



GLOBAL BUSINESS SCHOOL (GBS), HUBLI

Batch	: 2022-24	Semester :2	-
Course Code	: B1	Credits :2	
Course Name	: Production and Operations Management		
Course faculty/s	: Prof. Nitinchandra More Email:nitin@globalbschool.in		

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

The production and operations management is a vital function of management in converting the raw materials into value added goods and services in a controlled manner as per the policies of the organization. Though the concepts and techniques of production and operations management have been structured over a period of time, due to global competition, through research and development, these concepts and techniques are augmented with newer/modified concepts and techniques to suit to the changing requirements of business houses.

COURSE OBJECTIVES (CO)

1. To understand the systems view of operations.
2. To provide conversion capabilities for meeting the organization's goals and strategies.
3. To understand the conversion of inputs into outputs with various technologies.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
	By the end of the course, the student should be able to:			
CLO1	Evaluate the plant location factors relevant to the concerned industry	1,2	4	
CLO2	Analyse the various plant layout models of Product, Process, Fixed Position and Cellular Layout	1,2	4	
CLO3	Analyse and solve production scheduling and sequencing problems of the shop floor	1,2	4	
CLO4	Explain the concepts of productivity		1	
CLO5	Explain the production technologies of Robotics, Numerical Control Machines ,Flexible manufacturing Systems, CAD/CAM and Group Technology		1	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Effective Mapping	2.6	2.0		2.0				

COURSE CONTENT

1. Introduction to POM and understanding of some modern production technologies.
2. Plant Location
3. Plant Layout
4. Production Planning and Control
5. Work study, Method Study and Work Measurement

PRESCRIBED TEXT BOOK

Production & Operation Management by R. Panneerselvam (Third Edition)

OTHER READINGS AND REFERENCES

- a. # Bedi Kanishka,(2012). *Production & Operations Management*. New Delhi: Oxford University Press
- b. # Ashwathappa K and Bhat Shridhara (2010). *Production and Operations Management* Mumbai: Himalaya Publishing House
- c. #Modern Production and Operations Management by Elswood S.Buffa

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Duration (in minutes)
End-Term	50%	90

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Time	CLO
1	Case Study	Team	10%	Session 7 th and 8 th	CLO 1
2	Test	Individual	30%	Session 17 th	CLO 2 and 3
3	Quiz	Individual	20%	Session 24 th	CLO 4
4	Presentation on Modern Technologies	Team of 2 members	Bonus add-on marks (<=22 marks)	Session 22 nd and 23 rd	
5	Class Participation	Individual	10%	All sessions	
6	Attendance	Individual	20%	All sessions	
7	GMG	Individual	10%	-----	

Batch	: 2021-23	Semester :	II
Course Code	: B2	Credits :	3
Course Name	: Operations Research		
Course faculty/s	: Dr.Bhargav Revankar, Prof.Nitinchandra More		
Mobile No.	: 9449804372	E-mail ID. :	bhargav@globalbschool.in

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

Operations research as an operation may be called a set of acts required for the achievement of the desired optimum outcome out of complex, inter-related acts by four types of systems: Man, Machine, Material and Money. Linear programming is a technique for specifying how to use limited resources or capabilities of a business to obtain optimization of an objective such as least cost, highest margin, or minimum time. A particular case of the LPP is the Transportation problem. It is encountered in physical distribution of goods, source of supply, availability of material for distribution, the requirement of demand at particular place or destination or at a number of destinations are some of the instances involved in the problem. PERT/CPM is used in scheduling teams and identifying critical activities in typically large projects .Finally game theory is used in identifying the best strategy in a competitive situation. All these knowledge areas are of tremendous relevance to a leader or a manager and hence the course content is found to be useful.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION At the end of the course, the students will be able to:	MAPPING		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Demonstrate the optimal allocation/assignment of resources in the constrained environment	1,2,4		
CLO2	Optimize the transportation cost /time using OR techniques	1,2	4	
CLO3	Optimize business functions using Linear Programming Technique	1,2	4	
CLO4	Apply PERT/CPM techniques in project planning to determine the optimal solution	1,2	4	
CLO5	Apply Game theory in various competitive situations	1,2	4	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
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Effective Mapping	3.0	3.0		2.25					
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COURSE CONTENT

COURSE CONTENT		Module Hours
MODULE 1	: Introduction to Operations Research	3
MODULE 2	: Linear Programming	12
MODULE 3	: Transportation and Assignment models	16
MODULE 4	: Project Scheduling using PERT/CPM	11
MODULE 5	: Game Theory	04

PRESCRIBED TEXT BOOK

- Operations Research, 4/e, S Kalavathy, Vikas publication.

OTHER READINGS AND REFERENCES

- Gupta Premkumar and Hira, D.S. (2003). *Operations Research*, New Delhi: S.Chand & Co. Ltd.,
- Kothari C.R. (2003). *Quantitative Techniques*, New Delhi: UBS Publishers Distributions Ltd.,
- Sharma, Anand (2000). *Quantitative Techniques for Decision Making*, Mumbai: Himalaya Publishing House,
- Shenoy G.V. et al (1999)
- Srivastava, U.K. et al (1997)
- Taha, H.A. (1999)
- Vasant Lakshman Mote and T Madhavan (2017), *Operations Research*, New Delhi: Wiley India Pvt. Ltd.,

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	75%	50	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Assignment	Group	0	Session after 4	
2	Case Study	Group	5	Session 6-8	CLO 1
3	Test	Individual	5	Session 20- 30	CLO 2&CLO 3
4	Quiz (subjective)	Individual	5	Session 45-46	CLO 4/CLO 5
5	Class Attendance	Individual	5	Assessed across all sessions	

6	Class Participation	Individual	2.5	Assessed across all sessions
7	GMG Attendance	Individual	2.5	Assessed across all sessions

Batch	: 2022-24	Semester :	<u>II</u>
Course Code	: B3	Credits :	<u>2</u>
Course Name	: Corporate Communications – II		
Course faculty/s	: Prof.Nitinchandra More		
Mobile No	: 9241810599	Email Id –	nitin@globalbschool.in

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

Corporate communications is the term used to describe the organization's internal and external communications. Corporate communications has grown exponentially and organizations attempt to develop and deliver clear messages about their organisations in all media platforms including Website, Facebook, Twitter, Instagram, Blogs etc..

This course will familiarize students with some of the communication issues that specifically affect businesses. The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, and to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world. Practical activities in this subject will help the students to use communication skill as a strategic asset to build their managerial career.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING		
		@ Levels		
	At the end of the course, the student will be able to:	@ 3 rd	@ 2 nd	@ 1 st Level

CLO1	Demonstrate the clear, simple and correct written communication skills		1	
CLO2	Use effective writing tools and to draft a concise business letter	1, 4		
CLO3	Write their resume precisely	1, 6		
CLO4	Use relevant tools and techniques in Business Communication	6	1	
CLO5	Develop a Blog	6	1	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.4			3		3			

COURSE CONTENT

MODULE 1 : Written Communication

MODULE 2 : Technology enabled communication

MODULE 3 : Communication Lab

PRESCRIBED TEXT BOOK

P.D. Chaturvedi & Mukesh Chaturvedi, *Business Communication*, 3rd edition, Pearson

OTHER READINGS AND REFERENCES

- a. Raymond V Lesikar, et. al., *Business Communication*, 13th Edition, McGraw Hill Education
- b. Kalia Shalini & Agarwal Shailja, *Business Communication*, 2016, Wiley India
- c. Meenakshi Raman & Prakash Singh, *Business Communication*. Second Edition.
- d. Dr.K. Alex, *Soft Skills*.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Duration (in minutes)
End-Term	50	90

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
1	Case Study	Individual	20%	5	After of 10 th session	1,2
2	Assignment on Resume/Blog	Individual	20%	5	After 20 th session	3,5
3	Presentations	Group	20%	5	After 25 th session	4
4	Class Participation	Individual	10%	2.5	Throughout the course	
5	GMG Activities	Individual	10%	2.5	Throughout the course	
6	Attendance	Individual	20%	5	Throughout the course	

FINANCIAL MANAGEMENT

Batch	: 2021-23	Semester : II	-
Course Code	: B4	Credits :03	-
Course Name	: FINANCIAL MANGEMENT		
Course faculty/s	: Dr. Tazeentaj Mahat		
Mobile no.	: 9448269079	Email : mahat@globalbschool.in	

PART 1

INTRODUCTION TO THE COURSE

This is an introductory course in corporate finance. The course helps to develop an understanding of the tools that are used to value investment projects, Finance these projects, and manage the dividends and the working capital to enhance shareholder wealth. The students will be able to understand the basic issues involved in how firms should raise funds for their real investments (financing). Emphasis will be placed on appreciating the limitations and challenges that are faced when applying the theoretical framework of corporate finance to real-world problems.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING		
		@ levels		
	At the end of the course, the student will be able to:	@ 3 rd	@ 2 nd	@ 1 st
CLO1	Explain the impact of financial decisions on the shareholders wealth		1	
CLO2	Evaluate the investment decisions using capital budgeting techniques.	1,2		
CLO3	Estimate the impact on value of the firm because of capital structure decisions	4		
CLO4	Critically analyse and evaluate the dividend decisions	4		
CLO5	Apply financial analysis skills to know the liquidity position of the firm	1		

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Effective Mapping	8/3=2.66	3		3				

COURSE CONTENT		Module Hours
MODULE 1	: Financial Management	2
MODULE 2	: Financial Planning	2
MODULE 3	: Cost of capital	6
MODULE 4	: Capital structure Decisions	7
MODULE 5	: Capital Budgeting Decisions	15
MODULE 6	Working Capital Management	6
MODULE 7	Profit Appropriation Decisions	7
		45

PRESCRIBED TEXT BOOK

Financial Management – 10th Edition / *M Pandey*, Vikas publishing house New Delhi

OTHER READINGS AND REFERENCES

Financial Management by *M Y Khan & P K Jain*, Tata McGraw Hill Publication.

Financial Management: Theory and practice by *Pasanna Chandra*, Tata McGraw Hill Publication.

Financial Management: Problems and solutions by *Ravi M Kishore*, Taxmann Allied Services Publication.

Cases in Financial Management by *I M Pandey and Ramesh Bhat*, Tata McGraw Hill publication.

ASSESSMENT SCHEME AND WEIGHTAGE:**{a} END-TERM COMPONENT**

Evaluation	Weightage (%)	Marks	Duration (in minutes)
End-Term	67%	50	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight age	Marks	Time	CLO
1	Test	Individual	10	2.5	Last session	CLO 5
2	Case analysis	Individual	10	2.5	Session 11	CLO 2and
3	Mini Project	Individual	40	10	Post session 18	CLO 3and 4
4	Class Participation	Continuous	10	2.5	Throughout sessions	
6	GMG	Events	10	2.5		
7	Attendance	Based on Slab	20	5	Throughout sessions	



Batch	: 2021 - 2023	Semester : 2nd	-
Course Code	: B5	Credits :4	-
Course Name	: Organisational Behaviour		
Course faculty/s	: Dr Tejaswini		

--- PART 1 ---

INTRODUCTION TO THE COURSE

Organisations are made of the people, by the people and for the people. Therefore organisational effectiveness depends on the behaviour and performance of the people constituting organisations. Every individual is unique and their behaviours are unpredictable and complex.

Managers need to develop their interpersonal skills to be effective in their jobs. OB investigates the impact that individuals, groups, and structure have on behaviour within an organisation and it applies that knowledge to make organizations work more effectively. It focuses on how to improve productivity, reduce absenteeism, turnover and deviant workplace behaviour and increase citizenship behaviour.

COURSE LEARNING OUTCOMES (CLO)

By virtue of the learning gained in this course, the student should be able to:

CLOs	DESCRIPTION	MAPPING @ levels
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	At the end of the course, the students will be able to:	@ 3 rd	@ 2 nd	@ 1 st Level
CLO1	Demonstrate the applicability of the concept of OB to understand the behaviour of people in an organisation	1,9		
CLO2	Analyse the influence of people behaviour on organisational goals and its relevance in business scenario	1,2	5	
CLO3	Examine the competencies associated with managing diverse people	1,2	5	
CLO4	Evaluate the growing popularity of teams in organisations and demonstrate how organisations can create team players	5	2	
CLO5	Appreciate the importance of a leader in building the organisation culture.	1,	5	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	3	2.66			2.33				3

COURSE CONTENT

Module Hours

MODULE 1	:	Introduction to OB	6
MODULE 2	:	Workforce Diversity	6
MODULE 3	:	Attitudes and Job Satisfaction	4
MODULE 4	:	Personality and Values and Leadership	7
MODULE 5	:	Perception & Individual Decision Making	2
MODULE 6	:	Motivation and its applications	8
MODULE 7	:	Group Behaviour and Team Building	7
MODULE 8	:	Power and Politics	3
MODULE 9	:	Conflict and Negotiation	2
MODULE 10	:	Organisation Culture	3

MODULE 11	:	Organizational Development Change	2
MODULE 12	:	Stress Management Strategies	2

PRESCRIBED TEXT BOOK

- 1) Ashwathappa K (2013), Organizational Behaviour, HPH, Mumbai
- 2)
- 3) Judge, Vohra (2012), Organizational Behaviour, India, Pearson, New Delhi

OTHER READINGS AND REFERENCES

- a. Bhatnagar & Jaiswal (2016), *Amazon as an Employer*, Ivey Cases, MDI-Gurgaon
- b. Neharika Vohra(IIM-A) & Snigdha Pattnaik (XIMB), *RAMESH and GARGI*, Ahmedabad, IIM-A
- c. Kumar, Parashar, Prashar (2016), Ivey Cases
- d. Sinha Anamika, (2016), *Managing Change*, Ivey Cases
- e. Ashwathappa K, (2013), *Organizational Behaviour*, Mumbai, Opening and Closing cases of chapters specified in the session plan.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	50%	50	3

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weightage	Marks	Time	CLO
1	Case Analysis on workforce Diversity	Individual	10%	0	12th	3

2	Activity on Team building	Team	29%	10	30 to 33	4
3	Story Narration on Leadership –	Individual	10%	10	On- going	5
4	Continuous Self-Check Assessments	Individual	20%	10	On- going	
5	Project on “Effect of Organisation Culture , Training and Development on Oraganisational Effectiveness “	Team	20%	10	On – going	1, 2,3
5	Class Participation	Individual	5%	2.5	On- going	
6	GMG Activities	Individual	5%	2.5		
7	Attendance	Individual	10%	5	On- going	

Batch	: 2021-23	Semester :	02
Course Code	: B7	Credits :	04
Course Name	: Business Research & Analytics		
Course faculty/s	: Prof. Melita Simoes & Dr. Bhargav Revankar		
Mobile No.	: 7829011655	E-mail ID. :	melita@globalbschool.in

COURSE OUTLINE

PART 1

INTRODUCTION TO THE COURSE

This course attempts to provide students with an in-depth understanding of the nuances of Business Research methodology. Students will be involved in a practical application of the research process through a group project which will focus on business problems in diverse functional areas faced on a day today basis by various organizations. Students will be guided through the detailed process of developing the research proposal, determine appropriate research methodology, conduct interviews & surveys and get hands-on experience pertaining to analysis of data. At the end of the course, participants are expected to present their research findings in both, written and oral form in a manner suiting the requirements of the corporate world.

COURSE OBJECTIVES (CO)

CO-1 Develop a sense of appreciation amongst students regarding the process of conducting business research and its role in strategic decision making by organizations

CO-2 To enable students design a research project based on analysis of business situation in an organization, manage data collection, evaluate data quantitatively and qualitatively and present research findings

COURSE LEARNING OUTCOMES (CLO)

	DESCRIPTION	MAPPING levels
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CLOs	At the end of the course, the students will be able to:	@ 3 rd Level	@ 2 nd Level	@ 1 st Level
		CLO1	Articulate the managerial importance of business research as a process and its important role in designing strategies within an organization	1,2
CLO2	Develop a business research proposal incorporating clearly the management decision problem followed by research problem identified in a particular function	1,2		
CLO3	Design research objectives and choose the appropriate methodology of conducting research		1,5,7	
CLO4	Analyse quantitative data using contemporary statistical packages, interpret data analysis in the context of the identified business issue problem	1,2	7	
CLO5	Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process.	1,2		

PO's	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.75	3			2		2		

COURSE CONTENT

Module Hours

MODULE 1	:	Decision making process (DMP) in Business and role of Research	06
MODULE 2	:	Steps in Business Research process	10

MODULE 3	:	Management Decision problem, Formulation of Business Research problem, Research Questions and Hypotheses (8)	08
MODULE 4	:	Types of research data, Research designs and primary data collection methods	06
MODULE 5	:	Scales of data measurement, Data Analysis, Attitude Scaling techniques	06
MODULE 6	:	Design of Questionnaire, Sampling plans & Methods	06
MODULE 7	:	Data Processing and testing using SPSS	14
MODULE 8	:	Research Report preparation	04

PRESCRIBED TEXT BOOK

Naresh Malhotra & Satyabhushan Dash (2011), *“Marketing Research – An Applied Orientation”*, 6th Ed., Pearson

OTHER READINGS AND REFERENCES

- a) Pati, Debashis (2002), *“Marketing Research”*, Universities Press, Hyderabad
- b) Parasuraman A, Grewal Dhruv and Krishnan R (2009), *“ Marketing Research”*, Biztantra, New Delhi
- c) Easwaran S and Singh S (2006), *“Marketing Research: Concepts, Practices and Cases”*, Oxford University Press, New Delhi
- d) SPSS in simple steps – Kiran Pandey, Dreamtech Press (2011)

POLICY ON PLAGIARISM:

Plagiarism of any kind and to any extent in this course attracts severe penalty. The assessment can range from being awarded a ‘zero’ for that particular component for both parties identified with plagiarism, with no further opportunity to improve. Repetition of the offence would result in holding up IA for such candidates.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Max Marks	Duration (in minutes)
End Term	75	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Marks	Time	CLO
1	Draft Proposal (Presentation)	Team	5	Sessions 13 – 15	CLO 2
2	Literature Review Draft	Team	4	After Session 29	CLO 2
3	Questionnaire Draft	Team	5	After Session 25	CLO 3
4	Final Report	Team	10	After Session 50	CLO 4 & 05
5	Project Presentation	Individual	6	Sessions 53 – 58	CLO 4 & 05
6	Quiz	Individual	10	After Session 59	CLO1
7	Class Attendance	Individual	5	Assessed across all sessions	
8	Class Participation	Individual	2.5	Assessed across all sessions	
9	GMG Attendance	Individual	2.5	Assessed across all sessions	

Batch	: 2020-22		Semester : 2
Course Code	: B12		Credits : 3
Course Name	: Consumer Behaviour		
Course faculty	: Prof.Afreen Nasabi		
Mobile no.	: 7090113344	Email ID	afreen@globalbschool.in

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing, in particular, begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. The primary goal of this course is to enhance your understanding of consumer behaviour. It provides a specialization within the marketing module, studying the psychology of the consumer. This includes both intuitive and some non-intuitive ideas about behaviour. In this course, we will train your intuition, so that you can think more accurately about how consumers perceive and respond to market events. Many of the psychological insights are particularly useful for strategy, brand positioning, and marketing communication decisions

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3rd Level	@ 2nd Level	@ 1st Level
	At the end of the course, the students will be able to:			
CLO1	Analyze the influence of psychological factors on Consumer Buying Behavior	1	7	
CLO2	Use appropriate research like sampling, data collection, questionnaire design for understanding CB	2	5,6	
CLO3	Apply the relevant CBB model for consumer decision making		1,7	

CLO4	Evaluate the external factors influencing the consumer decision making	1,2	7	
CLO5	Design effective marketing mix strategies based on Consumer Buying behavior	1,2	4,7	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.75	3		2	2	2	2		

COURSE CONTENT		Module Hours
MODULE 1	: Consumer Behavior and Marketing strategy	3
MODULE 2	: External Influences	9
MODULE 3	: Internal Influences	13
MODULE 4	: Decision Making Process	6
MODULE 5	: Organization as consumer	5

PREScribed TEXT BOOK

Del I Hawkins, David L Motherbaugh and Amit Mookerjee, “Consumer Behaviour – Building Marketing Strategy”, McGrawHill Publications.

OTHER READINGS AND REFERENCES

- Leon G. Schiffman, Joseph Winsenblit, S. Ramesh Kumar, “consumer behavior”, 11th edition, pearson publication
- Suja Niar, “Consumer Behavior In Indian perspective” , Himalaya Publication
- Leon G. Schiffman, Leslie Lazar Kanuk and S. Ramesh Kumar, ‘consumer behavior’ 10th edition , Pearson Publication

ASSESSMENT SCHEME AND WEIGHTAGE:

{a) END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	67	50	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Assignment	Team	12%	31 st session	3
2	Project	Team	48%	concurrent	1,2,4,5
4	Class Attendance	Individual	5	Assessed across all sessions	
5	Class Participation	Individual	2.5	Assessed across all sessions	
6	GMG Attendance	Individual	2.5	Assessed across all sessions	

Course Outline

Course Name	Financial Markets and Services	Credit	4
Course Code	B15	Semester	II
MBA Batch	2021-23	No. of students	65
Faculty members(s)	DR. MAHESH BENDIGERI		

PART 1

INTRODUCTION TO THE COURSE

This course on Financial Markets and Services will introduce the students to the structure, operation, and regulation of modern financial markets. The course will give a review the basic macroeconomic environment as well as the microstructure in which the debt and equity and markets operate. Throughout the course, the students will be able to appreciate of the profound influence of governmental intervention on the evolution of our markets.

Financial Services are the services provided by finance industry encompassing a broad range of organizations that deal with the management of money. The students will develop basic understanding of the way the financial services institutions structure, price, and deliver some of these services and what are the issues involved in that. At the end of the course the participants are expected to have obtained a holistic and better understanding of the financial services industry.

Course Objectives:

The objectives of this course is to provide an understanding of the functions, and operations of the financial markets and institutions operating in India. Explains the role of financial system on economic development. Functioning of various regulatory bodies and credit rating agencies. Modes of financing the business activities.

COURSE LEARNING OUTCOMES (CLO)

By virtue of the learning gained in this course, the student should be able to:

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING		
		@ levels		
	At the end of the course, the student will be able to:	@ 3 rd	@ 2 nd	@ 1 st Level
CLO1	To understand the role and importance of financial markets and financial services in the financial and economic development (T)		2	
CLO2	To explore the major risk of the financial markets and their relationship with the Monetary policy of the RBI (C)	3		
CLO3	To calculate, compare and analyse the value of Leasing, Hire purchase, and other financial services. (C)	3		
CLO4	To demonstrate whether financial sector reforms help in financial innovations in India for better economic growth. (S)	1		
CLO5	To understand and evaluate the process of raising funds through IPO, FPO, OFS (L)		1	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	3+2=5/2 2.5	2	3						

COURSE CONTENT

Module 1: Introduction to Financial Markets

Module 2: Primary Markets, Merchant banking

Module 3: Secondary Market

Module 4: Govt. Securities Market

Module 5: Regulatory Institutions

Module 6: Lease Financing

Module 7: Hire purchase

Module 8: Factoring & Forfaiting.

Module 9: Credit Rating

Module 10: Consumer Finance and Housing Finance

TEXT BOOK:

- Financial Markets and Institutions By Dr S Gurusamy, Tata McGraw Hill Publication, New Delhi.
- Financial Institutions Markets by L M Bhole And Jitendra Mahakud TMH 5th Edition – e-book

OTHER READINGS AND REFERENCES

- *Indian Financial System by M Y Khan 6th Edition, TMH*
 - *Indian Services by R. Shanmugham 2nd Edition, Wiley*
 - *Indian Financial System by H R Machiraju, Vikas Publication.*
 - *Managing Financial Institutions by Srivastava*
 - *Indian Financial System by Vasant Desai*
 - *National Stock Exchange by R H Patil*
 - *Financial Institutions Markets by Scott*
 - *Financial Markets and Institutions by Dr S Guruswamy Thomson*
 - *Financial Markets and Institutions by Jeff Madura (Thompson)*
- a) **Financial Website :**

Economic Times: <http://economictimes.indiatimes.com/>

The Live Mint: www.livemint.com

www.rbi.org.in/Scripts/financialmarketwatch..: Reserve bank of India.. Financial Market Watch

<http://www.finmda.org/> : Fixed Income Money Market and Derivatives Association of India

<http://www.ccilindia.com/OMHome.aspx> : Clearing Corporation of India Ltd.

www.amfindia.com : Association of Mutual Funds in India

Economic Times, www.economictimes.com

The Wall Street Journal, www.wsj.com III.

The Economist, www.economist.com

Financial Times, www.ft.com

POLICY ON PLAGIARISM:

Plagiarism of any kind and to any extent can attract penalty by the concerned faculty. The assessment can range from being awarded a 'zero' for that particular component, with no further opportunity to improve. Repetition of the offence would result in holding up IA for such candidates.

ASSESSMENT SCHEME AND WEIGHTAGE:**{a} END-TERM COMPONENT**

Evaluation	Weightage (%)	Duration (in minutes)
End-Term	50	180 min

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Time	CLO
1	Live Project	Individual	20% = 10	S9	CLO5
2	Case Study - 1	Individual	20% = 10	S27	CLO3
3	Test	Individual	10% = 5	S4	CLO1
4	Case study - 2	Individual	20% = 10	S38	CLO2
5	Seminar	Group	10% = 5	S57 to S60	CLO4
6	Attendance	Individual	10% = 5		
7	GMG	Individual	5% = 2.5		
8	Class Participation	Continuous	5% = 2.5	continuous	
			= 50		

Cost and Management Accounting

Course Name	Cost and Management Accounting	Credit	3
Course Code	B16	Semester	II
MBA Batch	2021-23	No. of students	35
Faculty members(s)	MAHESH BENDIGERI		

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

The Cost and Management Accounting course is designed to help the student community to better understand the overall costing process and how to effectively determine costs whether in private or public sector entities. Further, as an essential component of financial management, students will gain requisite skills in using cost accounting to advise management on the most cost-effective structures for operative decision making. The course further covers topics of managing funds by means of budgets, the use of management accounting information to make informed and accountable decisions, traditional cost allocation versus activity-based costing, cost-volume-profit relations, as well as absorption, variable, job and process costing.

COURSE OBJECTIVES (CO)

To acquire knowledge and understanding of the concepts, techniques and practices of cost and management accounting. So as to develop skills for analysing and interpreting cost and management accounting statement and analyze and evaluate information for cost ascertainment, planning, control and finally develop the skill of analysing the cash flow statement.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
	At the end of the course, the students will be able to:			
CLO1	Analyse the role of cost & management accounting information in assisting management in undertaking planning, performance measurement, controlling and decision-making.		4	
CLO2	Apply traditional and contemporary approaches to product costing in job, process, & activity based costing environments.	2		
CLO3	Evaluate and appraise budget for planning, performance evaluation and control purposes	1		

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Effective Mapping	3	2		2				

COURSE CONTENT

Topics to be covered:

Module 1: Introduction to Cost and Management Accounting

Module 2: Material Cost, Control and Techniques of Inventory Management

Module 3: Activity Based Costing (ABC)

Module 4: Costing System & Methods

Module 5: Budgeting and Budgetary Control

Module 6: Standard Costing & Variance Analysis

Module 7: Marginal costing and cost volume profit Analysis:

Module 8: Analysis and Interpretation of Financial Statements

Module 9: Management Reporting and Information Systems

PRESCRIBED TEXT BOOK

Cost Accounting – Principles and Practice , M N Arora, Vikas Publication

E-copy of Executive Program of ICSI material will be provided.

OTHER READINGS AND REFERENCES

Cost Accounting – Principles and Practice, Nigam and Jain , PHI publication

Cost Accounting – Jawahar Lal and Srivastava – Mc Graw Hill publication

POLICY ON PLAGIARISM: The course expect zero plagiarism in respective of copying of assignment, live project formats, content. Any student found of doing the same will lose the marks accordingly.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Duration (in minutes)
End-Term	67%	3hrs

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Weight	Time	CLO
1	Live Project – 1	Group (2members)	5 (20%)	S10	CLO 2
2	Tests 1	Individual	5 (20%)	S17	CLO3,
3	5 – Assignments Each carrying 5 marks equivalent to 2.5	Individual	5 (20%)	S6, S14, S17, S21, S27	CLO 1
4	Class Participation	Individual	2.5 (10%)	Continuous	
5	GMG Attendance	Individual	2.5 (10%)		
6	Attendance	Individual	5.0 (20%)		

Batch	: 2021-2023	Semester : II
Course Code	: B17	Credits : 3
Course Name	: Behavioural Finance	
Course faculty/s	: Asst Prof. Deepak Nyamagoudar	
Mobile no.	: 9880378602	

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

Course provides students an opportunity to understand the basics of finance and how individuals behave and take decisions with regards to, when they have to take financial decisions.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	At the end of the course, the students will be able to: Apply the conventional Finance Theories	1	2,8	
CLO2	Identify & rectify the behavioural errors while making investment decisions		1	
CLO3	Identify & rectify the biases while making financial decisions		1	
CLO4	Analyse the Market bubbles and their impact on financial system	1,2	5	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
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Effective Mapping	2.5	2			2			2	
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COURSE CONTENT

COURSE CONTENT		Module Hours
MODULE 1	: Conventional Finance / Standard Finance	6
MODULE 2	: Behaviour and Decision Making	8
MODULE 3	: Theories of Behavioural Finance	8
MODULE 4	: Market Bubbles	8

PRESCRIBED TEXT BOOK

1. Behavioural Finance – Sulphery, MM, Prentice Hall of India, 2014
2. Behavioural Finance – Shuchita Singh & Shilpa Bahl, Vikas Publishing House (P) Ltd

OTHER READINGS AND REFERENCES

1. Behavioural Finance & Wealth Management – Michael Pompian, John Wiley Publishing
2. Understanding Behavioural Finance - Lucy Ackert and Davies, Cengage India, 2011
3. Security Analysis and Portfolio Management – Prasanna Chandra, Tata McGraw Hill
4. Value Investing and Behavioral Finance – Parag Parikh, Tata McGraw Hill

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	50	25	90

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Descriptive Test	Individual	5	After 30 th Session	2,3
2	Quiz	Individual	5	14 th Session	1
3	Case Study	Individual	5	27 th Session	4
4	Class Attendance	Individual	5	Assessed across all sessions	
5	Class Participation	Individual	2.5	Assessed across all sessions	
6	GMG Attendance	Individual	2.5	Assessed across all sessions	

Batch	: 2021-2022	Semester :II
Course Code	: B18	Credits : 3
Course Name	: Insurance and Risk Management	
Course faculty/s	: Asst.Prof Deepak Nyamagoudar	
Mobile no.	: 9880378602	

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

The main objective of this course is to impart knowledge in life and non-life insurance including reinsurance management and to deepen insights into practical applications of insurance and risk management techniques in a dynamic business environment.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Understand the types of Risk and the role of insurance in reducing the risk		1	
CLO2	Analyse the different life insurance policies available.	1		
CLO3	Elaborate the claim management process for various situations.	1,2	8	

CLO4	Apply tools of insurance marketing		1,2	
CLO5	Understand the framework of IRDAI and its importance in development of insurance sector	4		

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.5	2.5		3				2	

COURSE CONTENT

Module Hours

MODULE 1	: Risk	7
MODULE 2	: Life Insurance	4
MODULE 3	: Non-life Insurance	4
MODULE 4	: Functions and Organization of Insurers	4
MODULE 5	: Product Design and Development	4
MODULE 6	: Insurance Underwriting	4
MODULE 7	: Claims Management	4
MODULE 8	: Insurance Pricing and Marketing	4
	Financial Management in Insurance	
MODULE 9	: Companies and Insurance Ombudsman	4
MODULE 10	: Reinsurance	2
	Regulations Relating to Insurance Accounting	
MODULE 11	: and Management	4

PRESCRIBED TEXT BOOK

Risk & Insurance Management by P Periaswamy & M Veeraselvam

OTHER READINGS AND REFERENCES

Risk Management & Insurance by Harrington & Niehaus

IC-33 Material for IRDA Exams

ASSESSMENT SCHEME AND WEIGHTAGE:**{a} END-TERM COMPONENT**

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	67	50	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Quiz	Individual	2.5	After 40 th Session	1 & 5
2	Live Project on Presentation & Sales Pitch on Student chosen Insurance Product Category	Group	7.5	After 18 th Session	2 & 4
3	Case Study	Individual	5	After 30 th	3
4	Class Attendance	Individual	5	Assessed across all sessions	
5	Class Participation	Individual	2.5	Assessed across all sessions	
6	GMG Attendance	Individual	2.5	Assessed across all sessions	



GLOBAL BUSINESS SCHOOL (GBS), HUBBALLI

Batch	:	2021-23	Semester: 02
Course Code	:	B11	Credits: 03
Course Name	:	Integrated Marketing Communication	
Course faculty	:	Prof. Melita Simoes	
Phone number	:	7829011655	
Email ID	:	melita@globalbschool.in	

COURSE OUTLINE

PART - 1

INTRODUCTION TO THE COURSE

An applied course with a complete immersion into the study and practice of advertising and promotion management within the context of the integrated marketing communications paradigm, where students develop a marketing advertisement. Topics covered include research and analysis of market situations and consumer behaviour; positioning strategies; budget planning; promotion tools development and creation; event planning and promotion, and measuring promotion effectiveness. Students will be able to develop a comprehensive advertising campaign for a real or imaginary product.

COURSE OBJECTIVES (CO)

The objective of the course is to help students understand the tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning, the role of integrated marketing communications, organising for advertising and promotion, the communication process, promotional objectives and budgets, creative strategy, media planning and strategy, broadcast/print & support media, direct marketing, sales promotions, PR and publicity, personal selling, international promotion, business-to-business promotions, and regulations and ethics.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
	At the end of the course, the student will be able to:			
CLO1	Analyse a company and its marketing communications activities		1,2	
CLO2	Evaluate creative strategies in preparing the contents of an advertisement along with a thorough understanding of consumer buying decision making		1,2	
CLO3	Create an effective advertisement using various medias used by advertisers and understand its objectives and marketing strategies	1,2,3	5	
CLO4	Prepare an advertisement of a product highlighting on its segmentation, targeting and positioning and understanding of the appropriate media for the product	3,5	4	
CLO5	Evaluate the effectiveness of the advertisement	1,4		

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.8	2.8	3	2	2				

Course Content

Module Hours

MODULE 1	:	Introduction to IMC	5
MODULE 2	:	Role of Advertising Agencies	2
MODULE 3	:	Analysing communication process	3
MODULE 4	:	Objectives and budgeting for IMC	2

MODULE 5	:	IMC Elements	13
MODULE 6	:	Evaluation and Control	11

Text book Recommended

George E Belch, Michel A Belch, and Keyoor Purani. 7th Edition. Advertising and Sales Promotion. Tata McGraw Hills.

OTHER READINGS AND REFERENCES

- George E Belch, Michel A Belch, and Keyoor Purani. 9e Edition. Advertising and Sales Promotion. Tata McGraw Hills.
- Advertising Management by Rajeev Batra, John Myers and David Aaker, 5th Edition, PHI (AM-RB, JM & DA)

POLICY ON PLAGIARISM:

Plagiarism of any kind and to any extent can attract penalties by the concerned faculty. The assessment can range from being awarded a 'zero' for that particular component, with no further opportunity to improve. Repetition of the offence would result in holding up IA for such candidates.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Duration (in minutes)
End-Term	66.67%	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Time	CLO
1	Presentation on medias in Integrated Marketing Communication	Team	10%	Session specific	3
2	Test	Individual	10%	Session specific	2
3	Product based advertisement (Using various medias)	Team	30%	Concurrent project	4,5
4	Case Study/assignments	Individual	10%	4 Assignment sessions mentioned in the session plan below	1
5	Attendance	Individual	20%	All Sessions	-
6	Class Participation	Individual	10%	All Sessions	-
7	GMG	Individual	10%	Full Semester	-



GLOBAL BUSINESS SCHOOL, HUBBALLI

Batch	: 2021-23	Semester :	II
Course Code	: B20	Credits :	<u>03</u>
Course Name	: Managerial Effectiveness and Leadership		
Course faculty/s	: Dr. Harshal Borgaon		
Mobile No.	: 9900237032	E-mail ID. :	harshal@globalbschool.in

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

This course provides an opportunity for Human Resource students to gain insights on leadership from both theoretical and practical perspectives. This course would focus on gaining the basic knowledge of individual and interpersonal leadership skills-sets. This course emphasis on building strategies to be the potential leader by enhancing leadership qualities among one self and others. This course would help students develop an understanding of the characteristics of good leaders and also someone who manages or coordinates the work of others.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING		
		@ levels		
		@ 3 rd	@ 2 nd	@ 1 st Level
CL01	At the end of the course, the student will be able to: Use fundamental leadership aspects and to analyze one's strengths and weakness	1, 2	9	

CLO2	Use fundamental of managerial aspects and to analyze individual Life Goals	1, 3		
CLO3	Apply the principles of leadership to help managers become effective leaders	1, 5	9	
CLO4	Analyse individual leadership capacities using action learning approach	2, 5		
CLO5	Apply leadership skills in decision making in different business scenarios	2, 5	3	

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	3	3	2.5		3				2

COURSE CONTENT

Module 1 – Understand Thy Self

Module 2 – Know self-using Personality Tests

Module 3 – NLP Test

Module 4 – Life Planning

Module 5 – Habits of Highly Effective People

PRESCRIBED TEXT BOOK

Lussier Achua, Effective Leadership, Cengage Learning

OTHER READINGS AND REFERENCES

- f. Hilgard, Ernest et. al. (2015) *Introduction to Psychology*, Oxford Publishing, New Delhi
- g. Solso, Robert et. al. (2014) *Cognitive Psychology*, Pearson Education.
- h. Chauhan S S, (2007) *Advanced Educational Psychology*, Vikas Publishing House, New Delhi
- i. Stephen Coovey (2004), *The 7 Habits of Highly Effective People Paperback (English)*
- j. Ranjana Mittal *Leadership: Personal Effectiveness: Personal Effectiveness and Team Building*
- k. *Unstoppable Confidence: How to Use the Power of NLP to Be More Dynamic and*
- a. *Successful Paperback – Import, 1 Aug 2008 by Kent Sayre (Author) Davis Keith, Newstrom John W, (2010) Human Behavior at Work: Organizational Behavior, New Delhi : Tata McGraw-Hill*
- b. Van Wart Montgomery, (2010) *Dynamics of Leadership in Public Service: Theory and Practice*, NY : M.E. Sharpe
- c. Ambrose Delorese(2003) *Leadership: The Journey Inward, USA : Kendall Hunt*
- d. Watson Craig, (2001) *Dynamics of Leadership in Public Service: Theory and Practice*, Jaico Publishing House, Bangalore

ASSESSMENT SCHEME AND WEIGHTAGE:**{a} END-TERM COMPONENT**

Evaluation	Weightage (%)	Duration (in minutes)
End-Term	67%	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
1	Attendance	Individual	20%	5	Throughout the course	
2	Class Participation	Individual	10%	2.5	Throughout the course	
3	GMG Activities	Individual	10%	2.5	Throughout the course	
4	Open Book Examination	Individual	20%	5	13 th Session	1
5	Case Study Analysis	Individual	20%	5	23 rd Session	3, 5
6	Book Review Presentations	Group	20%	5	37 th to 44 th Session	2, 4

Batch	: 2021-23	Semester :	II
Course Code	: B21	Credits :	03
Course Name	: Career Planning & Development		
Course faculty/s	: Dr. Harshal Borgaon		
Mobile no.	: 9900237032	E-mail –	harshal@globalbschool.in

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

This course helps the students to provide an understanding of the strategic role that effective career planning and development plays in a successful career. The course would help students in areas of their career development, from understanding and evaluating their strengths/weakness, and interest areas.

This course would help the students develop a deeper understanding of theory and research in the area of career planning and development. This course works under the assumption that an in-depth understanding of career issues would help students become a successful a manager or a leader and will assist with their long-term career goals.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	At the end of the course, the students will be able to: Understand and practice the process of career development		1	
CLO2	Identify career pathways of self interest	1, 2		
CLO3	Evaluate personal strengths, skills-sets, area of interests	1, 2		
CLO4	Understanding of theory and research in the area of career development		1	

CLO5	Analysis the various professional networking sites	5, 9		
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POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	2.5	3			3				3

COURSE CONTENT

		Module Hours
MODULE 1	: Career Planning	09
MODULE 2	: Career Development	08
MODULE 3	: Factors affecting Career Planning & Development	05
MODULE 4	: Methods and Resources for Career Development	06
MODULE 5	: Career Counselling	06

PRESCRIBED TEXT BOOK

OTHER READINGS AND REFERENCES

- a. Career Development Basics by Michael Kroth, Mckay Christensen, Cengage Learning.
- b. Career Planning Strategies by Powell C.Randall, Kendall Hunt Publishing.
- c. Career Counseling and Planning by Sushil Kumar Srivastava Atlantic Publishers & Distributors.
- e. Career Development & Planning: A Comprehensive Approach, by Robert C . Reardon,
- f. Janet G. Lenz, James P. Sampson, and Gary W. Peterson. Published by Kendall Hunt
- g. Dipak Kumar Bhattacharyya, (2006) *Human Resource Planning*, Excel Books, New Delhi
- h. Hall, D T, (2002)*Careers In and Out of Organizations*, New Delhi: Sage
- i. Harrington B, Hall D T (2007) *Career Management & Work-Life Integration: Using Self-Assessment to Navigate*, New Delhi : Sage
- j. Sukiennik D, Raufman L (2014) *The Career Fitness Program: Exercising Your Options*, New Delhi : Pearson Prentice Hall
- k. Greenberg, G. (2010) *Behaviour in Organisations*, USA: Pearson
- l. Gati, I., Krausz, M. And Osipow, S. (1996)*A Taxonomy of difficulties in Career Decision Making*, Journal of Counselling Psychology, Vol 43, No.4, pp. 510-526.
- m. Greenhaus, Jeffrey (2000), *Career Management*, Thompson Publishers, Chennai

ASSESSMENT SCHEME AND WEIGHTAGE:**{a} END-TERM COMPONENT**

Evaluation	Weightage (%)	Max Marks	Duration (in min)
Sem-end exam	67	50	180

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item	Unit of Evaluation	Marks	Time	CLO
1	Case Study	Individual	5	25 th Session	1, 4
2	Project	Team	10	8 th Session onwards	2, 3, 5
3	Class Attendance	Individual	5	Assessed across all sessions	
4	Class Participation	Individual	2.5	Assessed across all sessions	
5	GMG Attendance	Individual	2.5	Assessed across all sessions	



GLOBAL BUSINESS SCHOOL (GBS), HUBLI

PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

Batch	: 2022- 2023	Semester : 3rd	-
Course Code	: B 22	Credits : 3	-
Course Name	: PMCM		
Course faculty/s	: Dr Tejaswini		

--- PART 1 ---

INTRODUCTION TO THE COURSE

Performance management is the foundation of any organization that has a vision and knows where they want to be in the near and long term future. As today’s rapidly evolving business environment challenges organizations to adapt to constant change, the need for organizations to be sure that their projects and activities are aligned with overall strategic goals and business objectives is critical. Performance management is the gauge that lets you know whether or not you are reaching strategic goals and which areas within your service delivery could use improvement. Performance management also justifies whether or not your organization is getting its return on investments. Most important, performance management establishes a culture of high performance where the entire organization is synergistic towards reaching organizational objectives.

Business and Managing businesses has and will always be complex. There is no denying the need to perform through a combination of utilizing predictive or forecasting tools, techniques and methods, yet without trivializing the need to sustain and drive a motivated high performing work force. The need to understand and map competencies arises in this context. This subject connects competencies, business and people, with that the human resource functioning and people challenges in an organisational context.

COURSE LEARNING OUTCOMES (CLO)

By virtue of the learning gained in this course, the student should be able to:

CLOs	DESCRIPTION	MAPPING		
		@ levels		
	At the end of the course, the students will be able to:	@ 3 rd	@ 2 nd	@ 1 st Level
CLO1	Discuss the role of Performance Management Systems in Organisation Effectiveness	1,5		
CLO2	Compare and Contrast various organisational Appraisal Programs and Define attributes of effective PMS	1		
CLO3	Analyse the importance of Performance Appraisal Methods in the organisation	2,9	1	
CLO4	Asses the role of Competency Mapping in Organisational Effectiveness	1		
CLO5	Appreciate the importance of competency mapping process in an organisation.	2,9		

POs	P01	P02	P03	P04	P05	P06	P07	P08	P09
Effective Mapping	2.75	3			3				3

COURSE	CONTENT	Module Hours
MODULE 1	: Introduction to Performance Appraisal	13
MODULE 2	: Performance Appraisal Process	6
MODULE 3	: Performance Appraisal Tools & Techniques	11
MODULE 4	: Performance Counselling and Mentoring	2
MODULE 5	: Competency Mapping	2

MODULE 6	:	Developing Competency Models	4
MODULE 7	:	Competency Identification	2
MODULE 8	:	Competency Assessment and Project Evaluation	1 + 5

PRESCRIBED TEXT BOOK

1. Appraising and Counseling Managers by T V Roa

OTHER READINGS AND REFERENCES

1. The Handbook of Competency Mapping – Seema Sanghi. –SAGE Publication
2. Competency Based HRM – Ganesh Shermon. –TATA Mc Graw Hill
3. Competency Mapping by R K Sahu – Excel Publication
4. Performance Management by Prem Chadha, Macmillan India, New Delhi, 2003

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration
Sem-end exam	50%	50	3 hours

{b} OTHER ASSESSMENTS

Sl. No.	Evaluation Item*	Unit of Evaluation	Weightage	Marks	Time	CLO
1	GMG	Individual	10%	2.5		

2	CP	Individual	10%	2.5	On-Going	
3	Attendance	Individual	20%	5	On-Going	
4	Mini Project - Industry Specific Appraisal Systems and Company Specific Appraisal Process	Individual	20%	5	12	4,1



GLOBAL BUSINESS SCHOOL (GBS), HUBLI

PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

Batch	: 2022- 2023	Semester : 3rd	-
Course Code	: B22	Credits : 3	-
Course Name	: PMCM		
Course faculty/s	: Dr Tejaswini		

--- PART 1 ---

INTRODUCTION TO THE COURSE

Performance management is the foundation of any organization that has a vision and knows where they want to be in the near and long term future. As today’s rapidly evolving business environment challenges organizations to adapt to constant change, the need for organizations to be sure that their projects and activities are aligned with overall strategic goals and business objectives is critical. Performance management is the gauge that lets you know whether or not you are reaching strategic goals and which areas within your service delivery could use improvement. Performance management also justifies whether or not your organization is getting its return on investments. Most important, performance management establishes a culture of high performance where the entire organization is synergistic towards reaching organizational objectives.

Business and Managing businesses has and will always be complex. There is no denying the need to perform through a combination of utilizing predictive or forecasting tools, techniques and methods, yet without trivializing the need to sustain and drive a motivated high performing work force. The need to understand and map competencies arises in this context. This subject connects competencies, business and people, with that the human resource functioning and people challenges in an organisational context.

COURSE LEARNING OUTCOMES (CLO)

By virtue of the learning gained in this course, the student should be able to:

CLOs	DESCRIPTION	MAPPING		
		@ levels		
	At the end of the course, the students will be able to:	@ 3 rd	@ 2 nd	@ 1 st Level
CLO1	Discuss the role of Performance Management Systems in Organisation Effectiveness	1,5		
CLO2	Compare and Contrast various organisational Appraisal Programs and Define attributes of effective PMS	1		
CLO3	Analyse the importance of Performance Appraisal Methods in the organisation	2,9	1	
CLO4	Asses the role of Competency Mapping in Organisational Effectiveness	1		
CLO5	Appreciate the importance of competency mapping process in an organisation.	2,9		

POs	P01	P02	P03	P04	P05	P06	P07	P08	P09
Effective Mapping	2.75	3			3				3

COURSE	CONTENT	Module Hours
MODULE 1	: Introduction to Performance Appraisal	13
MODULE 2	: Performance Appraisal Process	6
MODULE 3	: Performance Appraisal Tools & Techniques	11
MODULE 4	: Performance Counselling and Mentoring	2
MODULE 5	: Competency Mapping	2

MODULE 6	:	Developing Competency Models	4
MODULE 7	:	Competency Identification	2
MODULE 8	:	Competency Assessment and Project Evaluation	1 + 5

PRESCRIBED TEXT BOOK

2. Appraising and Counseling Managers by T V Roa

OTHER READINGS AND REFERENCES

5. The Handbook of Competency Mapping – Seema Sanghi. –SAGE Publication
6. Competency Based HRM – Ganesh Shermon. –TATA Mc Graw Hill
7. Competency Mapping by R K Sahu – Excel Publication
8. Performance Management by Prem Chadha, Macmillan India, New Delhi, 2003

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	Weightage (%)	Max Marks	Duration
Sem-end exam	50%	50	3 hours

{b} OTHER ASSESSMENTS

Sl. No.	Evaluation Item*	Unit of Evaluation	Weightage	Marks	Time	CLO
1	GMG	Individual	10%	2.5		

2	CP	Individual	10%	2.5	On-Going	
3	Attendance	Individual	20%	5	On-Going	
4	Mini Project - Industry Specific Appraisal Systems and Company Specific Appraisal Process	Individual	20%	5	12	4,1
5	Project on "Effectiveness of Performance Appraisal Systems"	Entire Class	40%	7+3	On - Going	5,2,3