bangalore.
5. P. Subba Rao, “Strategic Human Resource Management” Second Edition, Himalaya Publication House, Bangalore.

## **VII. Web References:**

1. <https://play.google.com/books/reader?id=mM8oCwAAQBAJ&hl=en&pg=GBS.PR7>
2. [https://play.google.com/books/reader?id=Dtm\\_DgAAQBAJ&hl=en&pg=GBS.PR11](https://play.google.com/books/reader?id=Dtm_DgAAQBAJ&hl=en&pg=GBS.PR11)
3. <https://play.google.com/books/reader?id=MNfYDwAAQBAJ&hl=en&pg=GBS.PT5.w.2.29.4.0>
4. <https://play.google.com/books/reader?id=z9RjDwAAQBAJ&hl=en&pg=GBS.PT8>

## **VIII. E-Text Books:**

1. <https://www.pdfdrive.com/strategic-human-resource-management-e15459785.html>
2. <https://www.pdfdrive.com/strategic-human-resource-management-e6137887.html>
3. <https://www.pdfdrive.com/strategic-human-resource-management-a-guide-to-action-e18644941>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

BUSINESS INTELLIGENCE								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD38	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Management of Information Systems								

### I. COURSE OVERVIEW:

This course imparts knowledge for students are designed to equip aspiring business leaders with the essential knowledge and skills to harness the power of data for strategic decision-making, informed insights, and sustainable organizational growth. In today's dynamic business landscape, the ability to transform raw data into actionable intelligence is a critical skill for effective management and leadership. This course offers a comprehensive exploration of business intelligence concepts, tools, techniques, and their integration within modern business contexts.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The data ware housing, data mining for business intelligence.
- II. The business rules and data mining for business intelligence.
- III. How data-processing machines used for auto-abstracting and auto-encoding of documents.
- IV. The timeliness and quality of inputs to the decision process.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Recall the fundamental concepts and principles of business intelligence with sources of data within an organization.
- CO2 Contrast fundamental concepts and principles of business intelligence.
- CO3 Describe the role of data warehousing in supporting business intelligence
- CO4 Apply data visualization tools to create informative and interactive dashboards.
- CO5 Analyze case studies involving in business intelligence.
- CO6 Evaluate the ethical and legal implications of business intelligence practices.

### IV. COURSE CONTENT:

#### MODULE – I: INTRODUCTION TO BUSINESS INTELLIGENCE (10)

The business pressure, responses and support model, definition of business intelligence, architecture of business intelligence, styles of business intelligence, vents driven alerts, a cyclic process of intelligence creation. The value of business intelligence, value driven and information use, performance metrics and key performance indicators, horizontal use cases for business intelligence.

#### MODULE - II: DATA WARE HOUSING (10)

Definitions and concepts, data ware housing process an innovation, data warehousing implementation, data warehousing administration, security issues and future trends. Business performance management, overview strategic plan, monitor, performance measurement, business performance management methodologies, business performance management techniques, performance dashboard and scorecards.

### **MODULE - III: DATA MINING FOR BUSINESS INTELLIGENCE (05)**

Data mining concepts and definitions, data mining applications, artificial neural networks for data mining. Text and web mining, natural language processing.

Text mining applications, text mining process, tools, web mining overview, web content overview, web structure mining, web usage mining.

### **MODULE - IV: BUSINESS RULES (10)**

The value proposition of business rules, business rules approach, business rule system sources of business rules and management approach.

### **MODULE - V: BUSINESS INTELLIGENCE IMPLEMENTATION (10)**

Business intelligence and integration implementation, connecting in business intelligence systems, issues of legality, privacy and ethics, social networking and business intelligence.

#### **V. TEXT BOOKS:**

1. U.Dinesh Kumar, "Business Analytics", Wiley, 2017.
2. Laursen, Thorlund, "Business Analytics for Managers", 2nd Ed., Wiley, 2017.
3. Sahil Raj, "Business Analytics", 3rd Ed., Cengage Learning, 2015
4. Albright, Winston, "Business Analytics - Data Analysis and Decision Making", 5th Ed., Cengage Learning, 2015.
5. Jac Fitz, Mattox II, "Predictive Analytics for Human Resources", 3rd Ed., Wiley, 2015
6. Efraim Turban et al. "Business Intelligence", Pearson Education, 2<sup>nd</sup> Edition, 2012.
7. David Loshin "Business Intelligence", Elsevier, 2<sup>nd</sup> Edition, 2012.
8. Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2<sup>nd</sup> Edition, 2012.

#### **VI. REFERENCE BOOKS:**

1. Philo Janus, Stacia Misner, "Building Integrated Business Intelligence Solutions with SQL Server", TMH, 1st Edition, 2011.
2. Nina Godbole and Sunlit Belpre, "Cyber Security", Wiley India, 2nd Edition, 2012.

#### **VII. WEB REFERENCES:**

1. <http://www.redbooks.ibm.com/redbooks/pdfs/sg245415.pdf>
2. <http://www.win.tue.nl/~mpechen/courses/TIES443/handouts/lecture02.pdf>

#### **VIII. E-TEXT BOOKS:**

1. <http://bookboon.com/en/making-the-most-of-big-data-ebook> Freeman Management eBooks.com
2. <http://download.101com.com/tdwi/ww24/whatworks24digitaledition.pdf>

## COURSE CONTENT

DATABASE MANGEMENT SYSTEMS								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD39	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Management of Information Systems								

### I. COURSE OVERVIEW:

This course imparts knowledge and tailored for MBA students provides a comprehensive understanding of the fundamental concepts, principles, and practical applications of managing and utilizing databases in modern business environments. In today's data-driven world, the ability to effectively manage, retrieve, and analyze data is crucial for informed decision-making and efficient business operations. This course is designed to equip MBA students with the knowledge and skills needed to leverage databases for strategic advantage and organizational success.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- The role of database management system in an organization and learn the database concepts.
- How to design databases using data modeling and data normalization techniques.
- How to construct database queries using relational algebra and calculus.
- The concept of a database transaction and related database facilities.
- How to evaluate a set of queries in query processing.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Recall fundamental concepts of database management systems, including data models, schemas, and normalization techniques.
- CO2 Identify basic SQL syntax for querying and manipulating databases.
- CO3 Summarize the ethical and legal considerations associated with database management and data privacy.
- CO4 Utilize SQL queries to extract specific information from a database.  
Implement basic security measures to safeguard database integrity.
- CO5 Evaluate the trade-offs between different database architectures for specific organizational needs.
- CO6 Analyze a given database design for potential inefficiencies and suggest improvements.

#### IV.COURSE CONTENT:

##### **MODULE – I: CONCEPTUAL MODELING (10)**

Introduction to file and database systems: Database system structure, data models, introduction to network and hierarchical models, ER model, relational model.

##### **MODULE - II: RELATIONAL APPROACH (09)**

Relational algebra and calculus: Relational algebra, selection and projection, set operations, renaming, joins, division, examples of algebra queries, relational calculus, tuple relational calculus, domain relational calculus, expressive power of algebra and calculus.

##### **MODULE - III: BASIC SQL QUERY (10)**

SQL data definition; Queries in SQL: updates, views, integrity and security, relational database design. Functional dependencies and normalization for relational databases up to five normal forms.

##### **MODULE - IV: TRANSACTION MANAGEMENT (09)**

Transaction processing: Introduction, need for concurrency control, desirable properties of transaction, schedule and recoverability, serializability and schedules; Concurrency control: Types of locks, two phases of locking, deadlock, time stamp based concurrency control, recovery techniques, concepts, immediate update, deferred update, shadow paging.

##### **MODULE - V: DATA STORAGE AND QUERY PROCESSING (10)**

Record storage and primary file organization, secondary storage devices, operations on files, heap file, sorted files, hashing techniques, and index structures for files; Different types of indexes, B tree, B+ tree, query processing.

#### V.TEXT BOOKS:

1. Jeff Hoffer, V.Ramesh, Heikki Topi, “Modern Database Management”, Pearson, August, 2019.
2. Wilfried Lemahieu, Seppe Vanden Broucke, Bart Baesens, “Principles of Database Management”, Cambridge Univeristy Press, July 2018.
3. Carlos Coronel, Steven Morris, “Database Systems: Design, Implementation, & Management”, 13<sup>th</sup> Edition, Cengage Learning, Jan, 2018.
4. Mukesh Changra Negi, “Fundamental of Database Management System”, BPB, 1<sup>st</sup> Edition, Jan, 2019.

#### VI. REFERENCE BOOKS:

1. Ramez Elmasri, Shamkant B.Navathe, "Fundamental Database Systems", Pearson Education, 3rd Edition, 2003.
2. Raghu Ramakrishnan, "Database Management System", Tata McGraw-Hill Publishing Company, 3rd Edition, 2003.
3. Hector Garcia Molina, Jeffrey D. Ullman, Jennifer Widom, "Database System Implementation", Pearson Education, United States, 1st Edition, 2000.
4. Peter Rob, Corlos Coronel, "Database System, Design, Implementation and Management", Thompson Learning Course Technology, 5th Edition, 2003.

#### VII. Web References:

1. [https://www.youtube.com/results?search\\_query=DBMS+onluine+classes](https://www.youtube.com/results?search_query=DBMS+onluine+classes)
2. <http://www.w3schools.in/dbms/>
3. <http://beginnersbook.com/2015/04/dbms-tutorial/>

#### VIII. E-Text Books:

1. <http://www.e-booksdirectory.com/details.php?ebook=10166>
2. <http://www.e-booksdirectory.com/details.php?ebook=7400re>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

CLOUD COMPUTING								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD40	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Management of Information Systems								

### I. COURSE OVERVIEW:

In today's rapidly evolving business landscape, cloud computing has emerged as a transformative technology that enables organizations to streamline operations, enhance scalability, and drive innovation. The "Cloud Computing for MBA Students" course is designed to provide MBA students with a comprehensive understanding of cloud computing concepts, strategies, and applications. This course will equip students with the knowledge and skills necessary to harness the power of cloud computing in various business contexts.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The basics of cloud computing for business management.
- II. The benefits of cloud storage and its applications, usage by managers.
- III. Cloud computing driven importance in real time systems.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Recall the fundamental concepts of cloud computing, including virtualization, resource provisioning, and service models (IaaS, PaaS, SaaS).
- CO2 Explain the strategic advantages and challenges of integrating cloud computing into diverse business models and industries.
- CO3 Understand the role of cloud-based collaboration tools in supporting effective communication and teamwork.
- CO4 Apply cloud computing concepts to solve business challenges, enhance operations, and foster innovation.
- CO5 Apply models to specific business needs and evaluate their alignment with organizational goals.
- CO6 Analyze security risks in cloud computing and formulate strategies to ensure data privacy, protection, and regulatory compliance.



#### **IV.COURSE CONTENT:**

##### **MODULE – I: INTRODUCTION TO CLOUD COMPUTING (09)**

Evolution -Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud.

##### **MODULE - II: CLOUD SERVICES APPLICATIONS (10)**

Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM. Cloud Service Development tools - Word Processing, Databases, Storing and File Sharing on Cloud.

##### **MODULE - III: CLOUD COMPUTING FOR MANAGERS (10)**

Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists.

Online Community development, Online collaboration tools for Projects, Cloud Computing for Business

##### **MODULE - IV: CLOUD MANAGEMENT (10)**

Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models.

##### **MODULE - V: VIRTUAL OFFICE MANAGEMENT (09)**

Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business.

#### **V.TEXT BOOKS:**

1. Rastogi Surbhi, “Cloud Simplified”, BPB Publication, 2021.
2. John R.Vacca, “Cloud Computing Security foundations and challenges”, CRC Press, Nov, 2020.
3. Frederic Magoules, Jie Pan, and Fei Teng, “Cloud Computing Data-Intensive Computing and Scheduling”,Crc Press, 1<sup>st</sup> Edition 2018.

#### **VI. REFERENCE BOOKS:**

1. Igor Fyanberg, Hui-LanLu, Dorskuler, “Cloud Computing business Trends and Technologies”, Wiley Publishers, 2016.
2. Ignor Faynberg, Hui-Lan Li, Dor Skuler, “Cloud Computing”, Wiley-Blackwell, 1<sup>st</sup> edition, Dec 2015.

#### **VII. Web References:**

1. <https://www.pdfdrive.com/cloud-security-a-comprehensive-guide-to-secure-cloud-computing-e16098716.html>
2. <https://www.pdfdrive.com/secure-cloud-computing-e26598533.html>

#### **VIII. E-Text Books:**

1. <http://www.e-booksdirectory.com/details.php?ebook=10166>
2. <http://www.e-booksdirectory.com/details.php?ebook=7400re>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

STARTUP MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD41	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Entrepreneurship Development								

### I. COURSE OVERVIEW:

The aim of this course is designed to equip aspiring entrepreneurs with the knowledge and skills needed to navigate the complex landscape of starting and growing a business. From generating innovative ideas to securing startup capital, addressing legal considerations, and planning for exit strategies, participants will gain insights into the entire entrepreneurial journey.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I The foundational concepts of cloud computing and its significance in modern business environments.
- II The benefits and challenges of adopting cloud computing for businesses across different industries.
- III The skills to make informed decisions about cloud adoption, resource management, and cost optimization.
- IV The benefits of cloud storage and its applications, usage by managers
- V Real-world case studies of organizations successfully implementing cloud solutions.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Recall the new industrial revolution, generate business ideas through brainstorming, understand the entrepreneurial ecosystem, and analyze government initiatives supporting startups in India.
- CO2 Explain the startup capital requirements, estimate cash needs, construct financial assumptions, and navigate the legal environment
- CO3 Understand the conduct feasibility analysis.
- CO4 Explore funding options (equity, debt, bootstrapping, crowdfunding), and address unique financial challenges of high-tech ventures.
- CO5 Examine the strategies for navigating the challenges of startup growth, sustaining ventures, and preparing for leadership succession.
- CO6 Analyze the address failure scenarios, explore exit strategies (selling, staying in, going public, liquidation), and understand the dynamics of business closure.

#### **IV.COURSE CONTENT:**

##### **MODULE – I: STARTUP OPPORTUNITIES (10)**

The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of the startup economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.

##### **MODULE - II: STARTUP CAPITAL REQUIREMENTS AND LEGAL ENVIRONMENT (10)**

Identifying Startup capital Resource requirements, estimating Startup cash requirements, develop financial assumptions, constructing a Process Map, Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics, The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

##### **MODULE - III: STARTINGUP FINANCIAL ISSUES (05)**

Feasibility Analysis, The cost and process of raising capital, Unique funding issues of a high-tech ventures. Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

##### **MODULE - IV: STARTUP SURVIVAL AND GROWTH (10)**

Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures - preparing for change – Leadership succession. Support for growth and sustainability of the venture.

##### **MODULE - V: PLANNING FOR HARVEST AND EXIT (10)**

Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in- being acquired- Going Public (IPO) – Liquidation.

#### **V.TEXT BOOKS:**

1. Jimmy Jain. “Design Thinking for Startups”, Notion Press Publisher, Jan, 2018.
2. Steven Fisher, Ja-nae’ Duane, “The Startup Equation -A Visual Guidebook for Building Your Startup”, Indian Edition, McGraw Hill Education India Pvt. Ltd, 2016.
3. Donald F Kuratko, Jeffrey S. Hornsby, “New Venture Management: The Entrepreneur’s Road Map”, 2e, Routledge, 2017.
4. Pushkar Aurangabadkar, Supriya Singh, “Startup and New Management”, Nirali Prakashan, 1<sup>st</sup> Edition, 2017.
5. Kathleen R Allen,” Launching New Ventures, An Entrepreneurial Approach”, Cengage Learning, 5<sup>th</sup> Edition, 2016.
6. Anjan Raichaudhuri, “Managing New Ventures Concepts and Cases”, Prentice Hall International, 4<sup>th</sup> Edition, 2010.
7. S. R. Bhowmik & M. Bhowmik, “Entrepreneurship”, New Age International, 5<sup>th</sup> Edition, 2007.

#### **VI. REFERENCE BOOKS:**

1. Vijay Sathe, Corporate Entrepreneurship, Cambridge, 1<sup>st</sup> Edition,2009.

#### **VII. WEB REFERENCES:**

1. <https://www.inc.com/encyclopedia/business-information-sources.html>
2. <https://www.investopedia.com/terms/s/startup.asp>

#### **VIII. E-TEXT BOOKS:**

1. [https://en.wikipedia.org/wiki/Startup\\_company](https://en.wikipedia.org/wiki/Startup_company)
2. <https://msdn.microsoft.com/en-us/library/hh708954.aspx>
3. <https://clarity.fm/startupadvice>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

FAMILY BUSINESS MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD42	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Entrepreneurship Development								

### I. COURSE OVERVIEW:

The aim of this course provides a holistic understanding of the unique dynamics, challenges, and strategic considerations within family-run enterprises. From succession planning and family governance to successor development of entrepreneurship, participants will gain insights into sustaining and growing family businesses across generations.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. Business as a unique synthesis, Succession and Continuity.
- II. The responsibilities of shareholders to the company - Effective Governance of the shareholder
- III. The life cycle stages influencing family business strategy and turning core competencies into competitive advantage.
- IV. Traditional inventory policies to both material requirements planning and just-in-time manufacturing and also generates schedules using several different strategies.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Explore the synthesis of family business, succession planning, and continuity through generational shifts.
- CO2 Examine shareholder priorities, effective governance, and family governance structures.
- CO3 Identify characteristics of next-generation leaders, assess attributes for responsible leadership
- CO4 Explains the role of CEOs in succession. Explore CEO spouse dynamics and power transfer.
- CO5 Describe the life cycle stages influencing family business strategy, turning core competencies into competitive advantages, and developing a unique vision for family-controlled businesses.
- CO6 Demonstrate the evolution of family businesses, continuity, and cultural aspects.

### IV. COURSE CONTENT:

#### MODULE – I: INTRODUCTION TO FAMILY BUSINESS (09)

Family Business as a unique synthesis, Succession and Continuity: The three generation rule, Building Family business that last, The systems theory model of Family Business, Agency Theory of Family business, The stewardship perspective of family business, Competitive Challenges and Competitive advantages of family businesses, The role of Genograms and family messages to understand the family system. Family emotional intelligence, The ECI-U Model.

**MODULE - II: OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE (10)**

Shareholder Priorities – Managers vs. Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

**MODULE - III: SUCCESSOR DEVELOPMENT (10)**

Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership.

Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power

**MODULE - IV: STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP (09)**

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage. The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

**MODULE - V: THE FUTURE OF FAMILY BUSINESS (10)**

New Leaders of the Evolution - Three states of evolution-Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

**V.TEXT BOOKS:**

1. Keep Hunt, “The Family Business”, Graphic Arts Books, April 2021.
2. Josh Baron, Rob Lachenauer, “Harvard Business Review Family Business Handbook”, Harvard Business Review Press, Jan 2021.
3. Thomas Zellweger, “Managing the family business”, Edward Elgar Publishing Ltd, April 2017.
4. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 3<sup>rd</sup> Edition, 2015.
5. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 7<sup>th</sup> Edition, 2015.
6. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 4<sup>th</sup> Edition, 2010.
7. Sudipt Dutta, Family Business in India, Sage Publications, 5<sup>th</sup> Edition, 1997.

**VI. REFERENCE BOOKS:**

1. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3<sup>rd</sup> Edition, 2011.
2. M. Nordqvist, T. Zellweger, Trans generational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 4<sup>th</sup> Edition, 2010.

**VII. Web References:**

1. [https://www.researchgate.net/.../304540682\\_List\\_of\\_References\\_for\\_Family\\_Business](https://www.researchgate.net/.../304540682_List_of_References_for_Family_Business)
2. <https://www.e-elgar.com/shop/books/business-and-management/family-business-bam>

**VIII. E-Text Books:**

1. [https://www.sk.sagepub.com/reference/hdbk\\_familybusiness](https://www.sk.sagepub.com/reference/hdbk_familybusiness)
2. <https://www.encyclopedia.com/reference/encyclopedias-almanacs.../family-business>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURES CONTENT

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD43	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Entrepreneurship Development								

### I. COURSE OVERVIEW:

The aim of this course is to enhance understanding the roots and puzzles of creativity to mastering creative problem-solving and cultivating creative intelligence, participants will explore strategies for evaluation, unblocking creativity, and creating an innovative environment.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The creative cerebration, creative Personality and motivation, creative Environment, creative technology.
- II. The structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking.
- III. Creative intelligence abilities, a model of creative intelligence, convergent thinking ability, traits congenial to creativity.
- IV. The systems approach to innovation, innovation in the context of emerging economies, organizational factors affecting innovation at the firm level.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Demonstrate the environmental and technological factors influencing creativity.
- CO2 Examine structure ill-defined problems and apply models and mechanisms for creative problem-solving.
- CO3 Describe the creative intelligence abilities, traits conducive to creativity, and the relationship between personality, motivation, and creativity.
- CO4 Summarize the role of creativity and strategies for unblocking, along with designing creative environments
- CO5 Illustrate the concept and levels of innovation, differentiate between incremental and radical innovation, and explore ideation methods.
- CO6 Apply a systems approach to innovation, exploring organizational factors affecting innovation at the firm level.

#### **IV.COURSE CONTENT:**

##### **MODULE – I: THE CREATIVITY PHENOMENON (09)**

Creative cerebration, creative Personality and motivation, creative Environment, creative technology, creativity training, puzzles of creativity, spiritual and social roots of creativity, essence, elaborative and expressive creativities, quality of creativity, existential, entrepreneurial and empowerment creativities criteria for evaluating creativity, credible evaluation, improving the quality of our creativity.

##### **MODULE - II: MASTERING CREATIVE PROBLEM SOLVING: (09)**

Structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking, useful mechanisms of convergent thinking, and techniques of creativity problem solving.

##### **MODULE - III: CREATIVE INTELLIGENCE (10)**

Creative intelligence abilities, A model of creative intelligence, convergent thinking ability, traits congenial to creativity, creative personality and forms of creativity, motivation and creativity. Blocks to creativity, fears and disabilities, strategies for unblocking, energy for your creativity, designing creativogenic environment.

##### **MODULE - IV: INNOVATION MANAGEMENT (10)**

Concept of innovation, levels of innovation, incremental Vs. radical innovation, inbound and outbound ideation- open and other innovative ideation methods, theories of outsourcing new product development: Transaction cost, resource based, resource dependence, knowledge based theories.

##### **MODULE - V: MICRO AND MACRO PERSPECTIVES OF INNOVATION (10)**

Systems approach to innovation, innovation in the context of emerging economies, organizational factors affecting innovation at the firm level, leadership and Innovations, open innovation, innovation framework, innovations developed by open technology communities.

#### **V.TEXT BOOKS:**

1. H. James Harrington, Creativity, Innovation, and Entrepreneurship: The Only Way to Renew Your Organization”, Taylor & Francis Inc., 2018.
2. U.Jerinabi, P.Santhi, “Creativity, Innovation and Entrepreneurship”, allied Publisher Ltd, May 2016.
3. Dr.Kalpna Maheshwari, “Creativity & Innovation”, Indra Publishing House, 2016.
4. Urvashi Makkar, Rinku Sanjeev, Sunayana Jain, “Innovation & Creativity Management”, Bharti Publications, 1<sup>st</sup> Edition, 2015.
5. Vinnie Jauhari, Sudanshu Bhushan,” Innovation Management, Oxford Higher Education”, 7<sup>th</sup> Edition, 2014.
6. C. S. G. Krishnamacharyulu, R. Lalitha, “Innovation Management “, Himalaya Publishing House, 4<sup>th</sup> Edition,2010.
7. Pradip N Khandwalla, “Lifelong Creativity, An Unending Quest”, Tata McGraw Hill, 5<sup>th</sup> Edition, 2004.
8. A.Dale Timpe, “Creativity”, Jaico Publishing House, 3<sup>rd</sup> Edition, 2003.

#### **VI. REFERENCE BOOKS:**

1. Brian Clegg, Paul Birch,” Creativity”, Kogan Page, 7<sup>th</sup> Edition,2009.
2. P. N. Rastogi, “Managing Creativity for Corporate Excellence”, Macmillan publishers, 4<sup>th</sup> Edition, 2009.

#### **VII. WEB REFERENCES:**

1. [www.open.edu/openlearn/money.../creativity...innovation/content-section---references](http://www.open.edu/openlearn/money.../creativity...innovation/content-section---references)
2. [www.fpspi.org/pdf/InnovCreativity.pdf](http://www.fpspi.org/pdf/InnovCreativity.pdf)

#### **VIII. E-TEXT BOOKS:**

1. <https://books.google.co.in/books?isbn=8184248024>
2. [https://www.researchgate.net/.../200746590\\_Entrepreneurial\\_Creativity\\_and\\_Innovation](https://www.researchgate.net/.../200746590_Entrepreneurial_Creativity_and_Innovation).





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

SUMMER INTERNSHIP								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD44	Elective	L	T	P	C	CIA	SEE	Total
		-	-	4	2	40	60	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Basic concepts of management								

### I. COURSE OVERVIEW:

The "Approach to Decide Summer Internship" course for MBA students is a proactive initiative designed to empower students in securing meaningful and relevant summer internships. The course instills a strategic approach, emphasizing the importance of early preparation and effective communication in the competitive internship landscape.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- The product mix and strategies of the organization, structure of organization, reporting Systems and general administration of the organization.
- The organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.
- How to do the routine work which is related to job in the working organization.

### APPROACH TO DECIDE SUMMER INTERNSHIP

Students should take covering letter/s, addressed to the organization/professional, before second mid of Second semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer Internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, Petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.

### REPORTS

A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains. Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

## COURSE CONTENT

STRATEGIC MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD45	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Fundamentals of Management								

### I. COURSE OVERVIEW:

The course develops the strategic thinking and decision making abilities, especially in relation to understanding the employability of various strategies in different situations of the business world considerably more complex in the changing scenario. Both the challenges and opportunities facing organizations of all sizes are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario, which can be answered with the context of this course.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. Framework of analysis central issues and problem in complex, comprehensive case to suggest alternative course of action; and present well supported recommendations for future action.
- II. The practical and integrative model of strategic management process that defines basic activities in strategic management.
- III. The competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement
- IV. The challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry and cultural differences.
- V. Skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Describe major theories, strategic plans and concepts in the field of strategic management.
- CO2 Develop and execute strategies and will appreciate its integrative and interdisciplinary nature.
- CO3 Analyze the real situations for diagnosing and solving organizational problems by effective application of concepts, tools & techniques.
- CO4 Formulate the strategies and competitive analysis, strategy development processes for real-time business problems.
- CO5 Build the capability of making effective decisions in dynamic business environment.
- CO6 Improve capacity to think, evaluate and execute plans strategically.

#### IV. COURSE CONTENT:

##### **MODULE -I - INTRODUCTION TO STRATEGIC MANAGEMENT: (09)**

Introduction to Strategic Management, Purpose of Business, Crafting and Executing Strategies, Strategic Intent, Developing Strategic Model, Choices of Strategy, Strategic Capability and Core competencies of Business, Phases of Strategic management, Strategic Decision Making.

##### **MODULE -II- STRATEGIC ANALYSIS AND FORMULATION: (10)**

Environmental Scanning, SWOT & PESTEL Framework, Different Tools and Techniques for analyzing Strategies, Porters Five Force Framework, Organic Model of Strategic Planning, Real-time Strategy Planning, Strategic Formulation, Competitive Analysis, Strategy Development Processes.

##### **MODULE-III- STRATEGIES FOR BUSINESS: (09)**

Types of Strategies- Offensive, Defensive, Exit and Entry barriers, Industry Life Cycle States and Strategies, Tailoring Strategy for Leaders, Challengers, Followers, weak and crisis Businesses.

The Five Generic Competitive Strategies, Red and Blue Ocean Strategies, Grand Strategies.

##### **MODULE -V- STRATEGIC IMPLEMENTATION- Classes: (10)**

Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic Control-Types, Strategic Information System, Issues in Managing Technology, Strategic issues in Entrepreneurial Ventures, small Businesses, Not-for-Profit Organizations, Sustainability and Sustainable Development.

##### **MODULE -V- STRATEGIC EVALUATION AND CONTROL: (10)**

Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic Control-Types, Strategic Information System, Issues in Managing Technology, Strategic issues in Entrepreneurial Ventures, small Businesses, Not-for-Profit Organizations, Sustainability and Sustainable Development.

#### V.TEXT BOOKS:

1. Azhar Kazmi, Adela Kazmi “Strategic management”, 5<sup>th</sup> edition, in 2021.
2. Fred R David,” Strategic Management: A Competitive Advantage Approach, Concepts and Cases,” 17<sup>th</sup> edition, “Francis Marion University” in 2019
3. Pearson paper back “Strategic management concepts: A Competitive Advantage Approach”,16<sup>th</sup> edition, in 30-07-2018.
4. W. Cham Kim, Renee Mauborgne, “The Blue Ocean Strategy”,” Harvard Business Review Press “, 2017.
5. P.Subba Rao “Business policy and strategic management” ,2<sup>nd</sup> edition .Hyderabad, Himalaya publishing house.” in 2015.
6. Abdulrahman Al-Aali, Abbas Ali, “Strategic Management: Concepts and Cases”, Pearson Publication, 1<sup>st</sup> Arab World Edition, 2011.
7. Bowman EH, Singh H.,” Overview of Corporate Restructuring: trends and consequences. In Corporate Restructuring”, McGraw-Hill, 1<sup>st</sup> Edition, 1990.

#### VI.REFERENCE BOOKS:

1. Allaire, Y., and M. E. Firsirotu, “Theories of organizational culture” Prentice Hall, 1<sup>st</sup> Edition, 1999.
2. Albrecht, K, “Brain Power: Learning to Improve Your Thinking Skills” Simon and Schuster Publications, 1<sup>st</sup> Edition, 1980.
3. Allen, R.W, ‘Organizational politics: tactics and characteristics of its actors” 1<sup>st</sup> California Management Review, 1979.

## **VII. WEB REFERENCES:**

1. [https://play.google.com/store/audiobooks/details/Introbooks\\_Team\\_Introduction\\_to\\_Strategic\\_Manageme?id=AQAAAECSWU52M](https://play.google.com/store/audiobooks/details/Introbooks_Team_Introduction_to_Strategic_Manageme?id=AQAAAECSWU52M)
2. <https://bookboon.com/en/sgenesis-of-strategic-management-ebook>
3. <https://bookboon.com/en/principles-of-strategic-management-ebook>

## **VIII. E-TEXT BOOKS:**

1. [https://www.amazon.in/dp/B07VM7HLKS/ref=cm\\_sw\\_r\\_apan\\_glt\\_MSVMJJGPN721CSN5Y4HK](https://www.amazon.in/dp/B07VM7HLKS/ref=cm_sw_r_apan_glt_MSVMJJGPN721CSN5Y4HK).
2. [https://www.amazon.in/dp/B06XKTVGZD/ref=cm\\_sw\\_r\\_apan\\_glt\\_BSSVY978TCTNBPGH31A0?\\_encoding=UTF8&psc=1](https://www.amazon.in/dp/B06XKTVGZD/ref=cm_sw_r_apan_glt_BSSVY978TCTNBPGH31A0?_encoding=UTF8&psc=1).
3. [https://pressbooks.lib.vt.edu/strategic management](https://pressbooks.lib.vt.edu/strategic%20management).



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

RETAILING MANGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD46	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Marketing Management								

### I. COURSE OVERVIEW:

The aim of this course provides a comprehensive exploration of the retail industry, from its historical evolution to the complexities of modern retailing. Participants will delve into shopper behavior, retail functions, pricing strategies, supply chain management, and the intricacies of retail operations. The course covers a wide range of topics, including the retail environment, demographics of shoppers, competitive market dynamics, and ethical considerations in retailing.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The modern retailing concepts and understand the present retailing trends how to create a shopping experience that builds customer loyalty.
- II. Shopping environment, retail formats, functions, retail operation and promotion how to receive, present and maintain merchandise.
- III. Pricing and supply chain management how the role of the manager impacts the success of a retail business.
- IV. The retail operations with different strategies in retailing how to identify, hire, retain and build retail talent.
- V. Different level of interest in pursuing a career in retail management understand how to drive sales growth.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Explain the meaning, history, and types of retailing, including the structure of the Indian retail industry.
- CO2 Analyze the shopping environment, socio-cultural aspects, and the shopping process. Explore the demographics and psychographics of Indian shoppers, understanding their lifestyle and shopping patterns.
- CO3 Examine different retail formats and models of store format choice.
- CO4 Describe the competitive marketplace, marketing structure, and the demand side of retailing.
- CO5 Explore pricing objectives, strategies, and interactive pricing decisions.
- CO6 Illustrate the objectives of buying, organization buying, and buying behavior models.

#### **IV. COURSE CONTENT:**

##### **MODULE-I- INTRODUCTION TO RETAIL MANAGEMENT (10)**

Meaning of Retail and Retailing, History, types, functions, utilities, theories of retailing, e tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, foreign direct investment retailing, Rural marketing, ethics in retailing.

##### **MODULE -II- UNDERSTANDING SHOPPERS AND SHOPPING (09)**

Shopping Environment, shopping in a socio-cultural context, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

##### **MODULE -III- DELIVERING VALUE THROUGH RETAIL FUNCTIONS (09)**

Classification of formats, ownership based, store based, on store based, other retail formats, Value Based Model of store format choice, attribute-based model of store format choice, the competitive market place.

Marketing Structure, the demand side of retailing, non-price decisions, types of competition, evolution of retail competition, future changes in retail competition

##### **MODULE -IV- PRICING AND SUPPLY CHAIN MANAGEMENT (10)**

Pricing objectives and policies, interactive pricing decisions, different pricing strategies, and price; Adjustment Strategies: supply chain management introduction, drivers of supply chain management, supply chain management and competitive advantages, types of supply chain supply chain length, width, control of supply chain, framework of supply chain management, supply chain management network structure, supply chain business process, supply chain management components, retail inventory management, retail logistics management.

##### **MODULE -V-RETAIL BUYING AND MANAGING RETAIL OPERATIONS (10)**

Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer responsibilities, merchandising and assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout and design, merchandise display fixtures, positioning of merchandise, materials and finishes, floors, interior walls, ceilings, lightings, music, graphics exterior signage, interior signage, layouts for retailers, e-tailing.

#### **V. TEXT BOOKS:**

1. Prof. Long Yáng “Retail Management”, 8<sup>th</sup> edition, in 2021
2. Dr. V. Chitra, Dr. V. Mahalakshmi “Retail management “in 2021.
3. Swapna Pradhan “Retail management Text and Cases”, 6<sup>th</sup> edition, in July 2020.
4. Gibson “Retail management “, 5<sup>th</sup> edition in September 2017.

#### **VI. REFERENCE BOOKS:**

1. Swapna Pradhan, “Retail Management-Text and Cases”, TMH, 5<sup>th</sup> Edition, 2015.
2. Dr. Harjit Singh, “Retail Management a Global Perspective text and cases”, Chand, 3<sup>rd</sup> Edition, 2011.
3. Aditya Prakash Tripathi, Noopur Agrawal, “Fundamentals of Retailing” (text and cases), Himalaya Publication House, 1<sup>st</sup> Edition, 2009.

#### **VII. WEB REFERENCES:**

1. [http://catalogue.pearsoned.ca/assets/hip/ca/hip\\_ca\\_pearsonhighered/samplechapter/0131203017.pdf](http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131203017.pdf)
2. [http://www.pondiuni.edu.in/storage/dde/downloads/markiii\\_rm.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf)

#### **E-TEXT BOOKS:**

1. <https://www.welingkaronline.org/autoptlibrary/librarynotices/retailmanagement.pdf>

2. [https://www.amazon.in/dp/b07dx3p3h6/ref=cm\\_sw\\_r\\_apan\\_glt\\_90bt0tmxys6vhr2es9ad](https://www.amazon.in/dp/b07dx3p3h6/ref=cm_sw_r_apan_glt_90bt0tmxys6vhr2es9ad).
3. [https://www.amazon.in/dp/b00hjmkimc/ref=cm\\_sw\\_r\\_apan\\_glt\\_cq9at2t1gb1vdvbd8ere](https://www.amazon.in/dp/b00hjmkimc/ref=cm_sw_r_apan_glt_cq9at2t1gb1vdvbd8ere)
4. [https://ebooks.lpude.in/management/mba/term\\_3/dmgt550\\_retail\\_management.p](https://ebooks.lpude.in/management/mba/term_3/dmgt550_retail_management.p)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

MARKETING ANALYTICS								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD47	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Marketing Management								

### I. COURSE OVERVIEW:

Marketing Analytics course offers a comprehensive exploration of analytics tools and techniques for effective decision-making in marketing. Participants will learn to leverage MS Excel for organizing and summarizing marketing data, delve into customer analytics, pricing strategies, segmentation techniques, and promotion analytics.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I. The fundamentals of marketing analytics.
- II. The scope of MS Excel for conduction of marketing analytics.
- III. The importance of management of customer expectations through marketing analytics.
- IV. The usage of marketing analytics for product pricing.
- V. The various market segmentation methods and advertising using marketing analytics.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Discuss about the definition, scope, and need for marketing analytics. Explore the adoption and application of marketing analytics, differentiating it from marketing research.
- CO2 Illustrate the methods of summarizing revenue data, slicing and dicing data, and demographic analysis.
- CO3 Summarize the customer journey mapping, tracking customer experience metrics, and building customer personas.
- CO4 Describe the conjoint analysis, customer lifetime value, and conduct sensitivity analysis for customer retention.
- CO5 Evaluate the pricing goals, price elasticity, and estimating demand curves.
- CO6 Demonstrate the cluster analysis for segmentation, use decision trees, and apply conjoint analysis for market segmentation.



#### IV. COURSE CONTENT:

##### **MODULE-I- Introduction to Marketing Analytics- Classes (08)**

Definition, need and scope of marketing analytics, marketing analytics vs marketing research, levels in marketing analytics, adoption and application of marketing analytics, marketing analytics and business intelligence. MS excel as a tool for conduction of marketing analytics. Using ms excel to organize and summarize marketing data: creation of pivot tables and organizing data.

##### **MODULE -II- Summarizing Marketing Data (10)**

Summarizing revenue data: month-wise and product-wise. Slicing & dicing of data: pareto principle, report filters and slicers. Demographic analysis: analyzing sales data by age, gender, income and location, construction of crosstabs of two demographic variables. Using getpivot function for pulling data. Adding data labels and data tables.

##### **MODULE -III-Customer Analytics (10)**

Customer journey mapping and the process of mapping (how to). Metrics for tracking customer experience: customer feedback metrics & behavior derived customer metrics. Customer persona, building a customer persona and its benefits, parts of buyer persona.

What customer wants: using conjoint analysis for levels in consumer decision process in product choices and product attributes. Customer lifetime value (clv). Calculating customer lifetime value: creating the basic customer value template, measuring sensitivity analysis with two-way tables, estimating the chance if customer is still active.

##### **MODULE –IV-Pricing Analytics (10)**

Pricing, goals of pricing, price elasticity, estimating linear and power demand curves, using excel solver to optimize price, incorporating complementary products, using solver table to price multiple products and finding demand curve for all products. Price bundling, bundling prices to extract consumer surplus, mixed bundling, using evolutionary solver to find optimal bundle prices. Price skimming.

##### **MODULE -V- Segmentation & Promotion Analytics (10)**

Segmentation analytics: cluster analysis and its applications, location-wise clustering, using solver to find optimal clusters. Using conjoint analysis to segment a market, using decision trees for segmenting the market. Promotion analytics: promotions and types of promotions, discounting & types of discounting. Measuring the effectiveness of advertising: the ad stock model. Media selection models: linear media allocation model, quantity discounts, Monte Carlo media allocation simulation. Pay per click advertising.

#### V. TEXT BOOKS:

1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
2. Wayne L. Winston, “Marketing Analytics: Data Driven Techniques with Microsoft Excel”, 2014.
3. Chuck Hermann, Ken Burbary, “Digital Marketing Analytics”, Que Publishing, 2e, 2018.
4. Moustusy Maity and Pavankumar Gurazada, “Marketing Analytics for Strategic Decision Making”, Oxford Higher education, 2021.

#### VI. REFERENCE BOOKS:

1. Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
2. Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

#### VII. WEB REFERENCES:

1. [https://d1.islamhouse.com/data/en/ih\\_books/single/en\\_Consumer\\_Behavior.pdf](https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf)
2. <http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf>

### **VIII. E-TEXT BOOKS:**

1. [http://www.pondiuni.edu.in/storage/dde/downloads/markiii\\_cb.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf)
2. <http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

INTERNATIONAL MARKETING								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD48	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Marketing Management								

### I. COURSE OVERVIEW:

The aim of this course is to enhance understanding of the global business landscape, exploring environmental drivers, customer influences, and strategies for successful global marketing. Participants will delve into the complexities of international trade, cultural influences on global consumers, and the intricacies of implementing global marketing strategies.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The importance of world trade, features, opportunities and challenges in international marketing.
- II. The international trade and its barriers, trade in goods & services and international trade agreements.
- III. The drivers of global consumers and influences of the global consumer.
- IV. The cultural and international negotiations, e-marketing channels organization & controlling of the global marketing program.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Illustrate the environment, sustainability, and the scope of international marketing.
- CO2 Analyze global environmental drivers, including the political, economic, social, legal, and technological environments.
- CO3 Examine drivers of global consumers, cultural influences, social and situational factors, and the role of industrial and government buyers.
- CO4 Describe the international marketing research for opportunity analysis and market selection.
- CO5 Explore globalization drivers, international marketing mix, segmentation, distribution, promotion, and pricing strategies.
- CO6 Apply the negotiation techniques, cultural considerations in negotiations, and the organization and control of global marketing programs.

#### **IV. COURSE CONTENT:**

##### **MODULE-I-INTRODUCTION TO INTERNATIONAL MARKETING (10)**

Environment and sustainability, scope, importance of world trade, features, opportunities and challenges in international marketing, comparison of domestic with international marketing, stages of international marketing, motivating factors of international marketing, internationalization – reasons and strategies

##### **MODULE -II- GLOBAL ENVIRONMENTAL DRIVERS (10)**

WTO and globalization: issues, types, political, economic, social, legal and technological environments, exim policy, international trade and its barriers, trade in goods & services, international trade agreements.

##### **MODULE -III -GLOBAL CUSTOMERS (10)**

Drivers of global consumers, influences of the global consumer: role of culture, elements, social factors, situational factors, industrial buyer, government buyer.

International marketing research: opportunity analysis, market selection, assessing market size and sales potential, government policies of target markets, swot analysis of target markets, global market entry modes – strategies, problems and challenges.

##### **MODULE -IV -GLOBAL MARKETING (09)**

Globalization drivers: market, cost, environmental, competitive factors, international marketing mix, developing the global marketing program, segmentation of product & services, marketing channels and distribution promotion strategies, pricing strategies: factors influencing pricing decisions, concept of international product life cycle.

##### **MODULE -V- IMPLEMENTING GLOBAL MARKETING STRATEGIES (09)**

Negotiation with customers and selection method – cultural and international negotiations, e-marketing channels organization & controlling of the global marketing program, export documentation, export procedures, steps in processing an export order.

#### **V. TEXT BOOKS:**

1. Philip Cateora and John Graham and Mary Gilly and Bruce Money “International Marketing” 18<sup>th</sup> edition, in 2020.
2. Vern Terpstra, James Foley and Ravi Sarathy “International Marketing”, 11<sup>th</sup> edition, in 2019.
3. Michael R. Czinkota, Ilkka A. Ronkainen, “International Marketing”, Cengage publications, 10<sup>th</sup> Edition, 2017
4. Philip R. Cateora, John Graham and Mary C. Gilly “International Marketing”, 17<sup>th</sup> edition, 2016.
5. Justin Paul, Ramneek Kapoor “International Marketing” in 23<sup>rd</sup> April 2015.

#### **VI. REFERENCE BOOKS:**

1. Svend Hollensen, Madhumita Benerjee, “Global Marketing”, Pearson, 4<sup>th</sup> edition, 2010.
2. Rajagopal, “International Marketing”, Vikas, 2<sup>nd</sup> edition, 2011.
3. P.K. Vasudeva, “International Marketing”, Excel Books, 4<sup>th</sup> edition, 2012.
4. Kiefer Lee, Steve Carter-Global Marketing Management, Oxford, 3<sup>rd</sup> edition, 2011.

#### **VII. WEB REFERENCES:**

1. <http://www.marketingteacher.com>
2. <http://www.ebsglobal.net/EBS/media/EBS/pdf>

#### **VIII. E-TEXT BOOKS:**

1. <https://www.sloanreview.mit.edu/article/theinternet.com>



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURES CONTENT

FINANCIAL ANALYTICS								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD49	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Financial Management								

### I. COURSE OVERVIEW:

Financial Analysis and Valuation course equip participants with essential tools for evaluating financial statements, understanding time value of money, assessing risk and return, and making informed capital budgeting decisions. Participants will delve into equity and bond valuation, exploring advanced techniques and utilizing spreadsheets for practical applications.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The various aspects in financial analytics.
- II. The time value money, risk and return aspects.
- III. The various capital budgeting techniques.
- IV. The different aspects of equity valuation and bond valuation.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Discuss the techniques such as horizontal and vertical analysis, trend analysis, and ratio analysis.
- CO2 Explore risk and return metrics, including holding period returns, standard deviation, and beta. Apply spreadsheet tools for practical calculations.
- CO3 Illustrate the capital budgeting techniques such as payback period, net present value, internal rate of return, and profitability index.
- CO4 Apply decision trees, cost of capital, and advanced capital budgeting techniques using spreadsheets.
- CO5 Demonstrate the portfolio mean and variance, Capital Asset Pricing Model (CAPM), and beta estimation.
- CO6 Evaluate the bond valuation concepts, duration, immunization strategies, and modeling the term structure.

#### IV. COURSE CONTENT:

##### **MODULE-I-Techniques of Financial Statement (10)**

Horizontal, vertical analysis, trend analysis, ratio analysis, liquidity, profitability, solvency and turnover ratio, valuation of ratios, statement of cash flow, classification of cash flow, computing net cash flow: operating, investing and financing activities. Reporting and interpretation using spreadsheet.

##### **MODULE -II-Time Value of Money and Risk and Return (09)**

Future value: simple, compound interest and annuity, present value: discounted, annuity, equated loan amortization, perpetuity using spreadsheets. **Risk and return:** holding period returns, arithmetic mean vs geometric mean, risk: standard deviation, coefficient of variation, beta, covariance of stock.

##### **MODULE -III-Capital Budgeting Techniques (09)**

Payback period, accounting rate of return, net present value, internal rate of return, profitability index, decision tree, cash flow in capital budgeting, cost of capital.

Advance capital budgeting techniques, adjusted present value approach, competing project risk using spreadsheets.

##### **MODULE -IV-Equity Valuation (10)**

Calculation of portfolio mean and variance, capital asset pricing model (capm), variance: covariance matrix, estimating beta and security market line. Industry analysis, economic analysis and technical analysis in stock, real option in capital budgeting.

##### **MODULE -V-Bond Valuation (10)**

Duration, duration of bond with uneven payments, immunization strategies, modeling the term structure, calculating expecting bond return in a single and multi-period framework, semi-annual transition matrix, computation of bond beta.

#### V. TEXT BOOKS:

1. Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1<sup>st</sup> edition, 2022.
2. R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI, 7<sup>th</sup> edition, 2022.
3. Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7<sup>th</sup> edition, 2013.
4. N R Parasuraman, Financial Management-step by step approach, Cengage, 1<sup>st</sup> edition, 2014.

#### VI. REFERENCE BOOKS:

1. Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge, 3e
2. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

#### VII. WEB REFERENCES:

1. <https://bookboon.com/en/derivative-markets-an-introduction-ebook>
2. [https://en.wikipedia.org/wiki/Book:Financial\\_Derivatives](https://en.wikipedia.org/wiki/Book:Financial_Derivatives)

#### VIII. E-TEXT BOOKS:

1. <http://www.pondiuni.edu.in/sites/default/files/downloads/Financial-analytics-260214.pdf>
2. <http://down.cenet.org.cn/upfile/10/2007188195141.pdf>
3. <http://polymer.bu.edu/hes/rp-hull12.pdf>
4. [https://www.amazon.in/dp/b01ffrtzw6/ref=cm\\_sw\\_r\\_apan\\_glt\\_t3gt8dys9dptke0h5t](https://www.amazon.in/dp/b01ffrtzw6/ref=cm_sw_r_apan_glt_t3gt8dys9dptke0h5t).
5. [https://www.amazon.in/dp/b00k7yg27o/ref=cm\\_sw\\_r\\_apan\\_glt\\_fj3z3g106sd6gwzh0y](https://www.amazon.in/dp/b00k7yg27o/ref=cm_sw_r_apan_glt_fj3z3g106sd6gwzh0y).
6. [https://ebooks.lpude.in/commerce/mcom/term\\_4/dcom510\\_financial\\_analytics.pdf](https://ebooks.lpude.in/commerce/mcom/term_4/dcom510_financial_analytics.pdf)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURES CONTENT

BANKING, INSURANCE AND RISK MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD50	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Financial Management								

### I. COURSE OVERVIEW:

Banking, insurance, and risk management are critical components of the financial system. These areas involve the management and assessment of financial risk and the provision of financial services to individuals and businesses. This course focuses on the objectives and importance of managing financial risk, including credit risk, market risk, and operational risk within organizations and the management of financial risk across markets.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I Banking business in the country to know the new dimensions of banking system in India.
- II The banking sector reforms and regulations to understand and minimize deficiencies in Indian Banking system.
- III The business and economics of insurance for changing mind-set and implement latest trends in Insurance business.
- IV The reforms in the insurance sector for better promotion of insurance services.
- V The risk management techniques and non-insurance methods to explore diversified investment opportunities.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Familiarize the banking system to enumerate financial services providing in the real world.
- CO2 Analyze various reforms & deficiencies in Indian banking system to promote legal and ethical financial system.
- CO3 Promote the principles and characteristics of insurance to encourage insurance contracts.
- CO4 Examine various insurance products and the role of agents and brokers to improve insurance mechanism.
- CO5 Describe regulatory frameworks that govern the insurance industries to ensure consumer protection.
- CO6 Identify the techniques and measurements of risks to communicate ethical financial products.

#### IV. COURSE CONTENT

##### **MODULE-I- INTRODUCTION TO BANKING BUSINESS (09)**

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.

##### **MODULE -II- BANKING REFORMS AND REGULATIONS (10)**

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.

##### **MODULE -III-INTRODUCTION TO INSURANCE (10)**

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.

##### **MODULE -IV-INSURANCE BUSINESS ENVIRONMENT (10)**

Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

##### **MODULE -V-INTRODUCTION TO RISK MANAGEMENT (09)**

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.

#### V. TEXT BOOKS:

1. Scott Harrington Gregory Niehaus “Risk Management and Insurance “, July 2017.
2. Mohan Prakash N.R. “Banking, Risk & Insurance Management”, 2016.
3. Prof. Roy “Banking and risk management”, 2016.
4. R.K.Mishra, Inder Sekhar Yadav “Risk Management in Banking, Insurance and Financial Services”, 2015.
5. Varshney, P.N, “Banking Law and Practice”, Sultan Chand and Sons, 25<sup>th</sup> Revised Edition, 2014.
6. Reddy K S and Rao R N, “Banking and Insurance”, Paramount publishers, 9<sup>th</sup> edition, 2013.

#### VI. REFERENCE BOOKS:

1. Scott E. Harrington Gregory R. Niehaus,” Risk Management and Insurance”, TMH, 2<sup>nd</sup> edition, 2009.
2. George E. Rejda, “Principles of risk Management and Insurance”, Pearson Education Publications, 9<sup>th</sup> edition, 2009.
3. G. Koteswar, “Risk Management Insurance and Derivatives”, Himalaya Publications, 5<sup>th</sup> edition, 2008.

#### VII. WEB REFERENCES:

1. <http://www.ebooksdirectory.com>
2. <http://Campusguides.lib.utah.edu>

#### VIII. E-TEXT BOOKS:

1. <http://www.bookboon.com>
2. <http://www.freemagagement.com>



3. <http://www.emeraldinsight.com>
4. [https://www.amazon.in/dp/B005TGXITA/ref=cm\\_sw\\_r\\_apan\\_glt\\_545v2nd0fsen42jb5bap](https://www.amazon.in/dp/B005TGXITA/ref=cm_sw_r_apan_glt_545v2nd0fsen42jb5bap).
5. <https://www.kobo.com/us/en/ebook/risk-management-and-regulation-in-banking>.
6. <https://www.kobo.com/us/en/ebook/risk-management-and-financial-institutions-5>.

## COURSE CONTENT

INTERNATIONAL FINANCIAL MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD51	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil				Total Classes: 48		
Prerequisite: Financial Management								

### I. COURSE OVERVIEW:

The course focuses on the nature, scope, evolution and 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 arrives at conclusions from financial information for the purpose of decision making.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I. The overview, Importance, nature and scope of International Financial Management.
- II. The fundamentals of BOP, Accounting components of BOP, factors affecting and International Trade flows.
- III. The functions and Structure of the Forex markets, major participants, and types of transactions and settlements dates.
- IV. The foreign direct investment, international capital budgeting, international capital structure and cost of capital and international portfolio management.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Illustrate the International Business Methods, their recent changes and challenges in international financial management for establishing the new operations in foreign countries.
- CO2 Analyze the concept of BOP and international flow of funds to learn about countries economic growth.
- CO3 Describe the structure and types of the Forex markets, and quotations for the transfer of purchasing power among countries.
- CO4 Identify the exchange rate markets to determine a nation's economic health.
- CO5 Measure the exchange rate movements and their relationships to analyze the economic status of the Nation.
- CO6 Apply the assets – liability management Techniques to enhance the profit and net worth of a company.

#### IV. COURSE CONTENT:

##### MODULE-I-INTRODUCTION (10)

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 (09)

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 (10)

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 (10)

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 (09)

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.

#### V. TEXT BOOKS:

1. P G Apte, Sanjeevan Kapshe, "International Financial management", 8<sup>th</sup> edition. 2020.
2. Thummuluri Siddaiah, "International Financial Management an Analytical Framework", 3<sup>rd</sup> edition, 2018.
3. Apte "International Financial Management", 8<sup>th</sup> edition, 2017.
4. Bahuguna Pallavi. "International Financial Management", 8<sup>th</sup> edition, 2016.
5. Cheol S. Eun "International Financial Management", 27-7-2017.
6. Jeff Madura, "International Corporate Management," Cengage Learning, 2<sup>nd</sup> edition, 2012.

#### VI. REFERENCE BOOKS:

1. Sharan. V, "International Financial Management" PHI Publications, 5<sup>th</sup> edition, 2012.
2. P. G. Apte, "International Financial Management", TMH publications, 3<sup>rd</sup> edition, 2012.
3. Madhu Vij, "International Financial Management", Excel Publications, 4<sup>th</sup> edition, 2012.

#### VII. WEB REFERENCES:

1. [https://en.wikipedia.org/.../Journal\\_of\\_International\\_Financial\\_Management\\_and\\_Accounting.1467-646X](https://en.wikipedia.org/.../Journal_of_International_Financial_Management_and_Accounting.1467-646X) web.
2. <https://www.cengage.co.in/.../finance/international-financial-management/international-financial-management>.

#### **VIII. E-TEXT BOOKS:**

1. <https://www.indiaclass.com/financial-management-reference-books>.
2. <https://www.loc.gov/rr/business/bera/issue7/finance.html>.
3. [https://www.amazon.in/dp/b00k7yg378/ref=cm\\_sw\\_r\\_apan\\_glt\\_d3cptz93t5w5tfd9cwpy?\\_encoding=utf8&psc=1](https://www.amazon.in/dp/b00k7yg378/ref=cm_sw_r_apan_glt_d3cptz93t5w5tfd9cwpy?_encoding=utf8&psc=1).
4. [https://www.amazon.in/dp/b00k7yg378/ref=cm\\_sw\\_r\\_apan\\_glt\\_d3cptz93t5w5tfd9cwpy?\\_encoding=utf8&psc=1](https://www.amazon.in/dp/b00k7yg378/ref=cm_sw_r_apan_glt_d3cptz93t5w5tfd9cwpy?_encoding=utf8&psc=1).
5. [https://www.amazon.in/dp/b00k7yg378/ref=cm\\_sw\\_r\\_apan\\_glt\\_d3cptz93t5w5tfd9cwpy?\\_encoding=utf8&psc=1](https://www.amazon.in/dp/b00k7yg378/ref=cm_sw_r_apan_glt_d3cptz93t5w5tfd9cwpy?_encoding=utf8&psc=1).



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURES CONTENT

COMPENSATION AND REWARD MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD52	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Human Resource Management								

### I. 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.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. How to attract competent and qualified persons towards organization by offering fair wage and incentive.
- II. Good human relation between employer and employee through a process of payment of bonus, profit sharing and other fringes benefits.
- III. The company should comply with the laws and regulations especially rights of labor.
- IV. The new realities of how organizations are approaching the vital tasks of Managing for rewards and developing the capabilities of their people.
- V How a well-qualified staff to perform the work of organization by establishing compensation program that is competitive in the market place.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Outline the concept of compensation and design of strategic compensation plan.
- CO2 Analyze various compensation structures in MNCs.
- CO3 Identify the fringe benefits and establish fundamental link age between performance appraisal and compensation.
- CO4 Evaluate the Performance based compensation along with benefits and services.
- CO5 Assess the performance-based pay system incentives; Illustrate the executive's compensation plan and packages.
- CO6 Develop compensation and reward plans according to the present scenario.

#### IV. COURSE CONTENT:

##### **MODULE-I- INTRODUCTION TO COMPENSATION MANAGEMENT (10)**

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 (09)**

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 (10)**

Incentives, fringe benefits; establishing a link with performance appraisal and compensation management.

Performance linked compensation; benefits and services.

##### **MODULE -IV-PERFORMANCE BASED PAY (10)**

Managerial remuneration pays commission; performance-based pay system incentives, executives' compensation plan and packages.

##### **MODULE -V-COMPENSATION STRTERGIES (09)**

Compensation strategy: 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.

#### V. TEXT BOOKS:

1. Dr. Vinay Ojha” Compensation and Reward Management”, 7<sup>th</sup> edition, 2019.
2. Pradip Kumar Das “Compensation and Reward Management”, “Himalaya publishing house “, in 2019.
3. George Milkovich,” Compensation and Reward Management” “McGraw-Hill Higher Education,”2019.
4. Sharma RC “Compensation and Reward Management” in 2017.
5. Ojha Vinay “Compensation and Reward Management,” in 2016.
6. Richard.i. Henderson, “Compensation Management in a Knowledge Based World “, Prentice-hall, 1<sup>st</sup> Edition, 2001.

#### VI. REFERENCE BOOKS:

1. Thomas. P.Plannery, David, “People Performance and Pay”, Free Press, 1<sup>st</sup> edition,2002.
2. Michael Armstrong, “Hand book of Reward Management”, Crust Publishing House, 2<sup>nd</sup> edition, 2003.
3. Joseph.J. Martocchio, “Strategic Compensation - A Human Resource Management Approach”, Prentice Hall, 4<sup>th</sup> edition, 2005.

#### VII. WEB REFERENCES:

1. <https://www.scribd.com/doc/94052058/human-resource-management-notes>
2. [www.studynama.com](http://www.studynama.com) > ... > mba/pgdmhr lecture notes, ebooks and handouts

#### VIII. E-TEXT BOOKS:

1. <https://www.studynama.com/community/threads/348-compensation-management-pdf-notes-ebook-download-for-mba-hr-students>
2. <http://www.eiilmuniversity.co.in/downloads/compensation-management.pdf>.
3. [https://www.amazon.in/dp/B0082BYR8U/ref=cm\\_sw\\_r\\_apan\\_glt\\_ZNQ8DCMHCC5RRF0GYW8Z](https://www.amazon.in/dp/B0082BYR8U/ref=cm_sw_r_apan_glt_ZNQ8DCMHCC5RRF0GYW8Z).
4. [https://www.amazon.in/dp/B00AQKYRRQ/ref=cm\\_sw\\_r\\_apan\\_glt\\_5JDG8ADGJ1DH81KHBZXW](https://www.amazon.in/dp/B00AQKYRRQ/ref=cm_sw_r_apan_glt_5JDG8ADGJ1DH81KHBZXW).

## COURES CONTENT

HR METRICS AND ANALYSIS								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD53	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Human Resource Management								

### I. COURSE OVERVIEW:

This course imparts knowledge in respect of HR analytics and HRIS and also HR metrics. The course also provides the information relating to equality to be maintained and the diversity strategies. The course intends to give specific evaluating methods of reliability and validity of HR data and to take necessary measures to control employee turn over and measures to be taken for improvement of employee performances and its evaluation methodologies and performance monitoring techniques and also concentrates on necessary measures to be taken to control the stress levels of employees.

### II. COURSE OBJECTIVES:

The students will try to learn:

- I The role and importance of HR analytics, and the ability to track, store, retrieve, analyses and interpret HR data.
- II The theory, concepts about the methodology and situations in which the organization have to be diversified.
- III Types of recruitment and selection methods for the purpose of attaining the competitive personnel to deal with critical job roles.
- IV The performance of various employees in the organization for providing training and development programs.
- V Concept of stress management and mediation and modernization of organizations.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Summarize on HR analytics evolution and metrics and framework for implementing in modern organizations.
- CO2 Demonstrate the inclusion and measuring and testing diversity with respect to human resources in organizations
- CO3 Differentiate the reliability and validity of selection models and bases for selection
- CO4 Examine the performance of employees and the measures to be taken to control employee turnover.
- CO5 Implement the effectiveness of predicting employee performance, assessing training needs with detail report that critically analyze.
- CO6 Describe the various methods of performance monitoring for the performances employees are to be monitored.

#### **IV. COURSE CONTENT:**

##### **MODULE-I- INTRODUCTION TO HR ANALYTICS (09)**

HR Analytics-Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model.

##### **MODULE -II-DIVERSITY ANALYSIS (09)**

Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.

##### **MODULE -III-RECRUITMENT AND SELECTION ANALYTICS (10)**

Evaluating Reliability and validity of selection models, finding out selection bias, Predicting the performance and turnover.

##### **MODULE -IV-PERFORMANCE ANALYSIS (10)**

Predicting employee performance, training requirements, evaluating training and development, Optimizing selection and promotion decisions.

##### **MODULE -V-MONITORING IMPACT OF INTERVENTIONS (10)**

Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence-based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis.

#### **V. TEXT BOOKS:**

1. Michael J. Walsh, "HR Analytics Essentials", Vibrant Publishers, Jan, 2021.
2. Bharti Motwani, "HR Analytics: Application and Design", Wiley Publisher, June 2021.
3. Poonam Kaushal, Sakshi Vashisht, "HR Metrics and Analytics", Walnut Publication, 2020.
4. Jac FITZ-ENZ, "The NEW HR Analytics", HarperCollins Focus Publisher, 2018.
5. Dipak Kumar Bhattachar, "HR Analytics", Sage Publications India Private, May 2017
6. Edwards Martin R, Edwards Kirsten, "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924, 2016.

#### **VI. REFERENCE BOOKS:**

1. Sund mark, Lyndon "Doing HR Analytics: Handbook with R examples. First Edition, Lyndon Sund mark publication, USA.
2. Ramesh Soundrrajan, Kul deep Singh," Winning on HR Analytics "First Edition, Sage publications.
3. Pratush Banerjee, Jatin Pandey, Manish Guptha, "Practical Applications of HR Analytics" First Edition, Sage publications.

#### **VII. WEB REFERENCES:**

1. <https://play.google.com/books/reader?id=pUCPwDG8Qj8C&hl=en&pg=GBS.PR8>
2. <https://play.google.com/books/reader?id=EXiJDwAAQBAJ&hl=en&pg=GBS.PR11>
3. <https://play.google.com/books/reader?id=btxwdqaaqbaj&hl=en&pg=gbps.pt26.w.0.0.252>

#### **VIII. E-TEXT BOOKS:**

1. <https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html>
2. <https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html>





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURE CONTENT

INTERNATIONAL HUMAN RESOURCE MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD54	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Human Resource Management								

### I. COURSE OVERVIEW:

International Human Resource Management involves a future-oriented process of developing and implementing HR programs that solve business problems and directly contribute to major long-term business 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.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

- I The various models of International Human Resource management.
- II International Human Resource planning and Recruitment and selection.
- III The performance management, training and development.
- IV The components and structure of international compensation package and also role of International industrial relations.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Understand the International human resource management models.
- CO2 Explain global HRM planning Process, issues in supply of International human resources.
- CO3 Assess the key areas of performance appraisal system.
- CO4 Evaluate the need for global training and development.
- CO5 Identify complexities in compensation management and factor that effect international compensation.
- CO6 Examine the role of trade union in MNC's and the concept of collective negotiations, disputes conflicts.

#### IV. COURSE CONTENT:

##### **MODULE-I-INTERNATIONAL HUMAN RESOURCE MANAGEMENT MODEL (10)**

Harvard Model, 5Ps Model of HRM, Social and culture and context of HRM, managing culture diversity, strategies for managing workforce diversity, IHRM over view. Organizational structure and HRM.

##### **MODULE -II-INTERNATIONAL HUMAN RESOURCE PLANNING & RECRUITMENT AND SELECTION (09)**

International Division of Labor, Global Human Resource Planning, Issues in Supply of International Human Resources, Why Do MNCs Require Different Categories of Employees, Recruitment, Selection.

##### **MODULE -III-PERFORMANCE MANAGEMENT, TRAINING AND DEVELOPMENT (10)**

Challenges of International Performance Management, Areas to be Appraised, Organizational Role Expectations, Methods of performance appraisal.

Introduction, Why Global Training? Training methods, Areas of Global Training and Development

##### **MODULE -IV- COMPENSATION AND BENEFITS (10)**

Complexities in International Compensation Management, Objectives of International Compensation Management, Factors that Affect International Compensation, Components/Structure of International Compensation Package, Executive Compensation, Approaches to International Compensation Management.

##### **MODULE -V-INTERNATIONAL INDUSTRIAL RELATIONS (09)**

Three Actors of Industrial Relations, Trade Unions, Concerns of Trade Unions in Multinational Companies, Collective Negotiations, Disputes or Conflicts, Quality Circles and Participative Management, Shifts in Global Business, Shifts in Human Resource Management, Shifts in Industrial Relations.

#### V. TEXT BOOKS:

1. Tarique, T&F/Routledge “International Human Resource Management” 5<sup>th</sup> edition, 2020.
2. Kandula Srinivas R “International Human Resource Management” 2<sup>nd</sup> edition, 2018.
3. Peter J. Dowling Marion Festing, Allen D. Engle, “International Human Resource Management “, 3<sup>rd</sup> edition, 2017.

#### VI. REFERENCE BOOKS:

1. P.L. Rao “International Human Resource Management” Excel Books, first Edition, New Delhi.
2. K. Aswathappa & Sadhna Dash, “International Human Resource Management “Second Edition, McGraw hill Publication, New Delhi.
3. Tony Edwards “International Human resource Management “4<sup>th</sup> edition, Pearson publication, New Delhi.
4. P. Subba Rao, International Human Resource Management, second edition, Himalaya publishing house, New Delhi.
5. Peter J.Dowling & Marion Festing, “International Human Resource Management “, 2<sup>nd</sup> edition, Cengage publishing, New Delhi.

#### VII. WEB REFERENCES:

1. <https://play.google.com/books/reader?id=9eTSAwAAQBAJ&hl=en&pg=GBS.PT1>
2. <https://play.google.com/books/reader?id=3phMDwAAQBAJ&hl=en&pg=GBS.PR5>
3. <https://play.google.com/books/reader?id=j-zcDgAAQBAJ&hl=en&pg=GBS.PR4>
4. <https://play.google.com/books/reader?id=0cwgAQAAQBAJ&hl=en&pg=GBS.PA20.w.1.0.76>
5. <https://play.google.com/books/reader?id=ICxUDwAAQBAJ&hl=en&pg=GBS.PT54.w.1.0.58>
6. <https://play.google.com/books/reader?id=4rw3DgAAQBAJ&hl=en&pg=GBS.PR14>

### **VIII. E-TEXTBOOKS:**

1. [https://www.amazon.in/dp/b001g0obfs/ref=cm\\_sw\\_r\\_apan\\_glt\\_mwanfyddehpcqzqmfj3v](https://www.amazon.in/dp/b001g0obfs/ref=cm_sw_r_apan_glt_mwanfyddehpcqzqmfj3v)
2. [https://www.amazon.in/dp/b00aoonezk/ref=cm\\_sw\\_r\\_apan\\_glt\\_54q17wa19n9qry85p1ka](https://www.amazon.in/dp/b00aoonezk/ref=cm_sw_r_apan_glt_54q17wa19n9qry85p1ka).
3. [https://www.amazon.in/dp/b008iiqvdq/ref=cm\\_sw\\_r\\_apan\\_glt\\_ngvg4htr4tk2egb8b2c0?\\_encoding=utf8&psc=1](https://www.amazon.in/dp/b008iiqvdq/ref=cm_sw_r_apan_glt_ngvg4htr4tk2egb8b2c0?_encoding=utf8&psc=1).
4. <https://www.pdfdrive.com/5-international-human-resources-management-e27035115.html>
5. <https://www.pdfdrive.com/international-human-resources-management-e25138235.html>
6. <https://www.pdfdrive.com/international-human-resource-management-e187081028.html>
7. <https://www.pdfdrive.com/international-human-resource-management-3rd-edition-global-hrm-e188991034.html>

## COIURE CONTENT

CYBER SECURITY								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD55	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Business Analytics								

### I. COURSE OVERVIEW:

The aim of this course is to enhance understanding of cyber threats, tools, forensic analysis, and security measures. Participants will gain insights into the vulnerabilities of mobile devices, tools used in cybercrime, computer forensic techniques, and the implications of cyber threats on organizations. The course also covers the forensic analysis of handheld devices and cybersecurity measures to safeguard organizational assets and intellectual property.

### II. COURSE OBJECTIVES:

#### The students will try to learn:

- I. The cybercrime tools and methods used in cybercrime and cyber security.
- II. The computer forensic system and cyber security.
- III. Be aware of intellectual property rights for cyber security.
- IV. The technologic challenges from hand held devices.

### III. COURSE OUTCOMES:

#### At the end of the course students should be able to:

- CO1 Explains the vulnerabilities of mobile and wireless devices, authentication service security, and security implications for organizations.
- CO2 Examine proxy servers, phishing, password cracking, malware, and various cyber-attack methods.
- CO3 Discuss the historical background of cyber forensic, forensic analysis of email, and the digital forensic life cycle.
- CO4 Explore network forensic and the setup of a computer forensic laboratory.
- CO5 Illuminate the working characteristics of cell phones, digital forensic for handheld devices, and toolkits for forensic analysis.
- CO6 Demonstrate the organizational implications, costs of cybercrimes, intellectual property rights issues, and web threats.

#### **IV. COURSE CONTENT:**

##### **MODULE-I-CYBER CRIME (09)**

Mobile and wireless devices, trend mobility, authentication service security, attacks on mobile phones, mobile phone security implications for organizations, organizational measurement for handling mobile-security policies and measures in mobile computing era.

##### **MODULE -II-TOOLS AND METHODS USED IN CYBER CRIME (10)**

Proxy servers and Anonymizers, phishing, password cracking, key loggers and spy wares, virus and worms, Trojan horse and backdoors, steganography, structured query language injection, buffer overflow, attacks on wireless network.

##### **MODULE -III-UNDERSTANDING COMPUTER FORENSIC (09)**

Historical background of cyber forensic, forensic analysis of email, digital forensic life cycle, network forensic setting up a computer forensic laboratory, relevance of the OSI 7-layer model to computer forensic, computer forensic from compliance perspectives.

##### **MODULE -IV-FORENSIC OF HAND (10)**

Held devices, understanding cell phone working characteristics, hand-held devices and digital forensic, toolkits for hand-held device, forensic of I pod and digital music devices, technologic challenges with evidence from hand held devices.

##### **MODULE -V-CYBER SECURITY (10)**

Organizational implications cost of cybercrimes and intellectual property rights issues, web threats for organizations: The evils and perils, social media marketing, security and privacy implications, protecting people privacy in the organizations, forensic best practices for organizations.

#### **V. TEXT BOOKS:**

1. Dr Mansur Hasib, “Cyber security Leadership: Powering the Modern Organization “, 2021.
2. Matthew Hickey, “Hands on Hacking: Become an Expert at Next Gen Penetration Testing”, 4<sup>th</sup> edition in 2020.
3. Kim Crawley, “8 Steps to Better Security a Simple Cyber Resilience Guide for Business” in 2020.
4. Paul D. Williams, Matt McDonald “Introduction to Security Studies”3rd edition in 2018.
5. Kuan-Ching Li, Brij B. Gupta, Dharma P. Agrawal “Systems”, in 2018.
6. Nina Godbole and Sunit Belapure, Cyber Security, Wiley India, 3<sup>rd</sup> edition, 2012.
7. Harish Chander, Cyber Laws and IT protection, PHI learning pvt.ltd, 3<sup>rd</sup> edition, 2012.
8. Dhiren R Patel, Information security theory and practice, PHI learning Pvt.ltd, 4<sup>th</sup> edition, 2010.

#### **VI. REFERENCE BOOKS:**

1. MS.M.K.Geetha and Ms. Swapne Raman, “Cyber Crimes and Fraud Management” MacMillan, 2012.
2. Pankaj Agrawal: “Information Security and Cyber Laws (Acme Learning)”, Excel, 2015.
3. Vivek Sood, “Cyber Law Simplified”, TMH, 2012

#### **VII. WEB REFERENCES:**

1. <https://www.goo.gl/gBUrvc>
2. <https://www.goo.gl/9Nahvr>

#### **E-Text Books:**

1. <https://ccdcoc.org/publications/books/NationalCyberSecurityFrameworkManual.pdf>
2. <https://transition.fcc.gov/cyber/cyberplanner.pdf>
3. [https://www.amazon.in/dp/B07YG4QSZR/ref=cm\\_sw\\_r\\_apan\\_glt\\_2FGRNQAE4AEV5JQRB7?\\_encoding=UTF8&psc=1](https://www.amazon.in/dp/B07YG4QSZR/ref=cm_sw_r_apan_glt_2FGRNQAE4AEV5JQRB7?_encoding=UTF8&psc=1)
4. [https://www.amazon.in/dp/B084RH7JNC/ref=cm\\_sw\\_r\\_apan\\_glt\\_XSZ2G0M4SF8VE5G45NN5?\\_encoding=UTF8&psc=1](https://www.amazon.in/dp/B084RH7JNC/ref=cm_sw_r_apan_glt_XSZ2G0M4SF8VE5G45NN5?_encoding=UTF8&psc=1)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

BUSINESS DATA MINING, WAREHOUSE AND VISULIZATION								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD56	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Business Analytics								

### I. COURSE OVERVIEW:

The aim of this course is to enhance understanding of data mining concepts, data preprocessing, warehouse efficiency management, classification problems, and data visualization for business. Participants will gain insights into mining various types of data, handling missing values, optimizing warehouse efficiency, building logistic regression models, and creating informative data visualizations for business monitoring.

### II. OBJECTIVES:

**The students will try to learn:**

- I. The concepts of Data Mining and Preprocessing of Data.
- II. The insights of association rule mining and clustering.
- III. The application of Logistic Regression and Sentiment Analytics to solve Business Problems.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Explore the kinds of data that can be mined, major issues in data mining, and the societal impact of data mining.
- CO2 Recognize reasons for data preprocessing, major tasks involved, and techniques for data cleaning, reduction, transformation, and discretization.
- CO3 Analyze the concepts of warehouse operations, order picking methods, and measures of warehouse efficiency.
- CO4 Apply the workforce design, cross-docking, and risk management in warehousing operations.
- CO5 Gain an overview of classification problems, binary logistic regression, and techniques for encoding categorical features.
- CO6 Discuss the data visualization for businesses, covering numerical and non-numerical data visualization techniques.

#### IV. COURSE CONTENT:

##### **MODULE-I-INTRODUCTION TO DATA MINING, WAREHOUSE AND VISUALIZATION (09)**

Data Mining; Kinds of data that can be mined-Database Data, Data Warehouses, Transactional Data, Other Kinds of Data; Major Issues in Data Mining-Mining Methodology, User Interaction, Efficiency and Scalability, Diversity of Database Types, Data Mining and Society.

##### **MODULE -II-DATA PRE-PROCESSING (10)**

Data Preprocessing: An Overview-Reasons to process the data, Major Tasks in Data Preprocessing; Data Cleaning-Missing Values, Noisy Data, Data Cleaning as a Process; Data Reduction-Principal Component Analysis, Histograms, Clustering, Sampling, Data Cube Aggregation; Data Transformation and Data Discretization-Data Transformation by Normalization, Discretization by Binning, Discretization by Histogram Analysis.

Case Study: Handling Missing Values in Melbourne Housing Price Data.

##### **MODULE -III-MANAGING WAREHOUSE EFFICIENCY (10)**

Order picking - Picking methods-pick path - Measuring Warehouse Efficiency - Warehouse Workforce design and development - cross docking.

Warehousing Operations: warehousing operations- inbound process, outbound processes, Functions of Warehouse- break-bulk, cross docking, order mixing, Risk management

##### **MODULE -IV-CLASSIFICATION PROBLEMS – I-LOGISTICS REGRESSION (10)**

Overview of Classification; Binary Logistic Regression; Classification-Encoding Categorical Features, Building Logistic Regression Model, Printing Model Summary, Predicting on Test Data; Measuring Accuracies-Creating Confusion Matrix, Receiver Operating Characteristic (ROC) and Area Under the Curve; Finding Optimal Classification Cut-off -Youden's Index and Cost-Based Approach.

Case Study: Predicting Employee Attrition on HR Attrition Dataset.

##### **MODULE -V-DATA VISUALISATION FOR BUSINESS (09)**

Introduction to Data Visualization for businesses, Visualization of Numerical and Non-Numerical Data Creation of Dashboards using IT Tools, Business Activity Monitoring through Dashboard.

#### V. TEXT BOOKS:

1. Ikvinderpal "Data Mining & Warehousing", 1<sup>st</sup> edition, 2020.
2. Max Bramer and Springer "Principles of Data Mining 2020" 8<sup>th</sup> edition, 2020.
3. Szabo, Gungar Polatkan, Oscar Boykin, Chalkiopoulos, "Social Media Data Mining and Analytics", 3<sup>rd</sup> edition. Wiley, 2019.
4. Pang-Ning Tan, "Introduction to Data Mining, Global Edition", 4<sup>th</sup> edition, May 2019.
5. Ian H. Witten, Eibe Frank, Mark A. Hall, Christopher J. Pal, "Data Mining: Practical Machine Learning Tools and Techniques", 4<sup>th</sup> edition. Elsevier, 2017.
6. Megan Squire, "Mastering Data Mining with Python –Find patterns hidden in your data", 1<sup>st</sup> edition. PACKT Publishing, 2016.
7. Charu C. Aggarwal, "Data Mining and warehousing", 3<sup>rd</sup> edition, 2016.

#### VI. REFERENCE BOOKS:

1. Luis Torgo, "Data Mining with R: Learning with Case Studies", 2<sup>nd</sup> edition, CRC Press, 2011.
2. Jiawei Han, Jian Pei, Micheline Kamber, "Data Mining: Concepts and Techniques", 3<sup>rd</sup> edition, Elsevier, 2010.
3. Joseph B. Pigus, "Data Mining with Neural Networks", 2<sup>nd</sup> edition, TMH, 2017.
4. Robert Layton, "Learning Data Mining with Python", 2<sup>nd</sup> edition, PACKT Publishing, 2015.
5. Xin-She Yang, "Introduction to Algorithms for Data Mining and ML", 1<sup>st</sup> edition, Academic Press, 2019.

6. Boris Kovalerchuk, Evgeni Vityaev, “Data Mining in Finance”, 3<sup>rd</sup> edition, Kluwer Academic Publishers, 2010.
7. Dinesh K. “Business Analytics: The Science of Data - Driven Decision Making”. 1<sup>st</sup> edition, Wiley, 2009.
8. Yau, N., “Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics”. John Wiley & Sons.

#### **VII.WEB REFERENCES:**

1. [https://www.amazon.in/dp/B07YG4QSZR/ref=cm\\_sw\\_r\\_apan\\_glt\\_2FGRNQAE4AEV5JQR\\_B7?\\_encoding=UTF8&psc=1](https://www.amazon.in/dp/B07YG4QSZR/ref=cm_sw_r_apan_glt_2FGRNQAE4AEV5JQR_B7?_encoding=UTF8&psc=1)

#### **VIII.E-TEXT BOOKS:**

1. [https://www.amazon.in/dp/B00UVBJSAQ/ref=cm\\_sw\\_r\\_apan\\_glt\\_1Y1H0P2MRK1KM0SFG1\\_AJ?\\_encoding=UTF8&psc=1](https://www.amazon.in/dp/B00UVBJSAQ/ref=cm_sw_r_apan_glt_1Y1H0P2MRK1KM0SFG1_AJ?_encoding=UTF8&psc=1).
2. [https://www.amazon.in/dp/B075GB7FT5/ref=cm\\_sw\\_r\\_apan\\_glt\\_G8RNA0P6W9YSQZ2N0P16?\\_encoding=UTF8&psc=1](https://www.amazon.in/dp/B075GB7FT5/ref=cm_sw_r_apan_glt_G8RNA0P6W9YSQZ2N0P16?_encoding=UTF8&psc=1).





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURE CONTENT

MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD57	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: Business Analytics								

### I. COURSE OVERVIEW:

The aim of this course provides a comprehensive exploration of machine learning algorithms, recommender systems, decision tree classification, and the foundations of artificial intelligence. Participants will delve into the types of machine learning, recommendation techniques, decision tree modeling, and the principles of artificial intelligence, including problem-solving strategies.

### II. OBJECTIVES:

The students will try to learn:

- I. The various Machine Learning Algorithms.
- II. The various classification techniques and recommender systems.
- III. The students acquainted with the concepts of different searching techniques of AI systems.

### III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Discuss about the machine learning concepts, types of algorithms (supervised, unsupervised, and reinforcement learning), and specific supervised learning algorithms (K Nearest Neighbors, Random Forest, and Boosting).
- CO2 Illustrate the user-based and item-based similarity in recommender systems, calculate cosine similarity, and address challenges with similarity measures.
- CO3 Summarize the decision trees, building classifiers using gini criteria and entropy criteria. Measure test accuracy, display decision trees, find optimal criteria.
- CO4 Demonstrate the decision tree classification in a case study on German credit data.
- CO5 Explore the meaning and foundations of artificial intelligence, the history of AI, and the concept of rationality.
- CO6 Apply delve into local search algorithms, optimization problems, adversarial search, constraint satisfaction problems, and the introduction of chatbots.

#### **IV. COURSE CONTENT:**

##### **MODULE-I-MACHINE LEARNING (09)**

What is Machine Learning; Types of Machine Learning Algorithms-Supervised, Unsupervised and Reinforcement Learning. Supervised Learning-K Nearest Neighbors, Random Forest and Boosting  
Case Study: Predicting Employee Churn Using KNN, RF and Boosting.

##### **MODULE -II-RECOMMENDER SYSTEMS USING MACHINE LEARNING (10)**

User Based Similarity-Calculating Cosine Similarity Between Users, Filtering Similar Users, Challenges with User Based Similarity. Item Based Similarity-Calculating Cosine Similarity between Movies, Finding Most Similar Movies. Matrix Factorization.

##### **MODULE -III-DECISION TREE CLASSIFICATION (09)**

Introduction to Decision Tree; Building Decision Tree Classifier using Gini Criteria; Measuring Test Accuracy; Displaying the Tree; Building Decision Tree Classifier using Entropy Criteria.

Finding Optimal Criteria; Maximum Depth of the Tree and Benefits and Disadvantages of Decision Tree Case Study: Applying Decision Tree Classification on German Credit Data.

##### **MODULE -IV-ARTIFICIAL INTELLIGENCE (10)**

Introduction-Meaning and Foundations of AI, History of AI. Intelligent Agents-Agents and Environments, Concept of Rationality, Nature of Environments, The Structure of Agents, AI: The present and Future.

Problem Solving-I: Solving Problems by Searching-Problem Solving Agents, Searching for Solutions, Uninformed Search Strategies, Informed Search Strategies, Heuristic Functions.

##### **MODULE -V-PROBLEM SOLVING (10)**

Beyond Classical Search-Local Search Algorithms and Optimization Problems, Beyond Classical Search, Adversarial Search, Constraint Satisfaction Problems, Chabot –Introduction, Characteristics and its importance.

#### **V. TEXT BOOKS:**

1. Sergio's Theodoratos, Elsevier "Machine Learning A Bayesian and Optimization Perspective ", 1<sup>st</sup> edition, 2020.
2. Dr. Dheeraj Mehrotra "Basics of Artificial Intelligence & Machine Learning ", 3<sup>rd</sup> edition, 2019.
3. Wei- Meng Lee, "Python Machine Learning", Wiley, 3<sup>rd</sup> edition, 2019.
4. David L. Poole, Alan K. Mackworth "Artificial Intelligence", 2<sup>nd</sup> edition, 2018.
5. Steven W Knox, JOHN WILEY "Machine Learning a Concise Introduction ", 4<sup>th</sup> edition, 2018.
6. Richard E. Neapolitan, Taylor & Francis "Artificial Intelligence with an Introduction to Machine Learning" 2<sup>nd</sup> edition, 2018.

#### **VI. REFERENCE BOOKS:**

1. Paul Deitel, Harvy Deitel, "Python for Programmers- with introductory AI Case Studies", 1<sup>st</sup> edition, Pearson Education, 2019.
2. Puneet Mathur, "Machine Learning Applications Using Python: Cases Studies from Healthcare, Retail, and Finance", 1<sup>st</sup> edition, Apress, 2019.
3. Joshua Eckroth, "Python AI Projects for Beginners", 1<sup>st</sup> edition, Packt Publishers, 2018.
4. Shalev-Shwartz, Ben-David, "Understanding ML from Theory to Algorithms", 1<sup>st</sup> edition, Cambridge University Press, 2014.
5. Stephen Marsland, Machine Learning - An Algorithmic Perspective, 2<sup>nd</sup> edition, CRC Press, 2014.
6. Saroj Kaushik, "Artificial Intelligence", 1<sup>st</sup> edition, Cengage Learning India.

#### **VII.WEB REFERENCES:**

1. [https://www.amazon.in/dp/b00lpgbv60/ref=cm\\_sw\\_r\\_apan\\_glt\\_ms59jpftkscvqmhfg9pf](https://www.amazon.in/dp/b00lpgbv60/ref=cm_sw_r_apan_glt_ms59jpftkscvqmhfg9pf).
2. [https://www.amazon.in/dp/b07f63rmsw/ref=cm\\_sw\\_r\\_apan\\_glt\\_1tzmkkbj2rdbmzy2j2sx](https://www.amazon.in/dp/b07f63rmsw/ref=cm_sw_r_apan_glt_1tzmkkbj2rdbmzy2j2sx)

#### **VIII.E-TEXT BOOKS:**

1. [https://www.amazon.in/dp/b00lpgbv60/ref=cm\\_sw\\_r\\_apan\\_glt\\_ms59jpftkscvqmhfg9pf](https://www.amazon.in/dp/b00lpgbv60/ref=cm_sw_r_apan_glt_ms59jpftkscvqmhfg9pf)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

MSME MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD58	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: ENTREPRENEURIALSHIP DEVELOPMENT								

### I. COURSE OVERVIEW:

The aim of this course offers a comprehensive understanding of entrepreneurship in the context of small and medium enterprises. Participants will explore the concept, challenges, and opportunities in SMEs, learn the process of setting up enterprises, discover institutions supporting MSMEs, delve into the management aspects, and analyze the role of government in promoting entrepreneurship.

### II. OBJECTIVES:

**The students will try to learn:**

- I. The export opportunities in MSMEs, Issues and challenges of MSMEs.
- II. The environmental aspects in setting up, Incentives and subsidies, rural entrepreneurship – Women entrepreneurship.
- III. The various sources of financial support, development financial institutions and investment institutions.
- IV. The restructuring, revival and rehabilitation of MSME and problems of entrepreneurs.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Explore the concept and definition of SMEs, understand their role in the modern Indian economy, and analyze employment and export opportunities.
- CO2 Identify business opportunities in various sectors, understand the formalities for setting up an enterprise, and explore the location of the enterprise.
- CO3 Examine the forms of financial support for MSMEs, both long-term and short-term.
- CO4 Discuss the sources of financial support, including development financial institutions, investment institutions, central and state-level institutions, and other agencies.
- CO5 Demonstrate the management aspects of product lines, communication with clients, credit monitoring systems, and the management of non-performing assets (NPAs).
- CO6 Evaluate the MSME policy in India and the agencies responsible for policy formulation and implementation.

#### IV. COURSE CONTENT:

##### **MODULE-I-INTRODUCTION FOR SMALL AND MEDIUM ENTREPRENEURSHIP (08)**

Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs.

##### **MODULE -II-SETTING OF SMES (10)**

Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

##### **MODULE -III-INSTITUTIONS SUPPORTING MSMEs (08)**

Forms of Financial support, long term and short-term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, and other agencies.

Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, entrepreneurial guidance bureaus.

##### **MODULE -IV-MANAGEMENT OF MSME (12)**

Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, problems of entrepreneurs – sickness in SMI – reasons and remedies, evaluating entrepreneurial performance.

##### **MODULE -V-ROLE OF GOVERNMENT IN PROMOTING ENTREPRENEURSHIP (10)**

MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

#### V. TEXT BOOKS:

1. Rajeev Babel “Treatise on Micro Small and Medium Enterprises” 2<sup>nd</sup> edition, 2021.
2. Taxman “MSME Ready Reckoner Professional Book”, 2<sup>nd</sup> edition, 2021.
3. CA Kamal Garg, Bharat “Handbook on Micro Small and Medium Enterprises”, 3<sup>rd</sup> edition, 2020.
4. Krishnan L Ratha. “Small and Medium Enterprises under Globalization Challenges and Opportunities “, 1st edition, 2017.
5. Mohinder Singh “Management of Micro, Small and Medium Enterprises (MSME'S) In India “, 2<sup>nd</sup> edition, 2015.

#### VI. REFERENCE BOOKS:

1. Suman Kalyan Chaudhury, “Micro Small and Medium Enterprises in India Hardcover”, Raj Publications, 2<sup>nd</sup> edition, 2013.
2. Aneet Monika Agarwal, “Small and Medium Enterprises in Transitional Economies” challenges and opportunities”, DEEP and DEEP Publications, 4<sup>th</sup> edition, 2015.

#### VII. WEB REFERENCES:

1. <https://msme.gov.in/sites/default/files/Sch-vol1-151214.pdf-.sri.pdf>
2. [www.dcmsme.gov.in/Terms%20of%20Reference%20\(ToR\).pdf](http://www.dcmsme.gov.in/Terms%20of%20Reference%20(ToR).pdf)

#### VIII. E-Text Books:

1. <https://msme.gov.in/Media-and-press-release/e- book>
2. <https://www.pwc.in/assets/pdfs/publications-2011/innovation-msme-2011.pdf>
3. [https://www.amazon.in/dp/B089ZCQ4KB/ref=cm\\_sw\\_r\\_apan\\_glt\\_7WZFTXTWT7V77TS8JGVR](https://www.amazon.in/dp/B089ZCQ4KB/ref=cm_sw_r_apan_glt_7WZFTXTWT7V77TS8JGVR)
4. [https://www.amazon.in/dp/B089YSNHP2/ref=cm\\_sw\\_r\\_apan\\_glt\\_DYY28P0BYB9QTE8Z7XS4](https://www.amazon.in/dp/B089YSNHP2/ref=cm_sw_r_apan_glt_DYY28P0BYB9QTE8Z7XS4)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

ENTREPRENEURIAL FINANCE AND MARKETING								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD59	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: ENTREPRENEURIALSHIP DEVELOPMENT								

### I. COURSE OVERVIEW:

The aim of this course is designed to foster a deep comprehension of entrepreneurship, covering its evolution, the individual entrepreneurial mindset, launching ventures, entrepreneurial marketing, and strategies for market development and growth. Participants will explore the impact of entrepreneurship, the twenty-first-century trends, and the approaches to the entrepreneurial process.

### II. OBJECTIVES:

**The students will try to learn:**

- I. The evolution of entrepreneurship approaches to entrepreneurship process approach
- II. The individual entrepreneurial mind set and personality.
- III. The entrepreneurship methods to initiate ventures creating new ventures.
- IV. The strategic planning strategic actions and strategic positioning business stabilization

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Delve into the revolutionary impact and evolution of entrepreneurship, and explore contemporary trends.
- CO2 Explore the individual entrepreneurial mindset and personality, stressing the entrepreneurial journey, motivation, and stress management.
- CO3 Focus on identifying opportunities, fostering entrepreneurial imagination and creativity, and understanding the innovation process.
- CO4 Discuss the methods to initiate ventures, including creating new ventures, acquiring established entrepreneurial ventures, and franchising.
- CO5 Examine the characteristics, functions, and challenges of entrepreneurial marketing.
- CO6 Evaluate the positioning, segmentation, targeting, and communication, pricing, and distribution strategies in entrepreneurial marketing.

#### **IV. COURSE CONTENT:**

##### **MODULE-I-UNDERSTANDING ENTREPRENEURIAL MINDSET (09)**

The Revolution impact of entrepreneurship, the evolution of entrepreneurship approaches to entrepreneurship process approach, twenty first century trends in entrepreneurship

##### **MODULE -II-THE INDIVIDUAL ENTREPRENEURIAL MINDSET (09)**

The individual entrepreneurial mind set and personality: the entrepreneurial journey, stress and the entrepreneur, the entrepreneurial ego entrepreneurial motivations, corporate entrepreneurial mind nature of corporate entrepreneur conceptualization of corporate entrepreneurship strategy sustaining corporate entrepreneurship.

##### **MODULE -III-LAUNCHING ENTREPRENEURIAL VENTURES (10)**

Opportunities identification, entrepreneurial imagination and creativity the nature of the creativity process innovation.

Entrepreneurship methods to initiate ventures creating new ventures, acquiring an established entrepreneurial venture franchising hybrid disadvantage of franchising.

##### **MODULE -IV-ENTREPRENEURIAL MARKETING AND GROWTH (10)**

Meaning, characteristics, functions, marketing challenges, marketing mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting, Concept of enterprise growth, forms, types, structures of organizational growth, Gazelles and Mice, growth objectives – operative and strategic targets, growth analysis.

##### **MODULE -V-ENTREPRENEURIAL MARKET DEVELOPMENT STRATEGIES (10)**

Positioning, segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

#### **V. TEXT BOOKS:**

1. Kent Billingsley “Entrepreneur to Millionaire: How to Build a Highly Profitable, Fast-Growth Company and Become Embarrassingly Rich Doing It”, 2<sup>nd</sup> edition, 2021.
2. Mirdul Amin Sarkar “Entrepreneurship in Independent Market Research & Strategic Digital Marketing “, 3<sup>rd</sup> edition, 2020.
3. Ronald W Melicher, “Entrepreneurial Finance” 4<sup>th</sup> edition, 2019.
4. Jeffrey R. Cornwall David O Vang “Entrepreneurial Financial Management: An Applied Approach “, 4<sup>th</sup> edition, 2019.
5. Gary Vaynerchuk, “One Entrepreneur's Take on Leadership, Social Media and Self Awareness “, 2<sup>nd</sup> edition, 2016.
6. DF Kuratko and TV Rao, “Entrepreneurship-A South- Asian Perspective”, Cengage Learning, 1<sup>st</sup> edition, 2012.

#### **VI. REFERENCE BOOKS:**

1. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, HPH Millenium, 1<sup>st</sup> edition, 2007.
2. P. NarayanaReddy, “Entrepreneurship Development–Text and Cases”, Cengage Learning, 1<sup>st</sup> edition, 2007.

#### **VII. WEB REFERENCES:**

1. <http://www.freebookcentre.net/business-books-download/entrepreneurial-development.html>
2. <http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf>

#### **VII. E-TEXT BOOKS:**

1. <http://bookboon.com/en/entrepreneurship-ebooks>

2. <http://pdf-directory.org/ebook.php?id=rejjanenzvyc>
3. [https://www.amazon.in/dp/B00QITGLEG/ref=cm\\_sw\\_r\\_apan\\_glt\\_322YCBBS0RS8E7N9CZRC](https://www.amazon.in/dp/B00QITGLEG/ref=cm_sw_r_apan_glt_322YCBBS0RS8E7N9CZRC).
4. [https://www.amazon.in/dp/B086Z93CWG/ref=cm\\_sw\\_r\\_apan\\_glt\\_XBZBMFSMMQ886K6EFYA](https://www.amazon.in/dp/B086Z93CWG/ref=cm_sw_r_apan_glt_XBZBMFSMMQ886K6EFYA)





# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

SOCIAL ENTREPRENEURSHIP								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD60	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 48	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 48			
Prerequisite: ENTREPRENEURIALSHIP DEVELOPMENT								

### I. COURSE OVERVIEW:

The "Social Entrepreneurship and Ethical Entrepreneurship" course aims to provide a comprehensive understanding of entrepreneurship with a focus on social impact and ethical considerations. Participants will explore the meanings and types of entrepreneurships, characteristics of entrepreneurs, and the development of entrepreneurship in India. The course will delve into social entrepreneurship, its processes, and the role of social entrepreneurs in creating positive change. Ethical considerations in entrepreneurship and challenges faced in social entrepreneurship will also be addressed.

### II. COURSE OBJECTIVES:

**The students will try to learn:**

1. Indepth about Social Entrepreneurship
2. How to develop "a Social entrepreneurial imagination and to bring out the practice of Social Entrepreneurship in India.

### III. COURSE OUTCOMES:

**At the end of the course students should be able to:**

- CO1 Explore the meaning and definition of entrepreneurship, types of entrepreneurs, and entrepreneurial characteristics.
- CO2 Examine the meaning and characteristics of social entrepreneurs and social enterprises.
- CO3 Apply models of the entrepreneurship process, including the Timmons Model and the PCDO framework.
- CO4 Discuss the sources of social entrepreneurship and the qualities and skills essential for social entrepreneurs.
- CO5 Analyze the boundaries of social entrepreneurship, distinguishing it from social service provision and activism.
- CO6 Evaluate the ethical dimensions of entrepreneurship, considering relationships with customers, employees, and the government.

#### **IV. COURSE CONTENT:**

##### **MODULE-I-INTRODUCTION TO ENTREPRENEUR AND ENTREPRENEURSHIP (09)**

Meaning and definition Entrepreneur, Entrepreneurship. Types of Entrepreneurs –Social entrepreneur, Serial entrepreneur, Life style entrepreneur. Types of Entrepreneurships –creative entrepreneurship, inclusive entrepreneurship, knowledge entrepreneurship. Entrepreneurial characteristics: Inspiration, creativity, direct action, courage and fortitude. Characteristics of entrepreneur: innovate, introduces new technologies, catalyst, creative, generating opportunity for profit or reward. Entrepreneurship development in India. Scope of entrepreneur development. Concepts of Value Creation.

##### **MODULE -II-SOCIAL ENTREPRENEUR, ENTREPRENEURSHIP AND ENTERPRISES (10)**

Meaning, definition of social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship - pursuit of new opportunities and exploration of hidden resources to serve those missions, decision- making power not based on capital ownership, participatory and collaborative nature involving various stake holders, change opportunities lying in the hands of every individual. Characteristics of Social Entrepreneur- social catalysts, socially aware, opportunity seeking, innovative, resourceful, accountable. Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship. Social Entrepreneurship in developing countries and in India.

##### **MODULE -III - THE SOCIAL ENTREPRENEURSHIP PROCESS (10)**

The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) frame work, The Case Model, The Social Entrepreneurship Frame work. Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector.

7 Qualities and Skills of Social Entrepreneur - Entrepreneurial, innovative, transformatory, leadership, storytelling, people, visionary opportunities, alliance building, questions and doubts, accountability, missing skills, succession, scale.

##### **MODULE -IV - SOCIAL ENTREPRENEURSHIP IN PRACTICE: (10)**

Bangladesh Rural Advancement Committee (BRAC), The Grameen Bank (GB), The Self Employment Women's Association (SEWA), Aravind Eye Hospital, Barefoot College, Bhartia Samruddhi Investment & Consulting Services (BASIX), Narayana Hrudayalaya Institute of Medical Sciences, Technology Informatics Design Endeavour (TIDE). Boundaries of Social Entrepreneurship – Social service provision, Social activism.

##### **MODULE -V-ETHICAL ENTREPRENEURSHIP AND CHALLENGES IN SOCIAL ENTREPRENEURSHIP (09)**

Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship

#### **V. TEXT BOOKS:**

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, "Social entrepreneurship, the next big business opportunity" Global Vision Publishing House, New Delhi, 2<sup>nd</sup> edition, 2011.
2. Mel Young, "Social Entrepreneurship: A New Way of Thinking about Business", 2<sup>nd</sup> edition 2021.
3. Kickul, Thomas S. Lyons, Taylor and Francis, "Understanding Social Entrepreneurship the Relentless Pursuit of Mission in an Ever Changing World", 3<sup>rd</sup>edition, in 2020.
4. David Bornstein, Susan Davis, "Social Entrepreneurship: What Everyone Needs to Know" Oxford University Press, 5<sup>th</sup> edition, 2019.
5. Beugre, Taylor & Francis "Social Entrepreneurship ", 4<sup>th</sup> edition, 2016.
6. S.S.Khanka, "Entrepreneurship in India, perspective and practice", Akansha publishing house, New Delhi, 2009.

#### **VI. REFERENCE BOOKS:**

1. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012.

2. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008.
3. Bornstein, David, how to change the world: social entrepreneurs and the power of new ideas New York, NY: oxford university press, 2004.
4. Dees, j. Gregory, “the meaning of social entrepreneurship” center for the advancement, 2007.
5. Martin, roger and Osberg, sally, “social entrepreneurship: the case for definition”, Stanford social innovation review. 2008.

#### **VII. WEB REFERENCES:**

1. <https://www.amazon.in/Social-Entrepreneurship-Sustainable-Development>

#### **VIII. E-TEXT BOOKS:**

1. [https://www.amazon.in/dp/B006QV7ZRI/ref=cm\\_sw\\_r\\_apan\\_glt\\_3K966HJ31FHHNF0ANFME](https://www.amazon.in/dp/B006QV7ZRI/ref=cm_sw_r_apan_glt_3K966HJ31FHHNF0ANFME)



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

## COURSE CONTENT

MAIN PROJECT AND VIVA VOCE								
IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBD62	Core	L	T	P	C	CIA	SEE	Total
		-	-	9	4	40	60	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 75			Total Classes: Nil			

### I. COURSE OVERVIEW:

The aim of this course begins with an emphasis on project planning and formulation, guiding students in selecting relevant and challenging topics aligned with their specialization. Participants delve into extensive literature reviews, market analyses, and feasibility studies to develop a robust foundation for their projects. The course emphasizes the importance of critical thinking, creativity, and innovation in approaching business challenges.

### II. OBJECTIVES:

The students will try to learn:

- I. The courses studied in the program to do project by exploring and proposing solutions for current societal and managerial problems.
- II. How to design and develop project, professional content, and needed skills in critical thinking, teamwork, peer evaluation, and communications.

### III. INTRODUCTION

In its effort towards contribution of knowledge generation and dissemination the program is expected to

1. Enhance employability by upgrading their professional and managerial skills
2. Nurture creativity and entrepreneurship by gaining business acumen through case studies
3. Educate how to communicate and negotiate effectively to achieve organizational and individual goals.
4. Instill sensitivity among the students to become thought provoking leaders to face the challenges of dynamically unstable environment.
5. Sensitize them to understand ethical issues and dilemmas that businesses often face.

### IV. REPORT

A detailed report of the project and observation should be submitted.

**MALPRACTICES RULES**  
**DISCIPLINARY ACTION FOR IMPROPER CONDUCT IN EXAMINATIONS**

S. No	Nature of Malpractices/Improper conduct	Punishment
	If the candidate:	
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers, Bluetooth devices, digital watches or any other form of material concerned with or related to the subject to the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination).	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject to the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the Controller of Examination.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.

6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent/ any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/ year examinations.

## **FREQUENTLY ASKED QUESTIONS AND ANSWERS ABOUT AUTONOMY**

### **1 Who grants Autonomy? UGC, Govt., AICTE or University**

In case of Colleges affiliated to a university and where statutes for grant of autonomy are ready, it is the respective University that finally grants autonomy but only after concurrence from the respective state Government as well as UGC. The State Government has its own powers to grant autonomy directly to Govt. and Govt. aided Colleges.

### **2 Shall IARE award its own Degrees?**

No. Degree will be awarded by Jawaharlal Nehru Technological University, Hyderabad with a mention of the name IARE on the Degree Certificate.

### **3 What is the difference between a Deemed University and an Autonomy College?**

A Deemed University is fully autonomous to the extent of awarding its own Degree. A Deemed University is usually a Non-Affiliating version of a University and has similar responsibilities like any University. An Autonomous College enjoys Academic Autonomy alone. The University to which an autonomous college is affiliated will have checks on the performance of the autonomous college.

### **4 How will the Foreign Universities or other stake – holders know that we are an Autonomous College?**

Autonomous status, once declared, shall be accepted by all the stake holders. The Govt. of Telangana mentions autonomous status during the First Year admission procedure. Foreign Universities and Indian Industries will know our status through our website.

### **5 What is the change of Status for Students and Teachers if we become Autonomous?**

An autonomous college carries a prestigious image. Autonomy is actually earned out of our continued past efforts on academic performances, our capability of self- governance and the kind of quality education we offer.

### **6 Who will check whether the academic standard is maintained / improved after Autonomy? How will it be checked?**

There is a built in mechanism in the autonomous working for this purpose. An Internal Committee called Academic Programme Evaluation Committee, which will keep a watch on the academics and keep its reports and recommendations every year. In addition the highest academic council also supervises the academic matters. The standards of our question papers, the regularity of academic calendar, attendance of students, speed and transparency of result declaration and such other parameters are involved in this process.

### **7 Will the students of IARE as an Autonomous College qualify for University Medals and Prizes for academic excellence?**

No. IARE has instituted its own awards, medals, etc. for the academic performance of the students. However for all other events like sports, cultural on co-curricular organized by the University the students shall qualify.

### **8 Can IARE have its own Convocation?**

No. Since the University awards the Degree the Convocation will be that of the University, but there will be Graduation Day at IARE.

### **9 Can IARE give a provisional degree certificate?**

Since the examinations are conducted by IARE and the results are also declared by IARE, the college sends a list of successful candidates with their final Grades and Grade Point Averages including CGPA to the University. Therefore with the prior permission of the University the college will be entitled to give the provisional certificate.

### 10 Will Academic Autonomy make a positive impact on the Placements or Employability?

Certainly, the number of students qualifying for placement interviews is expected to improve, due to rigorous and repetitive classroom teaching and continuous assessment. Also the autonomous status is more responsive to the needs of the industry. As a result therefore, there will be a lot of scope for industry oriented skill development built-in into the system. The graduates from an autonomous college will therefore represent better employability.

### 11 What is the proportion of Internal and External Assessment as an Autonomous College?

Presently, it is 70 % external and 30% internal. As the autonomy matures the internal assessment component shall be increased at the cost of external assessment.

### 12 Is it possible to have complete Internal Assessment for Theory or Practical's?

Yes indeed. We define our own system. We have the freedom to keep the proportion of external and internal assessment component to choose.

### 13 Why Credit based Grade System?

The credit based grade system is an accepted standard of academic performance the world over in all Universities. The acceptability of our graduates in the world market shall improve.

### 14 What exactly is a Credit based Grade System?

The credit based grade system defines a much better statistical way of judging the academic performance. One Lecture Hour per week of Teaching Learning process is assigned One Credit. One hour of laboratory work is assigned half credit. Letter Grades like A, B, C, D, etc. are assigned for a Range of Marks. (e.g. 91% and above is A+, 80 to 90 % could be A etc.) in Absolute Grading System while grades are awarded by statistical analysis in relative grading system. We thus dispense with sharp numerical boundaries. Secondly, the grades are associated with defined Grade Points in the scale of 1 to 10. Weighted Average of Grade Points is also defined Grade Points are weighted by Credits and averaged over total credits in a Semester. This process is repeated for all Semesters and a CGPA defines the Final Academic Performance

### 15 What are the norms for the number of Credits per Semester and total number of Credits for UG / PG program?

These norms are usually defined by UGC or AICTE. Usually around 25 Credits per semester is the accepted norm.

### 16 What is a Semester Grade Point Average (SGPA)?

The performance of a student in a semester is indicated by a number called SGPA. The SGPA is the weighted average of the grade points obtained in all the courses registered by the student during the semester.

$$SGPA = \frac{\sum_{i=1}^n (C_i G_i)}{\sum_{i=1}^n C_i}$$

Where,  $C_i$  is the number of credits of the  $i^{th}$  course and  $G_i$  is the grade point scored by the student in the  $i^{th}$  course and  $I$  represent the number of courses in which a student registered in the concerned semester. SGPA is rounded to two decimal places.

### 17 What is a Cumulative Grade Point Average (CGPA)?

An up-to-date assessment of overall performance of a student from the time of his first registration is obtained by calculating a number called CGPA, which is weighted average of the grade points obtained in all the courses registered by the students since he entered the Institute.

$$CGPA = \frac{\sum_{j=1}^n (C_j S_j)}{\sum_{j=1}^n C_j}$$



Where,  $S_i$  is the SGPA of the  $i^{th}$  semester and  $C_i$  is the total number of credits in that semester and  $j$  represent the number of courses in which a student's is registered up to the semester. CGPA is rounded to two decimal places.

**18 Is there any Software available for calculating Grade point averages and converting the same into Grades?**

Yes, the institute has its own MIS software for calculation of SGPA, CGPA, etc.

**19 Will the teacher be required to do the job of calculating SGPAs etc. and convert the same into Grades?**

No. The teacher has to give marks obtained out of whatever maximum marks as it is. Rest is all done by the computer.

**20 Will there be any Revaluation or Re-Examination System?**

No. There will double valuation of answer scripts. There will be a Makeup Examination after a reasonable preparation time after the End Semester Examination for specific cases mentioned in the Rules and Regulations. In addition to this, there shall be a 'summer term' (compressed term) followed by the End Semester Exam, to save the precious time of students.

**21 How fast Syllabi can be and should be changed?**

Autonomy allows us the freedom to change the syllabi as often as we need.

**22 Will the Degree be awarded on the basis of only final year performance?**

No. The CGPA will reflect the average performance of all the semester taken together.

**23 What are Statutory Academic Bodies?**

Governing Body, Academic Council, Examination Committee and Board of Studies are the different statutory bodies. The participation of external members in everybody is compulsory. The institute has nominated professors from IIT, NIT, University (the officers of the rank of Pro-vice Chancellor, Deans and Controller of Examinations) and also the reputed industrialist and industry experts on these bodies.

**24 Who takes Decisions on Academic matters?**

The Governing Body of institute is the top academic body and is responsible for all the academic decisions. Many decisions are also taken at the lower level like Boards of Studies. Decisions taken at the Board of Studies level are to be ratified at the Academic Council and Governing Body.

**25 What is the role of Examination committee?**

The Examinations Committee is responsible for the smooth conduct of internal, End Semester and make up Examinations. All matters involving the conduct of examinations, spot valuations, tabulations and preparation of Grade Cards etc. fall within the duties of the Examination Committee.

**26 Is there any mechanism for Grievance Redressal?**

The institute has grievance redressal committee, headed by Dean - Student affairs and Dean - IQAC.

**27 How many attempts are permitted for obtaining a Degree?**

All such matters are defined in Rules and Regulation

**28 Who declares the result?**

The result declaration process is also defined. After tabulation work wherein the SGPA, CGPA and final Grades are ready, the entire result is reviewed by the Moderation Committee. Any unusual deviations or gross level discrepancies are deliberated and removed. The entire result is discussed in the Examinations and Result Committee for its approval. The result is then declared on the institute notice boards as well put on the web site and Students Corner. It is eventually sent to the University.

**29 Who will keep the Student Academic Records, University or IARE?**

It is the responsibility of the Dean, Academics of the Autonomous College to keep and preserve all the records.

**30 What is our relationship with the JNTUniversity?**

We remain an affiliated college of the JNT University. The University has the right to nominate its members on the academic bodies of the college.

**31 Shall we require University approval if we want to start any New Courses?**

Yes, it is expected that approvals or such other matters from an autonomous college will receive priority.

**32 Shall we get autonomy for Doctoral Programs also?**

No, presently we have autonomous status only for UG and PG programs.



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

## UNDERTAKING BY STUDENT/PARENT

“To make the students attend the classes regularly from the first day of starting of classes and be aware of the College regulations, the following Undertaking Form is introduced which should be signed by both student and parent. The same should be submitted to the Dean, Academic”.

I, Mr./Ms. -----joining I semester for the academic year 2023-24 in Institute of Aeronautical Engineering, Hyderabad, do hereby undertake and abide by the following terms, and I will bring the ACKNOWLEDGEMENT duly signed by me and my parents and submit it to the Dean of Academic.

1. I will attend all the classes as per the timetable from the starting day of the semester specified in the institute Academic Calendar. In case, I do not turn up even after two weeks of starting of classes, I shall be ineligible to continue for the current academic year.
2. I will be regular and punctual to all the classes (theory/practical/drawing) and secure attendance of not less than 75% in every course as stipulated by Institute. I am fully aware that an attendance of less than 65% will makes me lose one year.
3. I will compulsorily follow the dress code prescribed by the college.
4. I will conduct myself in a highly disciplined and decent manner both inside the classroom and on campus, failing which suitable action may be taken against me as per the rules and regulations of the institute.
5. I will concentrate on my studies without wasting time in the Campus/Hostel/Residence and attend all the tests to secure more than the minimum prescribed Class / Sessional Marks in each course. I will submit the assignments given in time to improve my performance.
6. I will not use Mobile Phone in the institute premises and also, I will not involve in any form of ragging inside or outside the campus. I am fully aware that using mobile phone to the institute premises is not permissible and involving in Ragging is an offence and punishable as per JNTUH/UGC rules and the law.
7. I will pay tuition fees, examination fees and any other dues within the stipulated time as required by the Institution / authorities, failing which I will not be permitted to attend the classes.
8. I will not cause or involve in any sort of violence or disturbance both within and outside the college campus.
9. If I absent myself continuously for 3 days, my parents will have to meet the HOD concerned/Principal.
10. I hereby acknowledge that I have received a copy of MB23 academic regulations, syllabus copy and hence, I shall abide by all the rules specified init.

## ACKNOWLEDGEMENT

I have carefully gone through the terms of the undertaking mentioned above and I understand that following these are for my/his/her own benefit and improvement. I also understand that if I/he/she fail to comply with these terms, shall be liable for suitable action as per Institute/JNTUH/AICTE/UGC rules and the law. I undertake that I/he/she will strictly follow the above terms.

**Signature of Student with Date**

**Signature of Parent with Date  
Name and Address with Mobile Number**