

Batch	: 2025-27	Semester :	0 1
Course Code	: PG61T103	Credits :	4
Course Name	: BUSINESS STATISTICS FOR MANAGERS		
Course faculty/s	: Dr. Suman Kumar		
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COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

The course equips students with the knowledge of various tools and techniques to analyze and interpret data effectively. This understanding aids in making informed decisions based on quantitative evidence.

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 Central Tendency tools to data driven business applications	1,2		
CLO2	Describe the features of the tools and techniques used in statistical analysis	1,2	4	
CLO3	Apply and analyse the appropriate tool of Descriptive Statistics & Correlation for different business functional areas	1,2		
CLO4	Solve a given business application using Chi Square	1,2	4	

CLO5	Use Index Numbers in different business functional areas	1	2	
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POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Effective Mapping	3.0	2.8		2.0					

COURSE CONTENT

Module Hours

MODULE 1	:	Descriptive statistics	10
MODULE 2	:	Measures of Central Tendency	20
MODULE 3	:	Index Numbers	10
MODULE 4	:	Testing of Hypothesis	20

PRESCRIBED TEXT BOOK:

- Statistics for Management By Richard I Levin , David S.Rubin, Masood H Siddiqui,Snajay Rastogi

OTHER READINGS AND REFERENCES

1	Business Statistics by G.C. Beri (revised edition ,2005,Tata McGraw Hill Education)
2	Fundamentals of Business Statistics by J K Sharma

ASSESSMENT SCHEME AND WEIGHTAGE:

{a) END-TERM COMPONENT

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

{b) OTHER ASSESSMENTS

S.No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
1	Descriptive Test-1	Individual	20%	10	Session-16	CLO 2,3
2	Descriptive Test-2	Individual	20%	10	Session-31	CLO 1
3	Project	Group	20%	10	After Session-40	CLO 5
4	Case Study	Individual	20%	10	Session-60	CLO 4
5	Class Participation	Individual	5%	2.5	All sessions	

6	Attendance	Individual	10%	5	All sessions	
7	GMG	Individual	5%	2.5	All sessions	
	Total		100	50		

PART 2: SESSION PLAN

Reading and the Additional reading

Session (Hr)	Topic	Pedagogy	Pre-reads, Post reads & references/ links
1.	Introduction to Course and its outline		
2.	Descriptive statistics: Application of statistics to managerial decision making.	Class Discussion	
3.	Data Processing: Classification & tabulation	Class Discussion	
4.	Data Processing: Classification & tabulation	Problem Solving	
5.	Summarization of Data, Frequency Distribution	Problem Solving	PTB, Page no. 6
6.	Graphical Representation of data and their use in statistics: Line graphs,	Problem Solving	
7.	Pie charts, Bar graph	Problem Solving	
8.	Scatter plot, Stem and plot	Problem Solving	
9.	Histogram, Frequency polygon, Frequency curve, Candle stick	Problem Solving	
10.	Drawing graphs using MS Excel.	Practical	

11.	Computation of Mean, Median, Mode	Problem Solving	PTB: Page No.73 to 104
12.	Computation of Mean, Median, Mode	Problem Solving	
13.	Limitations of averages	Problem Solving	PTB, Page No. 140
14.	Measures of Dispersion, objectives and significance	Problem Solving	
15.	Descriptive Test-1		
16.	Range, Quartile Deviation, mean deviations	Problem Solving	
17.	Range, Quartile Deviation, mean deviations	Problem Solving	
18.	Standard Deviation, variance, Coefficient of variation	Problem Solving	
19.	Standard Deviation, variance, Coefficient of variation	Problem Solving	
20.	Standard Deviation, variance, Coefficient of variation	Problem Solving	
21.	Standard Deviation, variance, Coefficient of variation	Problem Solving	
22.	Skewness & kurtosis	Problem Solving	
23.	Regression and Correlation: Correlation	Problem Solving	PTB: Page No. 658 to 678
24.	Regression and Correlation: Correlation	Problem Solving	
25.	Regression and Correlation: Correlation	Problem Solving	
26.	Regression and Correlation: Correlation	Problem Solving	
27.	Simple & Multiple Regression.	Problem Solving	
28.	Simple & Multiple Regression.	Problem Solving	

29.	Simple & Multiple Regression.	Problem Solving	
30.	Descriptive Test-2		
31.	Index Numbers: construction of an Index Number	Problem Solving	PTB: Page No. 868 to 900
32.	Applications. Layspers', Paasches, Marshel Edworth and Fisher Index No.	Problem Solving	
33.	Applications. Layspers', Paasches, Marshel Edworth and Fisher Index No.	Problem Solving	
34.	Time reversal and factor reversal tests	Problem Solving	
35.	Time reversal and factor reversal tests	Problem Solving	
36.	Time reversal and factor reversal tests	Problem Solving	
37.	Time series analysis, Methods, graphical	Problem Solving	
38.	Semi average, Moving average	Problem Solving	
39.	Least square methods	Problem Solving	
40.	Least square methods	Problem Solving	
41.	Probability Theory- Sample space. Events, Definitions of Probability, types of events	Problem Solving	PTB: Page No. 153 to 246
42.	Laws of Probability Bayes' formula & applications		
		Problem Solving	
43.	Laws of Probability Bayes' formula & applications	Problem Solving	
44.	Probability Distributions: commonly used probability distributions.	Problem Solving	PTB, Page No. 265
45.	Binomial, Poisson, Normal and Exponential and their characteristics. (applications only)	Problem Solving	

46.	Binomial, Poisson, Normal and Exponential and their characteristics. (applications only)	Problem Solving	
47.	Binomial, Poisson, Normal and Exponential and their characteristics. (applications only)	Problem Solving	
48.	Binomial, Poisson, Normal and Exponential and their characteristics. (applications only)	Problem Solving	
49.	Testing of Hypothesis: Basic concepts	Problem Solving	
50.	Hypothesis testing for means (one and two) tailed test for small and large samples(t and Z test)	Problem Solving	
51.	Hypothesis testing for one and two populations, z-test, t-test	Problem Solving	
52.	Hypothesis testing for one and two populations, z-test, t-test	Problem Solving	
53.	Hypothesis testing for one and two populations, z-test, t-test	Problem Solving	
54.	Chi-square test for independence of attributes, one way and two way ANOVA.	Problem Solving	
55.	Chi-square test for independence of attributes, one way and two way ANOVA.	Problem Solving	
56.	Chi-square test for independence of attributes, one way and two way ANOVA.	Problem Solving	
57.	Chi-square test for independence of attributes, one way and two way ANOVA.	Problem Solving	
58.	Chi-square test for independence of attributes, one way and two way ANOVA.	Problem Solving	
59.	Case Study	Discussion	Loveland Computers: PTB Page. No 597
60.	Revision		

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

CLO No.		Mode of Assessment
CLO1	Apply the Central Tendency tools to data driven business applications	Test 2
CLO2	Describe the features of the tools and techniques used in statistical analysis	Test 1
CLO3	Apply and analyse the appropriate tool of Descriptive Statistics & Correlation for different business functional areas	Test 1
CLO4	Solve a given business application using Chi Square	Case Study
CLO5	Use Index Numbers in different business functional areas	Project

2. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
01	The student scores 8 and above marks	The student scores 4 to under 8 marks	The student scores 0 to under 4 marks
02 & 03	The student scores 8 and above marks	The student scores 4 to under 8 marks	The student scores 0 to under 4 marks
04	<p>The student scores more than 8 and up to 10 marks</p> <p>A. Choice of appropriate statistical tool</p> <p>B. Use of correct formula</p> <p>C. Correctness of steps of calculation</p> <p>D. Accuracy of answer obtained</p> <p>E. Translation of mathematical answer to suit the business solution</p>	<p>The student scores more than 4 and up to 8 marks</p> <p>A. Choice of appropriate statistical tool</p> <p>B. Use of correct formula</p> <p>C. Correctness of steps of calculation</p> <p>D. Answer is inaccurate</p>	<p>The student scores 0 to 4 marks</p> <p>A. Student cannot identify the right tool</p> <p>B. Student cannot apply the tool in case he/she has identified the tool</p>

05	Group scores more than 8 and upto 10 marks A. Submitting report in time. B. Data collection accuracy C. Choice of appropriate statistical tool D. Use of correct formula E. Correctness of steps of calculation F. Accuracy of answer obtained	Group scores more than 4 and up to 8 marks A. Not Submitting assignment in time. B. Data collection accuracy C. Choice of appropriate statistical tool D. Use of correct formula E. Correctness of steps of calculation F. Inaccuracy in answer	Group scores 0 to under 4 marks A. Not Submitting assignment in time. B. Data collection accuracy C. Student cannot identify the right tool D. Student cannot apply the tool in case he/she has identified the tool
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Course Project: Student Spending Pattern Analysis

Course: Business Statistics for Managers

Nature of Work: Group Project (as decided by the faculty)

Objective:

- **Understand** student spending behavior through primary data collection.
- **Apply** statistical tools such as mean, median, mode, standard deviation, and CV.
- **Analyze** variations and relationships in spending using dispersion and correlation.
- **Evaluate** differences in spending patterns between two classes.
- **Create** effective diagrams and graphs using MS Excel for data presentation.

Project Description

As part of the continuous internal assessment, students are required to undertake a **practical statistical project** focusing on real-life data collection, analysis, and interpretation. The project aims to strengthen students' understanding of statistical tools and their application in managerial decision-making.

In this project, students will conduct a **comparative study of spending patterns of students belonging to two different classes**. The study shall be based on **primary data collected through a structured questionnaire using Google forms** and analyzed using **Microsoft Excel**.

Sample Design

- **Sample Size:** Class ATHENS: 10 students. Class SPARTA: 10 students

- **Total Sample Size:** 20 students
- **Sampling Technique:** Convenience sampling

Data Collection

Students shall design and administer a **structured questionnaire using Google Forms** to collect monthly spending data under the following heads:

- Food & refreshments
- Transportation
- Mobile & internet
- Entertainment & leisure
- Fitness

The questionnaire must be included in the project report.

Statistical Tools & Techniques to be Used

Students are required to apply the following **statistical concepts** using **MS Excel**:

1. Tabulation

- Class-wise and category-wise tabulation of collected data
- Computation of total monthly spending per student

2. Measures of Central Tendency

- Mean, Median, Mode (*To analyze average spending behavior of students*)

3. Measures of Dispersion

- Range, Standard Deviation, Coefficient of Variation (CV)

(To study variability and consistency in spending patterns)

4. Correlation Analysis

- Correlation between **two selected variables** (e.g., Food expenses and Total spending / Academic expenses and Total spending)
- Interpretation of correlation coefficient

5. Graphical and Diagrammatic Representation

Students must represent data using appropriate diagrams and graphs such as:

- Bar diagrams, Pie charts, Line graphs (if required), Multiple bar diagrams for comparison between two classes

Software Requirement: MS Excel, Google Forms

Project Report Structure

The project report should include:

1. Introduction
2. Objectives of the Study
3. Research Methodology
4. Questionnaire
5. Data Tabulation
6. Statistical Analysis
7. Graphs and Diagrams
8. Findings
9. Managerial Implications
10. Conclusion
11. Bibliography

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Attendance Marks:

Attendance	<75%	76-80%	81-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

Submitted by: Dr. Suman Kumar
Signature

Area Chair

Director

Batch	: 2025-27	Semester :	I
Course Code	: PG61T104	Credits :	03
Course Name	: Corporate Communication		
Course faculty/s	: Dr. Harshal Borgaon / Prof. Sanmati Shetteppanavar		
	9900237032	Email Id: harshal@globalbschool.in /	
Mobile No.	: 8904133635	sanmati@globalbschool.in	

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

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		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Demonstrate effective communication strategies in any given situation	1		
CLO2	Apply professional presentation skills using ICT tools	1, 6		

CLO3	Create, Compose and revise accurate business communications using computer technology	1, 6		
CLO4	Analyse an given situation and prepare structured report for a given situation	1	2	
CLO5	Analyze, design, and execute comprehensive communication across organizational boundaries, group, and cross-functional	1, 4, 6		

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

COURSE CONTENT			Module Hours
MODULE 1	:	Presentation Skills, Verbal and Non-Verbal Communication	14
MODULE 2	:	Written Communication - Business Letters & Reports	10
MODULE 2	:	Employment Communication	10
MODULE 3	:	Technology enabled communication	11
Total Hours			45

PRESCRIBED TEXT BOOK

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

OTHER READINGS AND REFERENCES

1. Bovee & Thill – Business Communication Today, 7th Edition, Pearson
2. Raymond V Lesikar, et. al., Business Communication, 13th Edition, McGraw Hill Education
3. Meenakshi Raman and Prakash Singh, Business Communication, Second Edition
4. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
5. Bisen & Priya – Business Communication (New Age International Publication)
6. Kalkar, Suryavanshi, Sengupta-Business Communication (Orient Black swan)
7. Varinder Bhatia, Business Communications, Khanna Publishing House
8. Asha Kaul, Business Communication, Prentice Hall of India.
9. Business Communication by Prof. Ramesh Kulkarni, Rangappa Yaraddi, Norton Publications.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

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

{b} OTHER ASSESSMENTS

S.No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
1	Case Study	Individual	20%	05	13 th Session	1, 3
2.1 2.2	Project Presentations	Group	40%	10	From 5 th Session onwards After 45 th Session	2, 4, 5
3	Class Participation	Individual	10%	2.5	Select sessions	
4	Attendance	Individual	20%	5	All sessions	
5	GMG	Individual	10%	2.5	All sessions	

PART 2: SESSION PLAN

Reading and the Additional reading

S e s s i o n (H r)	Topic	Pedagogy	Pre-reads references/links	Post reads & References / links / Quiz
1	Introduction to Course Outline <u>Activity 1: "Who I Am"</u>	Lecture		

2	Role of communication – defining and classifying communication – Nature and scope of managerial communication	Lecture Discussion	Chapter 8 Page No 111 to 114	
3	purpose of communication – process of communication; Communication model	Lecture Discussion	Chapter 8 Page No 111 to 114	https://www.youtube.com/watch?v=GxAbdahR34
4	characteristics of successful communication – importance of communication in management –	Lecture Discussion	Chapter 8 Page No 115 to 117	
5	Principles of effective communication (7Cs), communication structure in organization <u>Activity 2:</u> Draft a brief “About Me” business introduction (elevator pitch) and record it video	Lecture Discussion	Chapter 8 Page no 122 to 123	https://www.youtube.com/watch?v=hE6l9apUvrk
6	Communication in crisis barriers to communication. distinguishing between Business Communication and General Communication;	Lecture Discussion	Chapter 9 Page no 133 to 134	https://hbr.org/2025/08/how-to-communicate-layoffs-to-your-staff
7	Modes and Medias of communication, Listening skill.	Lecture Discussion	Chapter 10 Pion no 149 to 161	
8	Verbal communication: Oral Communication – principles of successful oral communication – conversation control –	Lecture Discussion	Chapter 3 Page no 29 to 36	https://hbr.org/2025/08/its-time-to-streamline-how-we-communicate-at-work
9	Reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication, Language as a tool for Communication.	Lecture Discussion	Chapter 8 Page no 120 to 129 Chapter 5 Page no 61 to 71	https://www.youtube.com/watch?v=br1bkGopCT0
10	Case Study 1 - <i>Communication Failure</i>	Case Study Discussion	Chapter 8 Page no 130	
11	Nonverbal communication, importance of nonverbal communication in corporate (<i>body language, Kinesics communication, Proxemics,</i>	Lecture Discussion	Chapter 7 Page no 95 to 105	https://www.youtube.com/watch?v=S Khsavlvuao

	<i>Haptic, Chromatic, Chronomatic communication, paralanguage)</i>			
12	<p>Cultural difference in nonverbal communication, Cross cultural communication;</p> <p><u>Activity 3:</u> Practice delivering a 2-minute speech on a business topic. Record video, observe your gestures, posture, and tone.</p>	Lecture Discussion	<p><i>Chapter 7</i> <i>Page no 95 to 105</i></p>	<p>https://hbr.org/2025/08/to-change-company-culture-focus-on-systems-not-communication</p>
13	Case Study – <i>Everest Textile Mills</i>	Case Study Discussion	CS - Page No 107	<p>https://www.youtube.com/watch?v=FcZwlze6qNc</p>
14	Presentation skills: – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid.	Lecture Discussion	<p><i>Chapter 14</i> <i>Page no 229 to 240</i></p>	<p>https://www.inc.com/guides/how-to-improve-your-presentation-skills.html</p>
15	Guidelines for effective presentation, planning and delivering business presentation,	Lecture Discussion	<p><i>Chapter 14</i> <i>Page no 229 to 240</i></p>	<p>https://www.youtube.com/watch?v=jgvizAbcJ6A</p>
16	<p>Conversation skills-skills required. Business meeting – types, making preparation, conducting a meeting.</p> <p><u>Activity 4:</u> Role-play: With a partner or using a script, simulate an active listening and feedback situation (customer call, interview, peer review). Reflect: Write a short journal entry — What went well? Where did you interrupt/listen actively?</p>	Lecture Discussion	<p><i>Chapter 4</i> <i>Page no 39 to 56</i></p>	
17	Written communication: Purpose of writing – clarity in writing –	Lecture Discussion	<p><i>Chapter 4</i> <i>Page no 39 to 56</i></p>	

18	principles of effective writing – approaching the writing process systematically:	Lecture Discussion		https://hbr.org/2014/11/how-to-improve-your-business-writing
19	The 3X3 writing process for business communication: Prewriting – Writing – Revising	Lecture Discussion	<i>Chapter 6 Page no 77 to 94</i>	https://hbr.org/2024/03/how-to-take-your-business-writing-from-average-to-great
20	Specific writing features – coherence	Lecture Discussion		https://hbr.org/2025/09/how-to-counter-fake-news
21	Electronic writing process. types of written communication in organization;	Lecture Discussion	<i>Chapter 6 Page no 77 to 94</i>	
22	Business letters and reports	Lecture Discussion	<i>Chapter 11 Page no 167 to 191</i>	https://owl.purdue.edu/owl/subject_specific_writing/professional_technical_writing/basic_business_letters/index.html
23	Introduction to business letters –	Lecture Discussion	<i>Chapter 11 Page no 167 to 191</i>	
24	Writing routine and persuasive letters – positive and negative messages-	Lecture Discussion	<i>Chapter 11 Page no 167 to 191</i>	
25	Writing memos – what is a report purpose, kinds and objectives of report writing.	Lecture Discussion	<i>Chapter 11 Page no 167 to 191</i>	
26	Types of business letters, <u>Activity 5</u> : Draft and edit three types of business letters: 1. Inquiry letter 2. Complaint letter 3. Apology/resolution letter Peer Review - Swap samples with a friend for feedback.	Lecture Discussion	<i>Chapter 11 Page no 167 to 191</i>	https://study.com/academy/lesson/video/types-of-business-letters-formats-examples.html
27	e-mail writing, writing reports, <u>Activity 6</u> : Compose and send an email for a business scenario (e.g., job application, meeting request etc.)	Lecture Discussion	<i>Chapter 11 Page no 167 to 191</i>	
28	Case Study – <i>Survey Report for India representative office of HRC Business School, France</i>	Lecture Discussion	<i>Chapter 13 Page no 226</i>	

29	Business proposals and business plans	Lecture Discussion	<i>Chapter 13</i> <i>Page no 203 to 228</i>	
30	Employment communication: Introduction – writing CVs –	Discussion	<i>Chapter 18</i> <i>Page no 281 to 296</i>	
31	Group discussions – interview skills	Lecture Discussion	<i>Chapter 18</i> <i>Page no 281 to 296</i>	
32	Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing.	Lecture Discussion		
33	Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings.	Lecture Discussion		
34	Media management – Press release, Press conference – Media interviews,	Lecture Discussion	<i>Chapter 12</i> <i>Page no 193 to 199</i>	https://theintactonline.com/2019/09/02/bc-u5-topic-2-media-management-the-press-release-press-conference-media-interviews-seminars/
35	Seminars – Workshop – Conferences. Business etiquette.	Lecture Discussion	<i>Chapter 12</i> <i>Page no 193 to 199</i>	
36	Technology enabled communication – different forms of technology used in corporate communication	Lecture Discussion		
37	Business etiquettes, Netiquettes; E-mail writing and analysis,	Lecture Discussion	<i>Chapter 15</i> <i>Page no 243 to 254</i>	https://byjus.com/english/email-writing/
38	Writing of business plans / business proposals,	Lecture Discussion		
39	Writing business reports,	Lecture Discussion	<i>Chapter 13</i> <i>Page no 203 to 226</i>	
40	Preparation of CV and Video Resume, Mock interview – Telephonic, Skype Interview, Video Conference, Netiquettes,	Lecture Discussion	<i>Chapter 18</i> <i>Page no 281 to 296</i>	https://www.youtube.com/watch?v=lWFbwcjWtmg
41	Case Study - <i>An Employment Interview</i>	Case Study Discussion	<i>Chapter 18</i> <i>Page no 297</i>	

42	English language exercises-grammar, sentence framing, Exercise on understanding Nonverbal cues & cross cultural communication barriers	Lecture Discussion		
43	Preparation of PowerPoint presentation (guidelines for PPT	Lecture Discussion	Chapter 14 Page no 229 to 240	
44	Preparation, insertion of table, graphs, pictures, hyperlink etc. Presentations (using technology and without technology)	Lecture Discussion	Chapter 14 Page no 229 to 240	https://superuser.com/questions/357604/how-do-i-do-a-powerpoint-presentation-without-powerpoint-available
45	Conducting mock business meetings. Writing of different types of business letters including cover letters	Lecture Discussion		

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

CLO No.	CLO (Description)	Mode of Assessment
CLO1	Communicate effectively in any given situation	Case Study
CLO2	Effectively present to the audience using ICT tools and presentation skills	Project
CLO3	Compose and revise accurate business communications using computer technology	Case study
CLO4	Comprehend and prepare report for a given situation	Project
CLO5	Analyze, design, and execute comprehensive communication across organizational boundaries, group, and cross-functional	Project

2. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
1, 3	All information was clear with extensive details and relevant examples were used to support the content.	Information was related to the topic, but case report needed more details and examples to fully support ideas.	Information did not include details or examples that related to the topic.

	<p>Ideas presented in logical order and natural flow made case analysis was easy to read.</p> <p>Made no spelling, grammar, capitalization, or punctuation errors.</p> <p>4 - 5 Marks</p>	<p>Some ideas presented in logical order.</p> <p>Made 5 to 10 spelling, grammar, capitalization, or punctuation errors.</p> <p>2.1 - 3.9 Marks</p>	<p>Ideas were not presented in logical order.</p> <p>Made more than 10 spelling, grammar, capitalization, or punctuation errors.</p> <p>0 - 2 Marks</p>
2, 4, 5	<p>Comprehensive Digital portfolio Innovative personal brand narrative</p> <p>Tailored Resume and covering letter</p> <p>Exceptional document structure Well researched and critical analysis</p> <p>Made no spelling, grammar, capitalization, or punctuation errors.</p> <p>Visual storytelling Outstanding delivery and engaging</p> <p>8 – 10 Marks</p>	<p>Basic Digital Profile with standard information Rudimentary personal brand presence</p> <p>Good Covering letter and Professional Resume</p> <p>Clear Document Structure Basic Researched and Analytical approach</p> <p>Made 5 to 10 spelling, grammar, capitalization, or punctuation errors.</p> <p>Clear but unremarkable content Adequate technical and delivery skills</p> <p>4 – 7.9 Marks</p>	<p>Incomplete Digital profile No Personal Branding Strategy</p> <p>Poor Covering letter and generic resume</p> <p>Poor document structure</p> <p>Made more than 10 spelling, grammar, capitalization, or punctuation errors.</p> <p>Lack of presentation narrative Ineffective delivery skills</p> <p>0 – 3.9 Marks</p>

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ATTENDANCE MARKS:

Attendance	0-75%	75-80%	80-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

PROJECT DELIVERABLES:

Integrated Business Communication Project components and Marking Scheme

Team Size – 4

- a) Employment Communication (2 Marks)
 - a. Covering Letter
 - b. Resume
 - c. Interview Preparation
- b) Digital Professional Branding (2 Marks)
 - a. Personal Branding Strategy
 - b. LinkedIn Professional Profile
- c) Brief Message Communication (1 mark)
 - a. Professional email communications
 - b. Memo writing
 - c. Concise messaging
 - d. Digital communication etiquette
- d) Three step Business Writing (3 Marks)
 - a. Pre-Writing
 - i. Audience Analysis
 - ii. Purpose Identification
 - iii. Information Analysis
 - b. Writing
 - i. Business Report
 - ii. Professional Proposals
 - iii. Clear, concise
 - c. Revising
 - i. Comprehensive report
- e) Business Presentation Development (2 Marks)
 - a. Professional PPTs
 - b. Visual storytelling
 - c. Data visualisation

Submitted by : Dr. Harshal Borgaon / Prof. Sanmati Shetteppanavar
Signature & Date: 09/10/2025

Dean Academics

Director

Batch	: 2025-27	Semester :	1
Course Code	: PG61T106	Credits :	4
Course Name	: Fundamentals of Marketing Contact Hours: 60		
Course faculty/s	: Dr. Basavaraj Sulibhavi		
	: Email :basavaraj@globalbschool.in Mobile no : 9731100719		

--- PART 1 ---

INTRODUCTION TO THE COURSE

Marketing fundamentals is all about activities and functions involved in the distribution of goods and services. This process encompasses managing marketing programs to achieve organizational goals and objectives. It comprises three key stages: Planning: Developing strategies and tactics to accomplish marketing objectives. Implementation: Executing marketing programs or campaigns. Control: Monitoring and evaluating the effectiveness of marketing initiatives.

In present competitive business landscape, marketing fundamentals have become crucial for success. As companies strive to enhance their market presence, effective marketing strategies play a vital role in: Meeting increasing competition Improving distribution methods. Driving business growth. In modern commercial and business enterprises, marketing has evolved into the most critical function, driving revenue, customer engagement, and overall success.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
	At the end of the course, the students will be able to:			
CLO1	Understand the fundamental marketing concepts, theories and principles in marketing and DEMONSTRATE role and functions of marketing in business organizations.		1	
CLO2	APPLY the knowledge and concepts of a given marketing context.		2	
CLO3	DEVELOP creative solutions by making appropriate marketing Outline on a product and services.	1,2	5,7	

CLO4	DESIGN marketing mix strategy for a given scenario.	1,2	5,7	
CLO5	DEVELOP creative solutions for a failed marketing campaign	1,2,5	7	4

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09
Effective Mapping	2.75	2.7	--	2.5	2.5	--	2	--	--

COURSE CONTENT

No. of Modules	Modules	Module Hours
MODULE 1	Introduction to Marketing	15
MODULE 2	Analyzing Consumer Markets	15
MODULE 3	Identifying Market Segments and Target Customers	10
MODULE 4	Designing and Managing Products	20

PRESCRIBED TEXT BOOK

- “Marketing Management” by Philip Kotler, 14th edition, Pearson Publications.

OTHER READINGS AND REFERENCES

- Philip Kotler and Gary Armstrong, “Principles of Marketing” latest edition, Pearson Publications.
- V S Ramsamy and S Namakumari, “Marketing Management” 4h edition, MacMillan Publications.

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

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

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
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1	Class Test	Individual	10%	5	End of 2 nd Module	1
2	Case Study	Individual	10%	5	End of 4 th Module	2
3	Project	Group of 5 each total 9 groups	60%	30	Throughout the Course	3,4 & 5
4	Class Participation	Individual	5%	2.5	Throughout the Course	
5	Attendance	Individual	10%	5	All sessions	
6	GMG	Individual	5%	2.5	All sessions	

PART 2: SESSION PLAN

Reading and the Additional reading

Session (Hr)	Topic	Pedagogy	Pre-reads references/links	Post reads & Refere nces/li nks / Qui
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				Post reads & Refere nces/li nks / Qui Post reads & References/links / Quiz
1	Understanding Fundamentals of Marketing Introduction to Marketing,	Lecture, PPT		Page 1
2	Defining Marketing for new realities	Lecture, PPT		Page 3
3	Defining Marketing for new realities Major Market Forces	Lecture, PPT		Page 13-15
4	Holistic Marketing, Role of Marketing, Organizing and Managing the Marketing Department	Lecture, PPT		Page 18,717
5	Building a Customer-Oriented Organization	Lecture, PPT		Page 17
6	Marketing Planning and Management: Corporate and	Lecture, PPT		Page 37,38,40

	Business Unit Planning and Management			
7	Defining the Corporate Mission, Building the Corporate Culture, Defining Strategic Business Units (BUs)	Lecture, PPT	Page 47	
8	Allocating Resources Across BUs, Developing Market Offerings, Developing the Marketing Strategy	Lecture, PPT	Page 33	Page 33
9	Five Cs and the Five Forces of Competition	Lecture, PPT	Page 554	Page 554
10	Designing the Marketing Tactics, Seven Ts and the Four Ps, Creating a Market Value Map	Lecture, PPT	Page 84,395,499,	Page 84,395,499,
11	Planning and Managing Market Offerings, The G-STIC Approach to Action Planning, Setting a Goal	Lecture, PPT	Page 37,50	Page 37,50
12	Developing the Strategy, Designing the Tactics, Identifying Controls	Lecture, PPT Case let Discussion and Report	(case : Text book V S Ramaswamy, Page 154)	
13	Developing a Marketing Plan, Modifying the Marketing Plan Updating the Marketing Plan,	Lecture, PPT	https://www.youtube.com/watch?v=kmawakthUsw	
14t	Conducting a Marketing Audit 1st Phase of the Projec	Lecture, PPT		
15	Case let	Lecture, PPT	(case : Text book V S Ramaswamy, Page 154)Page 131	Page 131

		Case let Discussion and Report		
16	Analyzing Consumer Markets: Model of Consumer Behavior, Consumer Characteristics,	Lecture, PPT		Page 165
17	Factors influencing Consumer behavior, Consumer Psychology, Motivation, Perception, Emotions, Memory;	Lecture, PPT	https://www.youtube.com/watch?v=Hi_RZzxBfFw	Page 173
18	Buying Decision Process, Steps in buying decision process; Analyzing Business Markets	Lecture, PPT		Page 181,190
19	Organizational Buying Process, Understanding Business Markets,	Lecture, PPT		Page 181
20	Types of Buying Decisions, Buying Center, Composition of the Buying Center, Role of Buying Center	Lecture, PPT		Page
21	Buying Center Dynamics, Selling to Buying Centers, Understanding the Buying Process, Problem Recognition	Lecture, PPT	Page	
22	Need Description, Product Specification, Supplier Search, Proposal Solicitation, Supplier Selection, Contract Negotiation, Performance Review		Page 395	Page 395
23	Adjunct faculty	Session & Discussion		
24	Adjunct faculty	Session & Discussion		

25	Developing Effective Business Marketing Programs, Transitioning from Products to Solutions, Enhancing Services “Project Mid review stage”	Session & Discussion		
26	Building B-to-B Brands, Price Pressures, Managing B-to-B Relationships, Buyer–Supplier Relationship	Lecture, PPT	https://www.youtube.com/watch?v=ZFM2bREILKA	Page 418
27	Managing Corporate Trust, Credibility and Reputation, Risks and Opportunism in Business Relationships, Managing Institutional Markets	Lecture, PPT	Page	
28	Conducting Marketing Research; Scope of Marketing Research, Importance of Marketing Insights,	Lecture, PPT,		Page 312
29	Research Process, Steps in Marketing Research Process; Measuring Market Demand, Demand Measurement	Lecture, PPT	https://www.youtube.com/watch?v=pF70DbD4ZuM	Page 321
30	Measuring Marketing Productivity, Marketing Metrics, Marketing-Mix Modeling, Marketing Dashboards	Lecture, PPT		Page 155
31	Identifying Target Customers, Logic of Targeting, Strategic and Tactical Targeting, Target Compatibility, Target Attractiveness	Lecture, PPT	https://youtu.be/194jjCM1qTo?si=0sRsGWjpkuHJIBMV	Page 264
32	Customer Profile, Customer Value and Customer Profile,	Lecture, PPT		Page 284

	Target Segments to Life with Personas			
33	Single-Segment and Multi-Segment Targeting, Segmenting Consumer Markets, Basis for consumer segmentation	Lecture, PPT		Page 265
34	Crafting a Customer Value Proposition and Positioning; Developing a Value Proposition and Positioning, Positioning Strategy, Choosing a Frame of Reference	Lecture, PPT		
35	Identifying Potential Points of Difference and Points of Parity, Aligning the Frame of Reference, Points of Parity and Points of Difference,	Lecture, PPT	Page	
36	Adjunct faculty	Session & Discussion	Adjunct faculty	
37	Adjunct faculty Creating a Sustainable Competitive Advantage	Session & Discussion	Adjunct faculty	
38	Sustainable Competitive Advantage, Strategies for Creating a Sustainable Competitive Advantage,	Lecture, PPT,		Page 427
39	Communicating the Offering's Positioning, Crafting a Positioning Statement.	Lecture, PPT		Page 440
40	Communicating Category Membership, Communicating Conflicting Benefits, Positioning as Storytelling	Lecture, PPT		Page 451

41	Designing and Managing Products	Lecture, PPT	https://youtu.be/ZqeA_psKn2E?si=lm8qmHwg7a72bFk0	Page 402
42	Product Differentiation, Product Design, power of Design, Approaches to Design	Lecture, PPT		Page 403
43	Product Portfolios and Product Lines, Product Portfolio Design	Lecture, PPT	Page 410 https://www.youtube.com/watch?v=zslTD2MqO0E	
44	Product Line Analysis, Product Line Length, Managing Packaging and Labeling	Lecture, PPT		Page 412,420
45	Managing Guarantees and Warranties, Empowerment, Customer Coproduction	Lecture, PPT		Page 423,424
46	Designing and Managing Services; The Nature of Services, The Service Aspect of an Offering, Distinctive Characteristics of Services	Lecture, PPT	https://www.youtube.com/watch?v=FpneNEDON_U	Page 431
47	The New Services, Realities Increasing Role of Technology, Customer	Lecture, PPT		Page 439
48	Service Differentiation through Physical Evidence	Lecture, PPT	(case : Text book V S Ramaswamy, Page 802)	
49	Satisfying Employees as Well as Customers, Achieving Service Excellence, Best Practices	Lecture, PPT		Page 444
50	Differentiating Services, Innovation with Services, Managing Service Quality,	Lecture, PPT		Page 451
51	Managing Service Quality. Managing Customer Expectations, Managing Self-	Lecture, PPT		Page 453

	Service, Managing Product– Service Bundles			
52	Building Strong Brands: Essence of Branding, Role of Brands, Brand Equity and Brand Power	Lecture, PPT		Page 324,329
53	Designing the Brand, Defining the Brand Mantra, Choosing Brand Elements	Lecture, PPT		Page 305,308
54	Choosing Secondary Associations, Magic of Brand Characters, Brand Hierarchy	Lecture, PPT	CRED – Building a Fintech Brand through Creative Marketing (Case study)	
55	Adjunct faculty Managing Brand Portfolios, Cobranding, Brand Value Chain, Brand Dynamics, Brand Repositioning, Brand Extensions	Lecture, PPT	Adjunct faculty https://youtu.be/OgNnInjuPo?si=EcTrbb8dPKvB7Bwx	Page 351
56	Adjunct faculty ,Managing a Brand Crisis, Luxury Branding, Characteristics of Luxury Brands, Managing Luxury Brands	Lecture, PPT	Adjunct faculty	Page 335
57	Adjunct faculty Managing Pricing and Sales Promotions: Understanding Pricing, Consumer Psychology and Pricing, Setting the Price, Pricing Objective	Lecture, PPT	Adjunct faculty https://www.youtube.com/watch?v=KYqvqScg_j8&t=33s	Page 416-418,503
58	Adjunct faculty Determining Demand, Estimating Costs, Analyzing Competitors’ Prices, Selecting a Pricing Method, Setting the Final Price,	Lecture, PPT	Adjunct faculty	Page 508,511
59	Pricing, Initiating and Responding to Price Changes,	Lecture, PPT	(case : Text book V S Ramaswamy, Page 645)	Page 416

	Initiating Price Cuts, Initiating Price Increases			
60	Competitors' Price Changes, Managing Incentives, Incentive as a Marketing Device, Major Incentive Decisions.	Lecture, PPT		Page 503,

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

CLO No.	CLO (Description)	Mode of Assessment
CLO 1	UNDERSTAND the fundamental marketing concepts, theories and principles in marketing and DEMONSTRATE role and functions of marketing in business	Test
CLO 2	APPLY the knowledge and concepts of a given marketing context.	Case Study
CLO 3	DEVELOP creative solutions by making appropriate marketing plan on a given product.	Project
CLO 4	DESIGN marketing mix strategy for a given scenario.	Project
CLO 5	DEVELOP creative solutions for a failed marketing campaign	Project

2. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
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01	<p>1. The question will be drafted from Module I & II on the conceptual area and the marks will be allocated based on the descriptive answers.</p> <p>2. Test consists of 25 marks and if the student scores between 20-25 marks then the weightage will be between 4-5 marks.</p>	<p>1. The question will be drafted from Module I & II on the conceptual area and the marks will be allocated based on the descriptive answers.</p> <p>2. Test consists of 25 marks and if the student scores between 15-19 marks then the weightage will be between 3-4 marks.</p>	<p>1. The question will be drafted from Module I & II on the conceptual area and the marks will be allocated based on the descriptive answers.</p> <p>2. Test consists of 25 marks and if the student scores between 20-25 marks then the weightage will be between 1-2 marks.</p>
02	<p>1. Detailed understanding and Interpretation of the Case.</p> <p>2. Identifying the case information with the marketing practices and ability to connect with particular concept</p> <p>3. Finding the problem statement along with route cause</p> <p>4. Expressing the satisfactory opinion on problem statement.</p> <p>5. Satisfactorily justifying the opinion of the solution with the gist of implementation.</p> <p>Marks: 04-05</p>	<p>1. Understanding and Interpretation of the Case.</p> <p>2. Identifying the case information with the marketing practices.</p> <p>3. Identifying the problem statement.</p> <p>4. Expressing the opinion on problem statement.</p> <p>5. Justifying the opinion of the solution.</p> <p>Marks: 02-03</p>	<p>1. Failing to Understanding and Interpretation of the Case.</p> <p>2. Inability to Identifying the case information with the marketing practices.</p> <p>3. Mediocre identification of problem statement.</p> <p>4. Failing to expressing the opinion on problem statement.</p> <p>5. Inability to Justifying the opinion of the solution.</p> <p>Marks: 01-02</p>

03,04 & 05	<p>1. Analysing and evaluating the market segmentations, targeting and positioning of product or service.</p> <p>2. Able to understand STP of both consumer market and business markets.</p> <p>3. Understanding the value proportion of the proportion of from the view of customer.</p> <p>4. Evaluating the sustainable competitive advantage of the product or services.</p> <p>5. Evaluating the product development and the product mix.</p> <p>6. Understanding of the branding strategies of the firm,</p> <p>7. Evaluating the pricing, channel and promotional strategies of chosen product or services.</p> <p>Marks*: 20-30 * Based on the student understanding and presentation the marks will be assigned.</p>	<p>1. Fail to analyse and evaluating the market segmentations, targeting and positioning of product or service.</p> <p>2. Not able to understand STP of both consumer market and business markets.</p> <p>3. Understanding the value proportion of the proportion of from the view of customer.</p> <p>4. Evaluating the sustainable competitive advantage of the product or services.</p> <p>5. Evaluating the product development and the product mix.</p> <p>6. Understanding of the branding strategies of the firm,</p> <p>7. Evaluating the pricing, channel and promotional strategies of chosen product or services.</p> <p>Marks*: 10-19 * Based on the student understanding and presentation the marks will be assigned.</p>	<p>1. Fail to analyse and evaluating the market segmentations, targeting and positioning of product or service.</p> <p>2. Not able to understand STP of both consumer market and business markets.</p> <p>3. Not able to understanding the value proportion of the proportion of from the view of customer.</p> <p>4. Not able to evaluating the sustainable competitive advantage of the product or services.</p> <p>5. Evaluating the product development and the product mix.</p> <p>6. Understanding of the branding strategies of the firm,</p> <p>7. Evaluating the pricing, channel and promotional strategies of chosen product or services.</p> <p>Marks*: 0-09 * Based on the student understanding and presentation the marks will be assigned.</p>
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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.

Project Phases:

<u>Stage</u>	<u>Project timeline</u>
Project Briefing & Groups Formation	17 th session
Project will be done in line with concepts delivered into the classes	

Brief description on Marketing Outline project

- Marketing Project: Marketing Outline
- Objective Summary:

- The objective of this project is to create a comprehensive marketing plan for a selected company, product, or service. The plan will cover all essential elements of the marketing mix, ensuring a thorough approach to marketing strategy.
- Deliverables:
 1. Select a company, product, or service
 2. Identify and propose marketing strategies and tactics
 3. Develop a marketing mix (7Ps) plan, including:
 - Product: Description, features, benefits and PLC
 - Price: Pricing strategy and rationale
 - Place: Distribution channels and logistics
 - Promotion: Advertising, sales promotion, and public relations
 - People: Human resources, customer service, and staffing
 - Process: Business processes, efficiency, and quality control
 - Physical Evidence: Ambiance, packaging, and branding element
- In the Project, we will develop deeper into each of these aspects, ensuring a well-rounded marketing strategy for the chosen company, product, or service
- SWOT Analysis: Strengths, weaknesses, opportunities, and threats in the market and in comparison, to competitors.
- Buyer Characters: Similar to your target audience but with more detail and insights.
- Promotion/Distribution Strategy: How are you going to reach and convert your target customer?

Attendance Marks:

Attendance	0-74%	75-80%	80-85%	86-90%	90-95%	96-100%
Marks	0	1	2	3	4	5

Submitted by: Dr. Basavaraj Sulibhavi
Course Faculty

Approved by:

Area Chair - Marketing

Dean Academics

Director

GLOBAL BUSINESS SCHOOL (GBS), HUBLI

HRM



	: 2025- 2027	Semester : 1 st	-
Course Code	: PG61T107	Credits : 4	-
Course Name	: Human Resource Management		
Course faculty/s	: Dr Tejaswini		

--- PART 1 ---

INTRODUCTION TO THE COURSE

Human Resource Management is a dynamic function and area of study, which encompasses the processes, and practices of Effective People Management. Human Resources play a key and decisive role into delivering value to the stakeholders. The HRM Course will establish the functioning/workings of HRM concepts into the overall design and scheme of Organization Management and the necessary inputs provided to Business Strategy of an Organization, which in turn builds sustainability through People centric Process to achieve a competitive advantage.

COURSE LEARNING OUTCOMES (CLO)

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

	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Lev el	@ 2 nd Lev el	@ 1 st Lev el
CLOs	<i>At the end of the course, the students will be able to:</i>			
CL01	<i>Effectively manage and plan key human resource functions within the organisation</i>	1		
CL02	<i>Analyse the role of HRM functions in building an organisation</i>	2,1		
CL03	<i>Integrate the knowledge of HR concepts to take correct business decisions,</i>		2,	1

CL04	<i>Apply the HR Process & Practices to Organization</i>	2,9	5	
CL05	<i>Critically examine the terms and practices used in managing employees effectively</i>	2		1

<i>POs</i>	<i>P01</i>	<i>P02</i>	<i>P03</i>	<i>P04</i>	<i>P05</i>	<i>P06</i>	<i>P07</i>	<i>P08</i>	<i>P0 9</i>
<i>Effective Mapping</i>	2	2.75			2				3

MODULES	COURSE CONTENT	HOURS
MODULE 1	<i>Human Resource Management</i>	15
MODULE 2	<i>Recruitment and Selection</i>	15
MODULE 3	<i>Performance Appraisal</i>	15
MODULE 4	<i>Employee Welfare</i>	15

PRESCRIBED TEXT BOOK

Ashwathappa. K, Human Resource Management - Text & Cases 8e, Chennai, McGraw Hill Education (India) Private Limited

OTHER READINGS AND REFERENCES

1	<i>: Rao, V S P (2010), Human Resource Management Text and Cases, New Delhi, Excel Books</i>
2	<i>: Khanka S.S, (2003), Human Resource Management, S. Chand, New Delhi</i>
3	<i>:Garry Dessler, (2010), Human Resource Management,Pearson Publications</i>
4	<i>:D K Bhattacharya ,HRM ,Excel Publications</i>

ASSESSMENT SCHEME AND WEIGHTAGE:

{a) END-TERM COMPONENT

<i>Evaluation</i>	<i>Weightage (%)</i>	<i>Max Marks</i>	<i>Duration (in min)</i>
<i>Sem-end exam</i>	50%	50	180

{b} OTHER ASSESSMENTS

Sl. No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CL O
1	<i>Project</i>	<i>Team of 5</i>	<i>20%</i>	<i>10</i>	<i>On-Going</i>	<i>3,</i>
2	<i>Presentations</i>	<i>Team</i>	<i>20%</i>	<i>10</i>	<i>45th</i>	<i>4</i>
3	<i>Self-Check Assessments</i>	<i>Individual</i>	<i>20%</i>	<i>10</i>	<i>On-Going</i>	<i>5</i>
4	<i>Case Analysis – HR Tree</i>	<i>Individual</i>	<i>10%</i>	<i>5</i>	<i>On-Going</i>	<i>1</i>
5	<i>Simulation in Recruitment</i>	<i>Individual</i>	<i>10%</i>	<i>5</i>	<i>21st</i>	<i>2</i>
6	<i>Class Participation</i>	<i>Individual</i>	<i>5%</i>	<i>2.5</i>	<i>On - Going</i>	
7	<i>Attendance</i>	<i>Individual</i>	<i>10%</i>	<i>5</i>	<i>All sessions</i>	
8	<i>GMG</i>	<i>Individual</i>	<i>5%</i>	<i>2.5</i>	<i>All sessions</i>	

PART 2: SESSION PLAN				
Session (Hr)	Topic	Pedagogy	Pre-reads references/links	Post reads & References/links / Quiz
1	Introduction to the course	<i>Discussions</i>		

2	Module 1 - Human Resource Management: <i>HRM the Bajaj way , Husys way, Wipro way, Toyota, Garment Units, TEC way,</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 1 of HRM by Ashwathappa 8th edition</i>	<i>Case – HRM Practices at Google</i>
3	Module 1 - Human Resource Management: <i>Functions of a HR department, Role of a HR, Composition of a HR department, Skill sets of a HR professional, Careers in HR</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 1 of HRM by Ashwathappa 8th edition</i>	<i>Case – HRM Practices at Google</i>
4	Module 1 - Human Resource Management: <i>Functions of a HR department, Role of a HR, Composition of a HR department, Skill sets of a HR professional, Careers in HR</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 2 of HRM by Ashwathappa 8th edition</i>	<i>Case – HRM Practices at Google</i>
5	Module 1 - Human Resource Management: <i>Case – HRM Practices at Google</i>	<i>Lecture Method and Discussion</i>	<i>Chapter2 of HRM by Ashwathappa 8th edition</i>	<i>Case – HRM Practices at Google</i>
6	Module 1 - - Human Resource Planning: <i>HCL way of HRP, Skill Development By India as a part of HRP</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 4 of HRM by S.S. Khanka</i>	<i>Chapter 4 of HRM by Ashwathappa 8th edition</i>
7	Module 1 - - Human Resource Planning: <i>Objectives, Importance and process of HRP, Effective HRP.</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 4 of HRM by S.S. Khanka</i>	<i>Case study - HR Tree</i>
8	Module 1 - Human Resource Planning: <i>Objectives, Importance and process of HRP, Effective HRP.</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 4 of HRM by S.S. Khanka</i>	<i>Case study - HR Tree</i>

9	Module 1 - Human Resource Planning: <i>Objectives, Importance and process of HRP, Effective HRP.</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 4 of HRM by S.S. Khanka</i>	<i>Case study - HR Tree</i>
10	Module 1 - Human Resource Planning: <i>Objectives, Importance and process of HRP, Effective HRP.</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 4 of HRM by S.S. Khanka</i>	<i>Case study - HR Tree</i>
11	Module 1 - - Job Analysis: <i>Meaning, process of Job Analysis, Job Description and Job Specification, Role Analysis , Staff Duties for HR</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 5 HRM by Ashwathappa 8th edition</i>	<i>Exercise 1 of Page 180 of 8th edition of K Ashwathappa book</i> <i>Project Phase- I</i>
12	Module 1 - - Job Analysis: <i>Meaning, process of Job Analysis, Job Description and Job Specification, Role Analysis , Staff Duties for HR</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 5 HRM by Ashwathappa 8th edition</i>	<i>Exercise 1 of Page 180 of 8th edition of K Ashwathappa book</i>
13	Module 1 - - Job Analysis: <i>Meaning, process of Job Analysis, Job Description and Job Specification, Role Analysis , Staff Duties for HR</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 5 HRM by Ashwathappa 8th edition</i>	<i>Exercise 1 of Page 180 of 8th edition of K Ashwathappa book</i>
14	Module 1 - - Job Analysis: <i>Meaning, process of Job Analysis, Job Description and Job Specification, Role Analysis , Staff Duties for HR</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 5 HRM by Ashwathappa 8th edition</i>	<i>Exercise 1 of Page 180 of 8th edition of K Ashwathappa book</i>

15	Module 1 - - Job Analysis: <i>Meaning, process of Job Analysis, Job Description and Job Specification, Role Analysis , Staff Duties for HR</i>	Lecture Method and Discussion	Chapter 5 HRM by Ashwathappa 8th edition	Exercise 1 of Page 180 of 8th edition of K Ashwathappa book
16	Module 2 – Recruitment and Selection – <i>Trends in recruitment post Covid 19,</i> <i>Case – Tesco and Enterprise Recruitment Strategies</i>	Lecture Method and Discussion	Case – Tesco and Enterprise Recruitment Strategies	Chapter 6 and 7 HRM by Ashwathappa 8th edition
14	Module 2 – Recruitment and Selection <i>i. Nature</i> <i>ii. Sources – Internal & External</i> <i>iii. Methods of Recruitment</i> <i>i. Recruitment Process</i> <i>ii. Evaluation of Internal & External Recruitment</i> <i>iii. New Approaches to recruitment</i>	Lecture, Discussion	Chapter 6 and 7 HRM by Ashwathappa 8th edition	Dabbawalas HRM Practices
15	Module 2– Recruitment and Selection	Lecture Method and Discussion	Chapter 6 and 7 HRM by Ashwathappa 8th edition	Dabbawalas HRM Practices
16	Module 2 – Recruitment and Selection – <i>Trends in recruitment post Covid 19,</i>	Lecture Method and Discussion	Case – Tesco and Enterprise Recruitment Strategies	Chapter 6 and 7 HRM by Ashwathappa 8th edition

	<i>Case – Tesco and Enterprise Recruitment Strategies</i>			
17	<p>Module 2 – Recruitment and Selection – Trends in recruitment post Covid 19,</p> <p><i>Case – Tesco and Enterprise Recruitment Strategies</i></p>	<i>Lecture Method and Discussion</i>	<i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>
18	<p>Module 2 – Recruitment and Selection – Trends in recruitment post Covid 19,</p> <p><i>Case – Tesco and Enterprise Recruitment Strategies</i></p>	<i>Lecture Method and Discussion</i>	<i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>
19	<p>Module 2 – Recruitment and Selection – Trends in recruitment post Covid 19,</p> <p><i>Case – Tesco and Enterprise Recruitment Strategies</i></p>	<i>Lecture Method and Discussion</i>	<i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>
16	<p>Module 2 – Recruitment and Selection – Trends in recruitment post Covid 19,</p> <p><i>Case – Tesco and Enterprise Recruitment Strategies</i></p>	<i>Lecture Method and Discussion</i>	<i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>

17	Module 2 – Recruitment and Selection – <i>Trends in recruitment post Covid 19,</i> <i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Lecture, Discussion</i>	<i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>
18	Module 2 – Recruitment and Selection – <i>Trends in recruitment post Covid 19,</i> <i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Lecture Method and Discussion</i>	<i>Case – Tesco and Enterprise Recruitment Strategies</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>
19	Module 2 Training and Development <i>Training Methods</i> <i>i. On-the-Job Methods</i> <i>ii. Off-the-Job Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 295 to 298</i>	<i>Project Phase- I</i>
20	Module 4 Training and Development <i>Training Methods</i> <i>i. On-the-Job Methods</i> <i>ii. Off-the-Job Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 295 to 298</i>	<i>Project Phase- I</i>
21	Module 2 – Recruitment and Selection <i>Talent Acquisition Process, and Challenges, Competencies of a Talent Acquisition Manager</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>	<i>HR Tree Case Discussion</i>
22	Module 2 – Recruitment and Selection <i>Talent Acquisition Process, and Challenges, Competencies of a</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>	<i>Project Phase- II</i>

	<i>Talent Acquisition Manager</i>			
23	Module 2 – Talent Management <i>Definition, Process, Strategies, Trends</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>	
24	Module 2 – Talent Management <i>Definition, Process, Strategies, Trends</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>	
25	Module 2 – Talent Management <i>Definition, Process, Strategies, Trends</i>	<i>Lecture Method and Discussion</i>	<i>Chapter 6 and 7 HRM by Ashwathappa 8th edition</i>	
26	Module 2 Training and Development <i>Training and Development, Objectives, Process,</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 253 to 293</i>	<i>Project Phase- II</i>
27	Module 2 Training and Development <i>Training and Development, Objectives, Process,</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 295 to 298</i>	<i>Caselet – Travails of Training Manager</i>
28	Module 2 Training and Development <i>Training Methods</i> <i>i. On-the-Job Methods</i> <i>ii. Off-the-Job Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 295 to 298</i>	<i>Caselet – Travails of Training Manager</i>

29	Module 2 Training and Development Training Methods <i>i. On-the-Job Methods</i> <i>ii. Off-the-Job Methods</i>	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 295 to 298	HR Tree Case Discussion
30	Module 2 Training and Development Training Methods <i>i. On-the-Job Methods</i> <i>ii. Off-the-Job Methods</i>	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 295 to 298	
31	Module 3 - Performance Appraisal Methods – Traditional & Modern Methods	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364	Project Phase- II
32	Module 3 - Performance Appraisal Methods – Traditional & Modern Methods	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364	
33	Module 3 - Performance Appraisal Methods – Traditional & Modern Methods	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364	
34	Module 3 - Performance Appraisal Methods – Traditional & Modern Methods	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364	
35	Module 3 - Performance Appraisal Methods – Traditional & Modern Methods	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364	

36	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	
37	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	
38	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	<i>Project Phase- II</i>
39	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	
40	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	
41	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	

42	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	
43	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	<i>Shri Ravi Kulkarni – HR Manager</i>
44	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	<i>Shri Ravi Kulkarni – HR Manager</i>
45	Module 3 - Performance Appraisal <i>Methods – Traditional & Modern Methods</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 321 to 364</i>	<i>Shri Ravi Kulkarni – HR Manager</i>
45	Module 4 Compensation – <i>i. Objectives ii. Compensation Pay Structure in India iii. Factors influencing employee compensation iv. Executive Compensation</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 396 – 407; Pg. No. 467 to 480</i>	<i>Shri Ravi Kulkarni – HR Manager</i>
46	Module 4 Compensation <i>i. Objectives ii. Compensation Pay Structure in India iii. Factors influencing employee compensation iv. Executive Compensation</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 396 – 407; Pg. No. 467 to 481</i>	<i>Shri Ravi Kulkarni – HR Manager</i>

47	<p>Module 4 Compensation</p> <p><i>i. Objectives</i> <i>ii. Compensation Pay Structure in India</i> <i>iii. Factors influencing employee compensation</i> <i>iv. Executive Compensation</i></p>	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 396 – 407; Pg. No. 467 to 481	Shri Ravi Kulkarni – HR Manager
48	<p>Module 4 Compensation</p> <p><i>i. Objectives</i> <i>ii. Compensation Pay Structure in India</i> <i>iii. Factors influencing employee compensation</i> <i>iv. Executive Compensation</i></p>	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 396 – 407; Pg. No. 467 to 481	
49	<p>Module 4 Compensation</p> <p><i>i. Objectives</i> <i>ii. Compensation Pay Structure in India</i> <i>iii. Factors influencing employee compensation</i> <i>iv. Executive Compensation</i></p>	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 396 – 407; Pg. No. 467 to 481	
50	<p>Module 4- Employee Welfare</p> <p><i>i. Introduction,</i> <i>ii. Types of Welfare Facilities</i> <i>iii. Statutory Provisions</i></p>	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 450 to 463	Caselet - Googles Employee Welfare Measures
51	<p>Module 4- Employee Welfare</p> <p><i>Employee Welfare at Google, IBM,</i></p>	Lecture, Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 450 to 464	Lecture, Discussion
57	<p>Module 4 Grievance Management</p> <p><i>i. Employee Grievance procedure</i> <i>ii. Grievances Management in Indian Industry</i></p>	Lecture Method and Discussion	Human Resources Management 8e, K Aswathappa, Pg. No. 464 to 475	

58	Module 4 Grievance Management <i>i. Employee Grievance procedure ii. Grievances Management in Indian Industry</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 464 to 475</i>	<i>Project Phase- III</i>
59	Module 4- Discipline Approaches <i>i. Essential of a good disciplinary system Managing difficult employees ii. Contemporary issues in HRM</i>	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No. 672 to 698</i>	<i>Project Phase- III</i>
60	Module 4 - Discipline Approaches Contemporary Issues in HRM	<i>Lecture Method and Discussion</i>	<i>Human Resources Management 8e, K Aswathappa, Pg. No 579, 578</i>	

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. CLOs and Mode of Assessment:

<i>CLO No</i>	<i>CLO (Description)</i>	<i>Mode of Assessment</i>
<i>CLO1</i>	<i>Effectively manage and plan key human resource functions within the organisation</i>	<i>Case Study</i>
<i>CLO2</i>	<i>Analyse the role of HRM functions in building an organisation</i>	<i>Simulation In Recruitment</i>
<i>CLO3</i>	<i>Integrate the knowledge of HR concepts to take correct business decisions,</i>	<i>Project</i>

<i>CLO4</i>	<i>Apply the HR Process & Practices to Organization</i>	<i>Presentation</i>
<i>CLO5</i>	<i>Critically examine the terms and practices used in managing employees effectively</i>	<i>Self Check Assessment</i>

2. ASSESSMENT RUBRICS:

CL O No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
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3	<p>PROJECT</p> <ol style="list-style-type: none"> 1. Organisation Study <ol style="list-style-type: none"> a. Company mission, vision b. Org Structure 2. Documenting the HR Practices with interpretation <ol style="list-style-type: none"> a. Human Resource Planning b. Recruitment and Selection c. Training and Development d. Performance Appraisal e. Careers f. Compensation g. Employee Welfare h. Discipline Approaches 3. Finding's 4. Suggestions 5. Conclusion 6. References 7. Annexure 8. Able to defend the project well <p>10 – 9 Marks</p>	<ol style="list-style-type: none"> 1. - Organisation Study <ol style="list-style-type: none"> a. Company mission, vision b. Org Structure 2. Documenting the HR Practices <ol style="list-style-type: none"> a. Human Resource Planning b. Recruitment and Selection c. Training and Development d. Performance Appraisal e. Careers f. Compensation g. Employee Welfare h. Discipline Approaches 3. Finding's 4. Suggestions 5. Conclusion 6. References <p>6- 8</p>	<ol style="list-style-type: none"> 1. Organisation Study <ol style="list-style-type: none"> a. Company mission, vision b. Org Structure 2. Documenting the HR Practices <ol style="list-style-type: none"> a. Human Resource Planning b. Recruitment and Selection c. Training and Development d. Performance Appraisal e. Careers f. Compensation g. Employee Welfare h. Discipline Approaches <p>5 – 0 Marks</p>
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2	<p><i>SIMULATION on functions of HRM</i></p> <ul style="list-style-type: none"> a. <i>Human Resource Planning</i> b. <i>Recruitment and Selection</i> c. <i>Training and Development</i> d. <i>Performance Appraisal</i> e. <i>Careers</i> f. <i>Compensation</i> g. <i>Employee Welfare</i> h. <i>Discipline Approaches</i> i. <i>Effective way of presenting the concepts</i> j. <i>Being Competitive</i> <p>10 – 9 Marks</p>	<p><i>SIMULATION on functions of HRM</i></p> <ul style="list-style-type: none"> a. <i>Human Resource Planning</i> b. <i>Recruitment and Selection</i> c. <i>Training and Development</i> d. <i>Performance Appraisal</i> a. <i>Effective way of presenting the concepts</i> <p>8– 7 Marks</p>	<p><i>SIMULATION on functions of HRM</i></p> <ul style="list-style-type: none"> a. <i>Human Resource Planning</i> b. <i>Recruitment and Selection</i> c. <i>Training and Development</i> d. <i>Performance Appraisal</i> <p>0 - 6 Marks</p>
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CL 05	<p>Self Check Assessment</p> <ol style="list-style-type: none"> <i>Human Resource Planning</i> <i>Recruitment and Selection</i> <i>Training and Development</i> <i>Performance Appraisal</i> <i>Careers</i> <i>Compensation</i> <i>Employee Welfare</i> <i>Discipline Approaches</i> <i>Effective way of presenting the concepts</i> <i>Being Competitive</i> <p>10 – 9 Marks</p>	<p>Self Check Assessment</p> <ol style="list-style-type: none"> <i>Human Resource Planning</i> <i>Recruitment and Selection</i> <i>Training and Development</i> <i>Performance Appraisal</i> <i>Careers</i> <p>6 – 8 Marks</p>	<p>Self Check Assessment</p> <ol style="list-style-type: none"> <i>Human Resource Planning</i> <i>Recruitment and Selection</i> <i>Training and Development</i> <p>0 – 5 Marks</p>
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4	<p>Presentations</p> <ul style="list-style-type: none"> a. Demonstrates in-depth understanding of HRM concepts; all information is accurate, current, and highly relevant to the topic. b. Presentation has a clear objective, logical flow, and well-organized sections c. Presenter speaks clearly, confidently, and engages the audience effectively. Body language supports delivery. d. Team members collaborate seamlessly, share responsibilities equally, and maintain smooth transitions. e. Presentation is well-timed and adheres to the allotted duration. 	<ul style="list-style-type: none"> a. Basic understanding of the topic; some information may be incomplete or partially inaccurate. b. Mostly clear objectives and logical flow, with minor lapses in organization. c. Mostly clear and confident delivery with some lapses in engagement or voice modulation. d. Mostly clear and confident delivery with some lapses in engagement or voice modulation. e. Teamwork is mostly effective with minor coordination gaps. f. Responds adequately to most questions with minor hesitation. <p>8 – 6 marks</p>	<ul style="list-style-type: none"> a. Basic understanding of the topic; some information may be incomplete or partially inaccurate. b. Objectives are vague; structure is loosely organized with some confusion. c. Delivery is hesitant or unclear at times; limited engagement with audience. d. Responses are weak or uncertain; limited interaction. <p>0 – 5 marks</p>
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	<p>f. Responds confidently and accurately to questions; engages audience thoughtfully. 10- 9 Marks</p>		
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5	<p>a. Shows clear and complete understanding of recruitment steps</p> <p>b. Activity shows strong and realistic application of recruitment concepts</p> <p>c. Activity shows originality, creativity, and extra effort.</p> <p>5 - 4 Marks</p>	<p>a. Shows good understanding with minor gaps.</p> <p>b. Mostly realistic with few gaps.</p> <p>c. Shows some creative elements.</p> <p>3 Marks</p>	<p>a. Shows basic understanding but misses some steps.</p> <p>b. Some application, but lacks clarity or depth.</p> <p>c. Minimal creativity or initiative.</p> <p>0 – 2 Marks</p>
4	<p>CASE ANALYSIS</p> <ol style="list-style-type: none"> 1. Comment on strategic planning at HR Tree 2. Deliberate on "vertical fit" and "horizontal fit" in the HR Strategy, 3. As a top management what would be your HR Strategy? 4. Based on the HRP done, the HR Manager formulates HR Plans – that the company has to develop a recruitment plan, 	<p>1. Based on the HRP done, the HR Manager formulates HR Plans – that the company has to develop a recruitment plan, and redeploy the employees.</p> <p>2. Design the Recruitment Plan and Selection techniques for HR-Tree.2</p> <p>3. Problem with Mr Joe? Who is preventing him from being promoted?</p> <p>4. Identify the problems in Performance Appraisal Systems in HR-Tree.2</p> <p>5. What actions are expected from Sales</p>	<p>1. Based on the HRP done, the HR Manager formulates HR Plans – that the company has to develop a recruitment plan, and redeploy the employees.</p> <p>2. Design the Recruitment Plan and Selection techniques for HR-Tree.2</p> <p>3. Problem with Mr Joe? Who is preventing him from being promoted?</p> <p>4. Identify the problems in Performance Appraisal Systems in HR-Tree.2</p> <p>5. Calculate Gross and Net Salary for Mr Joe</p>

	<p>and redeploy the employees.</p> <p>5. Design the Recruitment Plan and Selection techniques for HR-Tree.2</p> <p>6. Problem with Mr Joe? Who is preventing him from being promoted?</p> <p>7. Identify the problems in Performance Appraisal Systems in HR-Tree.2.</p> <p>8. What actions are expected from Sales Manager and Marketing Manager</p> <p>9. What steps to be taken in order to avoid such situations in future?</p> <p>10. Is Mr Joe's salary taxable?</p> <p>11. Calculate Gross and Net Salary for Mr Joe.</p> <p>12. What types of fringe benefits are being extended to employees in the manufacturing industry?</p> <p>13. If you were a Labor Welfare Officer at HR-Tree.2. Design welfare plan for the employees.</p> <p>14. If you were a part of Discipline</p>	<p>Manager and Marketing Manager</p> <p>6. What steps to be taken in order to avoid such situations in future?</p> <p>7. Is Mr Joe's salary taxable?</p> <p>8. Calculate Gross and Net Salary for Mr Joe</p> <p>9. What types of fringe benefits are being extended to employees in the manufacturing industry?</p> <p>10. If you were a Labor Welfare Officer at HR-Tree.2. Design welfare plan for the employees.</p> <p>11. if you were a part of Discipline Committee what would be your contention</p> <p>12. Apply Procedure for taking Disciplinary Discussion / resolving technique</p> <p>3 marks</p>	<p>6. What types of fringe benefits are being extended to employees in the manufacturing industry?</p> <p>0 – 2 Marks</p>
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	<p><i>Committee what would be your contention.</i></p> <p><i>15. Apply Procedure for taking Disciplinary Discussion / resolving technique.</i></p> <p><i>16. Which approach of Discipline will you apply for such situation?</i></p> <p><i>17. If you say punishing Mr Joe is right, which form of punishment would you suggest? Or will you go for Alternatives for punishment? Comment.</i></p> <p><i>18. If the HOD was on wrong action, how will you resolve it ?</i></p> <p><i>5 – 4 Marks</i></p>		
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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.

PROJECT CONTENTS

Phase 1 - Organisation Study

- d. Company mission, vision*
- e. Org Structure*

Phase 2 - Documenting the HR Practices

- f. Human Resource Planning*
- g. Recruitment and Selection*
- h. Training and Development*
- i. Performance Appraisal*
- j. Careers*
- k. Compensation*
- l. Employee Welfare*
- m. Discipline Approaches*

Phase 3 –

Finding's

Suggestions

Conclusion

References

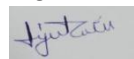
Annexure

Attendance Marks:

<i>Attendance</i>	<i>0-70%</i>	<i>70-75%</i>	<i>76-80%</i>	<i>81-85%</i>	<i>86-90%</i>	<i>< 95%</i>
<i>Marks</i>	<i>0</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

Submitted by : Dr Tejaswini

Signature & Date: 10/10/2026





GLOBAL BUSINESS SCHOOL (GBS), HUBLI

Batch	: 2025-27	Semester : 3	-
Course Code	: PG61T105	Credits : 3	
Course Name	: Information Technology for Managers		
Course faculty/s	: Prof. Jishaan Sirsangi		
Mobile	: 9353691140	Email: imjishaansirsangi@gmail.com	

--- PART 1 ---

INTRODUCTION TO THE COURSE

The course **Information Technology for Managers** is designed to provide management students with a comprehensive understanding of how information technology supports, enables, and transforms modern business organizations. The course emphasizes the managerial perspective of IT, focusing on its role in decision-making, strategic planning, business process optimization, digital communication, data analysis, cybersecurity, and emerging technologies. Through a combination of theory, hands-on laboratory exposure, and case-based learning, students will develop practical IT competencies essential for managerial effectiveness in the digital economy.

COURSE OBJECTIVES (CO)

- ❖ Introduce fundamental concepts of Information Technology relevant to management.
- ❖ Enable students to understand the strategic role of IT in business organizations.
- ❖ Familiarize students with enterprise information systems such as ERP, CRM, and SCM.
- ❖ Develop practical skills in office automation tools, data analysis, and database basics.

- ❖ Create awareness about cybersecurity, IT risks, and ethical issues in digital environments.
- ❖ Expose students to emerging technologies and their impact on business innovation

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	By the end of the course, the student should be able to: Explain the role of IT in supporting business processes and managerial decision-making.	1,6		
CLO2	Apply office productivity tools for professional documentation, presentations, and data analysis.	2,6	7	
CLO3	Analyze business data using spreadsheets, pivot tables, and basic analytics.	5,6		

CLO4	Demonstrate foundational knowledge of databases and basic SQL operations.	4	3,5	
CLO5	Identify cybersecurity threats and recommend appropriate IT risk management practices.	1,4,6	5	
CLO6	Evaluate the business implications of emerging technologies such as AI, IoT, blockchain, and cloud computing.	1,3	6	

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

COURSE CONTENT

Module	Module Content	Module Hours
Module 1	Introduction to IT in Business	18
Module 2	Cyber, Cybersecurity, and IT Risk Management	17
Lab	Web, Power Point, Word, Excel sheet, MySQL, Webpage	10
	Total	45

PREScribed TEXT BOOK

1. Office 2010 Made Simple Guy Hart-Davis, Apress publisher 2011 Edition
2. A First course in computers 2003 edition by- Sanjay. Saxena Vikas Publications
3. Let us C –Yeshwanth Kanitkar ((*Note: 1 lab = 2 Hours duration)

POLICY ON PLAGIARISM:

Plagiarism will attract zero marks to the given assignment or report with no further opportunity to improve.

ASSESSMENT SCHEME AND WEIGHTAGE:

ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight	Marks	Time	CLO
1	Attendance	Individual	10%	5	All Sessions	
2	Class Participation	Individual	5%	2.5	All Sessions	
3	GMG	Individual	5%	2.5	All Events / Programmes	
3	Test	Individual	10%	5	33	1,2

4	Project	Team	20%	10	34 Introduction 45 Submission	3,4,5
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PART 2: SESSION PLAN

Session Date	Topic	Pedagogy	Readings from Text Books	Pre-Reads / Post-Reads / Reference Links
10/11/2025	Introduction to IT in Business - Overview	Lecture and Discussion		
11/11/2025	The Role of IT in Modern Business	Lecture and PPT		Basics of Computers and Internet

19/11/2025	Role of IT in Business Decision-Making	Lecture and Discussion	
20/10/2025	Emerging Technologies – Overview	Lecture	Cisco Blog: 'Emerging Technologies Explained'
26/11/2025	Artificial Intelligence, Blockchain	Lecture and Demo	Impact of AI in Various sectors
27/11/2025	Internet of Things (IoT)	Lecture	
03/12/2025	Cloud Computing	Lecture	Comparison of AWS & Azure
04/12/2025	Potential impact of Emerging technologies (AI, IoT, Blockchain) on Business.	Lecture	
10/12/2025	The Role of IT in Business Innovation	Lecture and Discussion	
11/12/2025	Managing Innovation and Technology Change	Interactive Exercise	
17/12/2025	Customer Relationship Management (CRM) systems	Workshop	Case study on CRM
18/12/2025	Enterprise Resource Planning (ERP) Systems	Lecture and Case	Case study on ERP.

24/12/2025	Importance of Enterprise systems in business operations.	Case Discussion	Zomato cs -Uses web platforms for customer engagement, Enhanced online ordering and branding
26/12/2025	Supply chain management (SCM) Systems Supply Chain network (Push Vs Pull Model)	Lecture and Case	Case study on SCM. Examples of companies that come under Push Vs Pull Model.
31/12/2025	The role of IT Business Innovation. Introduction to WEB, Cyber, Cybersecurity.	Lecture	McKinsey – Digital Transformation & Innovation
01/01/2026	Introduction to WEB, Cyber, Cybersecurity.	Lecture and Discussion	
02/01/2026	Introduction to IT risk management strategies.	Lecture and Case	
07/01/2026	Module : II Overview of cyberlaw.	Lecture	Government of India – Information Technology Act, 2000
08/01/2026	Cybersecurity threats in the digital age.	Interactive Lecture	Fundamentals of Cybersecurity
09/01/2026	Strategies of search engine.	Lecture and Role Play	

14/01/2026	WEB. Social Networking. IT Risk Management strategies.	Discussion			
16/01/2026	Best Practices for securing business information systems.	Lecture			
21/01/2026	Malware – Virus-worms Precautions.	Lecture Example	and	Kaspersky Types of Malware	–
22/01/2026	WEB Lab – Emails signature, email groups, Digital signature, Searching in Google	Group Discussion			
23/01/2026	Introduction to HTML, Designing Web pages.	Lecture			
28/01/2026	Powerpoint – Hyperlinks, transition effects, ethics of slides, cloud applications, do's & don'ts	Lecture			
29/01/2026	Word Lab: Resume mail merge, Bibilography & table of content. Excel Lab: Spreadsheets, data		The Advantage Ch.7	AI –	

management,
 pivot table,
 chart, slicer,
 tables, data
 validation,
 charts & graphs.

30/01/2026

Concept of
 DBMS & RDBMS,
 My SQL
 Database
 creation tables
 and basic SQL
 statements.

The AI
 Advantage –
 Ch.7

Assurance of Learning (AoL) Plan

1. CLOs and Mode of Assessment:

CLO No.	CLO	Mode of Assessment
1	Explain the role of Information Technology in business operations and managerial decision-making.	Test
2	Apply office automation tools for professional documentation, presentations, and communication.	Test

3	Analyze business data using spreadsheets, pivot tables, and basic analytics tools.	Project
4	Demonstrate foundational knowledge of databases and execute basic SQL operations	Project
5	Explain cybersecurity threats and recommend appropriate IT risk management practices	Test
6	Evaluate the impact of emerging technologies on business strategy and innovation.	Project

2. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
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4,5	<p>Presentation is clear, professional, and persuasive; excellent use of visuals and structure. Demonstrates deep understanding of management control concepts and their application in real-world scenarios.</p> <p>Strong teamwork, time management, and confident delivery; engages audience effectively.</p> <p>(8-10)</p>	<p>Presentation is reasonably clear with acceptable visuals and structure. Shows adequate understanding of management control concepts, with some application.</p> <p>Teamwork and delivery are functional, but with scope for improvement.</p> <p>(5-7)</p>	<p>Presentation is unclear, poorly structured, and lacks professionalism. Shows little understanding of management control concepts; minimal/no application.</p> <p>Poor teamwork, weak delivery, and little/no audience engagement.</p> <p>(0-4)</p>
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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.

Attendance Marks:

Attendance	Less than 75%	76-80%	81-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

Project Theme: Leveraging Artificial Intelligence for Local Business Optimization (Karnataka)

Project Report Structure & Inputs

1. Introduction

- Briefly describe the selected business.
- Explain why IT and AI are important for managers today.

2. Objectives of the Project

Students may frame objectives such as:

- Understanding How IT supports business decision-making.

3. Business Understanding

- Describe the business model.
- Identify key operations (sales, inventory, customer service).

4. Identification of AI Application Areas

Students should identify **where AI can add value**, such as:

- Demand forecasting
- Customer behavior analysis

5. AI Tools Used (Managerial Perspective)

Students may use:

- ChatGPT (content, customer communication ideas)

6. Data Collection

- Collect small and simple datasets such as:
 - Daily sales
- Data may be primary or secondary.

7. Data Analysis & Interpretation

- Explain how data was analyzed using Excel or AI tools.

8. Findings

Students should summarize:

- Areas of improvement identified.

9. Recommendations

- Explain expected benefits.
- Recommendations should be:

10. Conclusion

- Summarize learning from the project.

Deliverables: - Project Report (8–10 pages):

- Business overview,
- Emerging Technologies opportunities,
- tools used, results,
- Recommendations. –
- Final Draft with Times New Roman font, Font size 12, Header 14, line spacing 1.5, margin 1 inch all the four sides.



GLOBAL BUSINESS SCHOOL (GBS), HUBLI

PRINCIPLES OF MANAGEMENT

Batch	:	2025-2027		Semester : I		-
Course Code	:	PG61T101		Credits : 04		-
Course Name	:	Principles of Management				
Course faculty/s	:	Prof.Prakash Naik				
Mobile no.	:	7349433984	Email : prakash@globalbschool.in			

COURSE OUTLINE

INTRODUCTION TO THE COURSE

Principles of Management, is a comprehensive introductory course on the management process from a manager's perspective, with particular emphasis on the skills, competencies, techniques and knowledge needed to successfully manage an organization. The course is aimed at understanding how organisation structures and design can be a source of competitive advantage.

This course explores the basic concepts and processes of management. Students will examine the fundamental roles and processes of planning, leading, organizing and controlling [POLC] that comprise the managers' role. It focuses on the entire organization from both a short and long-term perspective for vision, setting objectives, crafting a strategy and then implementing it.

Objectives:

1. To introduce modern concept of management to the students.
2. To enable students to apply principles and functions of management
3. To familiarize students with the functions of Management
4. To introduce the concepts of Leadership and Motivation

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	Explain the fundamental concepts, functions, and principles of management and their relevance in organizational settings		1	
CLO2	Apply the functions of management — planning, organizing, staffing, directing, and controlling — to real-world business situations.	1,2		
CLO3	Analyze managerial problems and propose suitable solutions using decision-making techniques.	4		
CLO4	Evaluate management practices from ethical, social responsibility, and sustainability perspectives.	5,3		
CLO5	Integrate contemporary management trends such as digital transformation, innovation, and global practices into traditional management theories.	1		

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

INTERNAL ASSESSMENTS

Sl. No.	Evaluation Item	Unit of Evaluation	Weight		Session	CLO
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				Mark s		
1	Internal Test	Individual	20%	5M	40 th Session	CLO 1
2	Case Analysis	Group	20%	10M	12 th and 13 th	CLO 2 & 3
3	Assignment	Individual	10%	5M	Assigned on 20 th session & Submission before 32nd Session –Feb 28	CLO 4
4	Project	Group	40%	20M	Assessed on 10 th –session & final report submission before 40 th session---11 th March	CLO 5
5	Class Participation	Individual	5%	2.5M	Assessed across	
6	GMG	Individual	5%	2.5M	Across the entire semester	
7	Class Attendance	Individual	10%	5M	Assessed across all sessions	

ASSURANCE OF LEARNING PLAN

1. CLOs and Mode of Assessment:

CLO No.	CLO (Description)	Mode of Assessment
CLO1	Explain the fundamental concepts, functions, and principles of management and their relevance in organizational settings	Class Test
CLO2	Apply the functions of management — planning, organizing, staffing, directing, and controlling — to real-world business situations.	Case study
CLO3	Analyze managerial problems and propose suitable solutions using decision-making techniques.	Case study
CLO4	Evaluate management practices from ethical, social responsibility, and sustainability perspectives.	Assignment
CLO5	Integrate contemporary management trends such as digital transformation, innovation, and global practices into traditional management theories.	Project

2. Assessment Rubrics:

CLO & CO No.	Knowledge and Content	Exceed Expectation	Meet Expectation	Does not meet Expectation
CLO-1 Class Test(5M)	Understanding of management concepts, clarity in definitions, and ability to relate to examples.	Excellent: Demonstrates comprehensive understanding with clear examples. Score:4-5	Good : Explains most concepts correctly with minor gaps. Score:2-3	Satisfactory : Basic understanding, lacks depth or examples. Score:0-1
CLO-2 & 3 <u>Case Analysis</u> <u>(10 marks)</u>	To analyze the scenario and make decisions with all probable outcomes.	1. Understands the case thoroughly and gives write-up with more than 4 critical issues with relevant alternatives, with case facts, problem statements, proximate solution/s to the case with relevancy; 2. Able to correlate the content to concepts; 3. Relevant case point discussion 4. Related industry literature review has to be done: 3 LRs Scores = 7 and above out of 10M	1. Understands the case and gives write-up with 2-3 critical issues with approximate alternatives, few case facts, proximate problem statement, proximate solution to the case; 2. Able to correlate the content to concepts; 3. No relevant case point discussion 4. Related industry literature review has to be done: 2 LRs Scores = 4 to < 7	1. Understand the case upto some extent and gives/ doesn't give write-up with 1 critical issue with no / approximate alternatives, few case facts, no proximate solution. 2. Able / not able to correlate the few issues with business aspects. 3. less / No participation in the discussion 4. Related industry literature review has to be done: 1 LR / No LR Scores =0 to < 4
CLO – 4 <u>ASSIGNMENT</u> <u>5M</u>	Evaluate management practices from ethical and sustainability perspectives.	Excellent : Provides insightful ethical analysis with examples of sustainability. Score:4-5	Satisfactory : Limited ethical reflection. Score: 2-3	Needs Improvement (1): No ethical or sustainability focus.:0-1
CLO - 5				Mentions trends but lacks

	Integrate modern management trends like digital transformation and innovation.	Integrates emerging technologies and innovative management practices with clarity and submit detailed report Score :15-20	Identifies modern trends with moderate integration and submit the report Score : 8-14	connection to management principles. No awareness of current trends. Score:0-7
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COURSE CONTENT

MODULE1 : Introduction to Management	16 Hrs
MODULE 2 : Organizing & Staffing	18 Hrs
MODULE 3 : Directing	14 Hrs
MODULE 4 : Controlling	12 Hrs

PRESCRIBED TEXT BOOK

Principles of Management by Harold Koontz, Heinz Weihrich and A Ramachandra Aryasri, Tata McGraw Hill'

OTHER READINGS AND REFERENCES

1. Principles and Practice of Management by L M Prasad, Sultan Chand and Sons The practice of management by P.F.Drucker
2. Principles of management- Text & cases- Deepak B, Pearsons Publication

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

{b} OTHER ASSESSMENTS**PART 2: SESSION PLAN**

SESSION	TOPIC	DATE	PEDAGOGY	READINGS FROM TEXT BOOK	PRE-READS, POST READS & REFERENCES/LINKS
1	Course Objectives, Course outline briefing :	24.10.2025	Class Discussion	Chapter 1. Management Science, Theory and Practice page 1.1	
2	Module 1: Introduction to Management Definition of Management, functions of Management,,	24.10.2025	Class Discussion	Functions of Managers .Pg No-1.17	https://startuptalky.com/gautam-adani-adani-group/
3	Productivity, efficiency, and effectiveness	28.10.2025	Class Discussion		
4	Approaches to management, issues in management. Contributions of F W Taylor,	28.10.2025	Class Discussion		

5	Henry Fayol, Max Weber, Peter Drucker and Hawthorne experiments and others	5.11.2025	Class Discussion		
6	Planning: Managerial planning and its importance, ,	5.11.2025	Class Discussion		
7	types of plans Steps in planning, ,	6.11.2025	Class Discussion	Chapter 3, The Nature and Purpose of Planning Objectives	
8	Nature and objectives of planning, ,	6.11.2025	Class Discussion	Strategies, Policies, and Planning premises Page 76 Jim McNerney's Time as Boeing's Pilot Is Over. Bring Back Alan Mulally	Nissan Motor Company Ltd.: Building Operational Resiliency William Schmidt, David Simchi-Levi https://mitsloan.mit.edu/LearningEdge/CaseDocs/13-149%20Nissan.Simchi-Levi.pdf
9	hierarchy of objectives	10.11.2025	Class Discussion	Chapter 4, Objectives Strategies, Policies, and Planning premises Page 4.1, 5.1	
10	Mini Project Briefing	10.11.2025	Project		
11	Setting objectives, MBO.	11.11.2025	Class Discussion	MBO in Indian Context.Pg No-4.14	
12	Case I Discussion	11.11.2025	Case Analysis	Competitive Challenges for Carmakers Pg No-7.13	
13	Case I Discussion	17.11.2025	Case Analysis	Competitive Challenges for Carmakers Pg No-7.13	

14	Strategies: The strategic planning process,	17.11.2025	Class Discussion	Strategic Planning Process.Pg No-5.4	
15	nature of decision-making process	18.11.2025	Class Discussion	Decision Making .Pg No-6.1	
16	Evaluation of alternatives, creativity and innovation,	18.11.2025	Class Discussion		
17	Brainstorming, Planning process	24.11.2025	Class Discussion		
18	Module 2: Organizing & Staffing Organising : Meaning and purpose of organizing,	24.11.2025	Class Discussion	The Nature and Purpose of Organizing 7.1. Basic Departmentation Page 8.1	
19	organization structure,	25.11.2025	Class Discussion		
20	formal and informal organization	25.11.2025	Class Discussion	Assignment	
21	Case II Discussion	2.12.2025	Case-II	Mc Donald 's Serving fast food around the world. Pg No-5.19	
22	Case II Discussion	2.12.2025	Case-II	Mc Donald 's Serving fast food around the world. Pg No-5.19	
23	Organizational levels and the span of management,	8.12.2025	Class Discussion	15. Motivation page 15.1 Assignment: Explain the different theories of motivation and leadership and their application	
24	Factors determining effective span,	8.12.2025	Class discussion	15. Motivation page 15.1	

25	Organization structure and departmentation		Class discussion	16. Leadership Page 16.4	
26	Staffing : Line and staff authority		Class discussion	Line/Staff Authority and Decentralization page 9.1	Post Read: A Forgotten Source of Competitive Advantage: <u>Organization Design</u> By Greg Kesler and Amy Kates http://kateskesler.com/wp-content/uploads/2012/08/Forgotten_source_of_competitive_advantage.pdf
27	relationships and decentralization,. Staffing concepts,		Class Discussion		
28	approaches to manager development, performance management and		Class Discussion		
29	Performance appraisal, team evaluation approach,				
30	Coordination: communication, purpose of communication		Class discussion	Managing organisation wide communication Page 418 Tripathy	
31	Communication process, types and		Class discussion	21. Overall and Preventive Control Page 412	
32	norms of communication, communication barriers, ,		Class discussion	21. Overall and Preventive Control Page 412 Assignment Submission	
33	guidelines for improving communication		Class Discussion	Getting and sharing Information Page 469 Tripathy	

34	Listening and its importance in effective communication,		Class discussion	21. Overall and Preventive Control Page 412	
35	Electronic media in communication		Class discussion	21. Overall and Preventive Control Page 412	
36	Module 3: Directing Motivation: Human factors in managing, Motivation,		Class Discussion	Motivation theories Pg No-15.1	Benefits and Practices in Organizations Post-COVID-19 Fallout https://humancapitalonline.com/industrypractice/details/1170/benefits-and-practices-in-organizations-postcovid19-fallout
37	Human factors in managing, Motivation,		Class Discussion	Motivation theories Pg No-15.1	
38	Theories of motivation		Class Discussion	Motivation theories Pg No-15.1	
39	Motivational techniques		Class Discussion	Motivation theories Pg No-15.1	
40	Class Test				
41	McGregor's Theory x and Theory y		Class Discussion	Motivation theories Pg No-15.1	
42	Maslow's hierarchy of needs theory, Alderfer's ERG theory		Class Discussion	Motivation theories Pg No-15.1	
43	Alderfer's ERG theory		Class Discussion	Motivation theories Pg No-15.1	
44	Herzberg's motivation-hygiene theory, etc		Class Discussion	Motivation theories Pg No-15.1	
45	Herzberg's motivation-hygiene theory, etc		Class Discussion	Motivation theories Pg No-15.1	

46	Methods and Techniques: The Balance Scorecard,.		Class Discussion		
47	Requirements for effective controls, The concept of Budgeting,		Class Discussion	Budget Pg No-19.2,19.6	
48	dangers in budgeting, zero-base budgeting,		Class Discussion		
49	Gantt Charts, PERT (Program Evaluation Review Technique),		Class Discussion		
50	Module -04 Leadership and Controlling Adjunct Faculty		Adjunct Faculty Session	Leadership Pg No-16.2	Narayan Murty: The essence of leadership Page 380 Management by Tripathy Cengage
51	Leadership and Controlling Adjunct Faculty		Adjunct Faculty Session	Leadership Pg No-16.2	
52	Leadership and Controlling Adjunct Faculty		Adjunct Faculty Session	Leadership Pg No-16.2	
53	Leadership and Controlling Adjunct Faculty		Adjunct Faculty Session	Leadership Pg No-16.2	
54	Leadership and Controlling Adjunct Faculty		Adjunct Faculty Session	Leadership Pg No-16.2	
55	Leadership and Controlling Adjunct Faculty		Adjunct Faculty Session	Leadership Pg No-16.2	
56	Information Technology, Productivity problems and		Class room Discussion	Control Techniques and information technology.Pg no-19.1	https://hbr.org/1973/03/what-kind-of-management-control-do-you-need What Kind of Management Control Do You Need? by Richard F. Vancil
57	Internal Test		Class room Test		
58	Techniques for improving productivity.		Class room Discussion		
59	Techniques for improving productivity.		Class room Discussion	Productivity and Operations Management.Pg No-20.1	
60	Recent Trends in Management		Class room Discussion		

PART 3: SUPPLEMENTARY INFORMATION

- **Attendance Marks**

Attendance	71-75%	76-80%	81-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

- **GMG (Co-Curricular activities)** - 10% weight age (2.5 marks) Will include attendance of students in various activities like MTP, Masterminds, Galacto, Pinnacle, Intra-Pinnacle, Pre-Placement Activities etc.

Project :

Problem Identification & Objective Statement

Define a management challenge related to digital transformation or innovation (e.g., automation, data-driven decisions, virtual teams). Include objectives, scope, and relevance to management principles.

Research on Modern Trends

Study current management innovations: AI in HR, digital supply chains, agile management, sustainability-driven models, etc. Summarize key insights from academic and industry sources.

Practical Application

Analyze one real organization (local or global) implementing digital transformation or innovation. Collect data (secondary or primary) and discuss managerial impact.

Strategic Insights Report

Present findings on how digital tools or innovation practices reshape managerial decision-making, efficiency, and culture. Suggest improvements or future strategies.

Presentation

Present the project in a professional format with visuals, data, and forward-thinking discussion.

Submitted by: Prof.Prakash Naik

Course faculty

Signature & Date

Approved by:

Area chair – Marketing

Dean Academics

Director

Batch	: 2024-26	Semester :1
Course Code	: PG61T102	Credits : 4
Course Name	: Business Environment for Managerial Decision Making	
Course faculty/s	: Prof Deepak Muralidharan	
Email Id	: deepakm@globalbschool.in	

COURSE OUTLINE

--- PART 1 ---

INTRODUCTION TO THE COURSE

This course provides students with a comprehensive understanding of the nation's business environment, focusing on microeconomic and macroeconomic concepts, tools, techniques, and models relevant to managerial decision-making. By applying microeconomic concepts to analyze household and firm decision-making, and understanding macroeconomic frameworks to monitor regional, national, and international economic forces, students will develop skills in analyzing the impact of economic concepts on business decision-making and the national business scenario. Through classroom discussions, project work, in-class exercises, and case studies, students will learn to apply economic concepts, tools, and techniques to real-life business situations and scenarios, ultimately developing analytical skills to approach business problems in a structured and rigorous manner.

COURSE OBJECTIVES (CO)

- ❖ **Understand** the fundamental principles of microeconomics and their application to managerial decision-making, including opportunity cost, marginal analysis, and value maximization.
- ❖ **Analyze** consumer behaviour, demand forecasting, and production-cost relationships, enabling effective decision-making in business operations and strategic planning.
- ❖ **Evaluate** different market structures and pricing strategies, and understand how competition influences managerial decisions and business performance
- ❖ **Interpret** key macroeconomic variables such as national income, monetary policy, and fiscal policy, and assess their impact on business environments and managerial strategies.
- ❖ **Examine** the implications of globalization and balance of payments on business decisions, and understand the managerial challenges in a globally integrated economy.

CLOs	DESCRIPTION At the end of the course, the students will be able to:	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
CLO1	Take decision based on Micro & macroeconomic parameters for given business scenarios	1		
CLO2	Analyse the given Market Structure for relevant decision making	1,2	4	
CLO3	Analyse Demand and Pricing strategy for a given business scenarios	1,2	4	
CLO4	Analyse current economic indicators for employment scenario	1,2	4	
CLO5	Correlate the current macroeconomic trends with the businesses		2,4	

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

COURSE CONTENT:

MODULE NO.	TITLE	MODULE HOURS
MODULE 1	Introduction to Micro economics	15
MODULE 2	Theory of microeconomics	20
MODULE 3	Introduction to macro economics	15
MODULE 4	Impact of globalisation on business environment	10

PRESCRIBED TEXT BOOK:

- **P1:** D.N Dwivedi Managerial Economics Vikas Publications (7th edition).

REFERENCE BOOKS:

- **R1 :Geetika, Piyali Gosh and Purba Choudhary** -(2nd edition)-*Managerial Economics*- McGrawHill Publication for both Micro and part of Macroeconomics.
- **R2 :S.K. Misra and V.K .Puri**-(33rd revised edition) - *Indian Economy*- HPH.
- **R3 :D.M. Mithani** - *Managerial Economics, Theory & Applications* –HPH.
- **R4 :N.Gregory Mankiw**-(6th edition)-*Principles of Microeconomics*–Cengage.
- **R5 :Suma Damodaran** - (2nd edition)-*Managerial Economics*-Oxford.

OTHER READINGS AND REFERENCES:

- RBI Bulletin for Monetary Policy and other macro economic information like BOP, rates etc.
- Business Line, Times of India, Economic Times & Deccan Herald Newspaper for daily updates on Business Environment.

LINKS:

- www.economywatch.com
- www.india.gov.in
- www.indiabudget.nic.in

JOURNALS & MAGAZINES:

- Economic and political weekly
- Applied Economics
- Arthashastra-The Journal of Economics & Research
- Journal of economic growth
- Journal of business and economics studies
- The economic journals
 - Annual review of economics
 - Socio-economic review
 -

ASSESSMENT SCHEME AND WEIGHTAGE:

{a} END-TERM COMPONENT

Evaluation	weight age	Marks	Duration (in minutes)
End-Term	50%	50	180

{b} INTERNAL ASSESSMENTS (Total IA Marks: 50)

Sl. No.	Evaluation Item*	Unit of Evaluation	Weight	Session	CLO
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1	Test	Individual	20% (10M)	60th Session	CLO 1,2
2	Project	Group	40% (20M)	44 th Session and submission 60 th hour	CLO 4, 5
3	Assignment	Individual	20% (10M)	17 th hour assigning and 35 th hour submission	CLO 3
4	Class Participation	Individual	5% (2.5M)	Assessed across entire semester	
5	GMG (Co-curricular activities)	Individual	5% (2.5M)	Across the entire semester	
6	Class Attendance	Individual	10% (5M)	Assessed across all sessions As per table in Part-3	

*Note: Rubrics & details of IA for above assessment shall be attached below.

PART 2: SESSION PLAN

Date	Topic	Pedagogy	Readings from text book	Pre-reads, Post reads & references/links
1	Overview, definition, nature and scope of Managerial Economics.	Lecture & Class Discussion	D.N Dwivedi Managerial Economics Vikas Publications (7 th edition)	Ten Principles of Economics by Mankiw
2	Overview, definition, nature and scope of Managerial Economics.	Lecture & Class Discussion		
3	Integration of economics to managerial decision	Lecture & Class Discussion		
4	Concept of cost function, types of cost, measurement of TC, AC and MC, cost curves	Lecture & Class Discussion		

5	How economics contributes to managerial decisions?	Lecture & Class Discussion		
6	Different concepts of profits as business objective, Traditional theories of profit	Lecture & Class Discussion		
7	Traditional theories of profit	Lecture & Class Discussion		
8	Traditional theories of profit	Lecture & Class Discussion		
9	Traditional theories of profit	Lecture & Class Discussion		
10	Problems in profit measurement	Lecture & Class Discussion		
11	Controversy on profit maximization as business objective	Lecture & Class Discussion		
12	Alternative objectives of business firms	Lecture & Class Discussion		
13	Maximization of value of the firm: Modern theory	Lecture & Class Discussion		
14	Maximization of value of the firm: Modern theory	Lecture & Class Discussion		
15	Maximization of value of the firm: Modern theory	Lecture & Class Discussion		
16	Maximization of value of the firm: Modern theory	Lecture & Class Discussion		
17	Module : II Theory of consumer demand and demand forecasting;	Lecture & Class Discussion		
18	Theory of consumer demand and demand forecasting;	Lecture & Class Discussion		

19	Basis of consumer demand: Utility,	Lecture & Class Discussion & Problem Solving		
20	Cardinal and ordinal concept of utility,	Lecture & Class Discussion & Problem Solving		
21	Law of demand; Factors behind the law of demand, Exception to the law of demand	Adjunct Faculty		
22	Price and income elasticity of demand,	Adjunct Faculty		
23	Methods of demand forecasting,	Adjunct Faculty		
24	Demand forecasting over Product Life Cycle.	Adjunct Faculty		
25	Theory of production and cost analysis: basic concepts	Adjunct Faculty		
26	Production function, Laws of production: an overview	Adjunct Faculty		
27	short-run laws of production: Production with one variable input	Lecture-ppt & Class Discussion		
28	Laws of returns to scale.	Lecture-ppt & Class Discussion		
29	Cost concepts, Framework of the theory of cost, short-run theory of cost, Theory of long-run cost	Lecture-ppt & Class Discussion		
30	Cost concepts, Framework of the theory of cost, short-run theory of cost, Theory of long-run cost.	Lecture-ppt & Class Discussion		
31	Break even analysis	Lecture - ppt & Class Discussion		

32	Market Structure and Pricing Theory: Market system and market forces, Market mechanism	Lecture - ppt & Class Discussion		HBR break even analysis refresher
33	Market equilibrium, Shift in demand and supply curves and market equilibrium,	Lecture - ppt & Class Discussion & Student Presentations		
34	Market structure and degree of competition,	Lecture - ppt & Class Discussion & Student Presentations		
35	Market structure and pricing decisions under different market structures.	Lecture - ppt & Class Discussion & Student Presentations		
36	Module : III Introduction to Macroeconomics: Scope and Application of microeconomics	Lecture - ppt & Class Discussion & Student Presentations		
37	National income: Concept and measurements; Methods of measuring national income, Choice of methods, Measurement of national income in India.	Lecture-ppt & Class Discussion		
38	National income: Concept and measurements; Methods of measuring national income, Choice of methods, Measurement of national income in India	Lecture-ppt & Class Discussion		
39	Consumption Function; Aggregate Investment, Multiplier Concepts	Lecture-ppt & Class Discussion		
40	Government role in the economic and economic policies	Lecture-ppt & Class Discussion		
41	Government role in the market economy	Overview on Union budget and contemporary issue discussion		

42	Drawbacks of free-market system, Government's role in different economic systems, Government's role in mixed economy	Lecture - ppt & Class Discussion		
43	Drawbacks of free-market system, Government's role in different economic systems, Government's role in mixed economy	Lecture - ppt & Class Discussion & Student Presentations		
44	Monetary policy; objective of monetary policy, scope of monetary policy Introduction to project	Lecture - ppt & Class Discussion & Student Presentations		Evolution of Monetary Policy Approaches : A case study on Indian Economy by Niranjana Radhyaksha
45	Instruments of monetary policy, Limitations of the monetary policy, Monetary policy in India	Lecture - ppt & Class Discussion & Student Presentations		
46	Fiscal policy of India: Objectives of fiscal policy, Fiscal instruments and target variables	Lecture - ppt & Class Discussion & Student Presentations		
47	Consumption Function: Aggregate Investment, Multiplier Concepts,	Lecture - ppt & Class Discussion & Student Presentations		
48	Monetary system: Concepts of Money Supply, Central Bank, Banking System; Money Markets, commercial banks in India, banking sector reform in India and RBI,	Lecture - ppt & Class Discussion & Student Presentations		
49	Balance of Payment: concept, component, trend in balance of payment. Monetary and credit policy, Money and Interest Rate, IS – LM Analysis, Aggregate Supply and Price Level. Trade Blocks. Digital / Cashless Economy.	Lecture - ppt & Class Discussion & Student Presentations		
50	Monetary system: Concepts of Money Supply, Central Bank,.	Lecture - ppt & Class Discussion & Student Presentations		
51	Banking System; Money Markets, commercial banks in India,.	Lecture - ppt & Class Discussion & Student Presentations		

52	Banking sector reform in India and RBI,.	Lecture - ppt & Class Discussion & Student Presentations		
53	Balance of Payment: concept, component,	Lecture - ppt & Class Discussion & Student Presentations		
54	Trend in balance of payment.	Lecture - ppt & Class Discussion & Student Presentations		
55	Monetary and credit policy, Money and Interest Rate	Lecture - ppt & Class Discussion & Student Presentations		
56	IS – LM Analysis,	Lecture - ppt & Class Discussion & Student Presentations		
57	Aggregate Supply and Price Level.	Lecture - ppt & Class Discussion & Student Presentations		
58	Trade Blocks. Digital / Cashless Economy.	Lecture - ppt & Class Discussion & Student Presentations		
59	Trade Blocks. Digital / Cashless Economy.	Lecture - ppt & Class Discussion & Student Presentations		ECB Paper : How does Globalisation effects the Balance of Payments
60	TEST			

Assurance of Learning (AoL) Plan

1. CLOs and Mode of Assessment:

CLO No.	CLO	Mode of Assessment
1	Take decision based on Micro & macroeconomic parameters for given business scenarios	Test

2	Analyse the given Market Structure for relevant decision making	Test
3	Analyse Demand and Pricing strategy for a given business scenarios	Assignment
4	Analyse current economic indicators for employment scenario	Project
5	Correlate the current macroeconomic trends with the businesses	Project

2. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet Expectation	Does not meet Expectation
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3	<p>Provides clear and well-structured analysis of demand determinants and pricing strategy. Demonstrates use of elasticity, demand forecasting, and marginal analysis. Connects theoretical principles to a realistic business scenario with critical insights.</p> <p>(8-10)</p>	<p>Provides adequate analysis of demand and pricing strategy with minor conceptual gaps. Some practical application evident but limited depth.</p> <p>(5-8)</p>	<p>Provides incomplete or incorrect analysis with weak understanding of demand and pricing principles. No practical connection to real business context.</p> <p>(0-5)</p>
4,5	<p>Demonstrates advanced integration of monetary policy effects with business sector analysis. Provides innovative insights into performance and control mechanisms influenced by policy changes.</p> <p>Presentation is clear, professional, and persuasive with excellent visuals. Demonstrates deep understanding of policy impacts and sectoral performance. Strong teamwork and confident delivery engaging the audience.</p> <p>(15-20)</p>	<p>Provides reasonable analysis of how monetary policy affects sectoral performance. Applies control tools and strategic frameworks adequately with some integration. Limited reference to ethics or sustainability.</p> <p>Presentation is clear but lacks polish or depth in visuals. Shows acceptable understanding of policy concepts. Teamwork adequate but needs coordination improvement.</p> <p>(8-15)</p>	<p>Shows limited understanding of monetary policy impact. Weak or no linkage to business strategy or performance control. No evidence of ethical or sustainability perspective.</p> <p>Presentation poorly structured, unclear, and unprofessional. Weak conceptual grasp, poor delivery, and minimal teamwork.</p> <p>(0-8)</p>

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.

Attendance Marks:

Attendance	Less than 75%	76-80%	81-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

Project Guidelines

Title:

Impact of Monetary Policy on Different Business Sectors in India

Objective:

To understand how changes in monetary policy instruments (repo rate, reverse repo rate, CRR, SLR, inflation control, liquidity measures, etc.) influence business operations, investment decisions, pricing, and growth across various sectors of the Indian economy.

Scope of the Project:

Each group will:

1. Choose one industry/sector from the list below.
2. Analyze the impact of RBI's monetary policies over the past 3–5 years.
3. Examine how these policies affected **cost of borrowing, demand, investment, employment, and profitability.**
4. Suggest managerial or strategic responses suitable for that sector.

Suggested Sectors (12 Groups):

1. Banking & Financial Services
2. Real Estate & Construction
3. Automobile Industry
4. MSME Sector
5. Retail & FMCG
6. Agriculture & Agri
7. Infrastructure (Power, Roads, Ports)
8. IT & Software Services
9. Healthcare & Pharmaceuticals
10. Hospitality & Tourism
11. Education & EdTech
12. Telecom Sector

Expected Deliverables:

Each group will submit:

1. Project Report (15–20 pages) including:
 - Executive Summary
 - Introduction to the Sector
 - Overview of Monetary Policy in India (3–5 years)
 - Sectoral Analysis (impact on cost, demand, investment, etc.)
 - Data Presentation (graphs, tables, charts)

- Policy & Managerial Recommendations
- Conclusion
- References (RBI reports, Economic Survey, industry articles)

2. Presentation (5–7 slides) highlighting key findings.

Evaluation Scheme (20 Marks):

Component	Marks	Evaluation Criteria
Understanding of Monetary Policy	4	Clarity of key concepts (repo, CRR, inflation, liquidity)
Sectoral Impact Analysis	3	Depth of analysis, data use, linkage to theory
Data & Interpretation	4	Graphs, RBI data, trend analysis
Managerial Recommendations	4	Feasibility and originality
Presentation / Viva	5	Clarity and team involvement

Suggested Data Sources:

- <https://rbi.org.in> (RBI Monetary Policy Statements)
- <https://www.indiabudget.gov.in/economicsurvey/> (Economic Survey of India)
- <https://www.statista.com> (Industry data)
- <https://www.cmie.com> (CMIE Economic Outlook)
- <https://www.business-standard.com> (Industry news and reports)

Assignment Guidelines

Title:

Analysis of Demand and Pricing Strategy for a Selected Product or Business Scenario

Course Learning Outcome (CLO):

CLO3: Analyse demand and pricing strategy for a given business scenario.

Objective:

To help students apply the concepts of demand analysis, elasticity, and pricing strategies to understand how businesses make data-driven decisions about product pricing, revenue, and market demand.

Assignment Description:

Each student (or pair) must:

1. Select a product or service from any industry (examples: electric scooters, mobile phones, packaged food, OTT subscription, airline tickets, etc.).
2. Describe the business scenario briefly — nature of product, target market, and competitive context.
3. Conduct an analysis of demand:
 - Identify key factors affecting demand.
 - Classify the type of demand (elastic/inelastic).
 - Estimate elasticity of demand (approximation using data or logic).
4. Analyse the pricing strategy used by the firm:
 - Identify pricing approach (penetration, skimming, cost-plus, dynamic, etc.).
 - Justify how this pricing matches market conditions and consumer behavior.
5. Suggest an alternative pricing strategy (if any) and justify it using demand theory.

Assignment Format:

- Word / PDF format (maximum 5 pages)
- Include the following sections:
 - Cover Page (Name, Roll No., Course, Assignment Title)
 - Introduction (1 page)
 - Demand Analysis (2 pages)
 - Pricing Strategy (2 pages)
 - References (RBI, company reports, news articles, etc.)

Evaluation Scheme (10 Marks):

Component	Marks	Criteria
Understanding of Demand Concepts	2	Clear explanation of demand determinants and elasticity
Application of Pricing Theory	3	Logical linkage between market type, elasticity & price strategy

Analytical Insight	2	Originality, clarity, and reasoning in analysis
Practical Relevance & Examples	2	Realistic connection to actual business context
Structure & Presentation	1	Formatting, clarity, and professional tone

Suggested Examples (Students may choose any one):

- Netflix pricing during competition increase
- Apple iPhone pricing vs consumer demand
- Zomato or Swiggy surge pricing
- Tata Nexon EV demand and price strategy
- Indigo Airlines ticket pricing patterns
- FMCG brands (Dove, Surf Excel) promotional pricing
- Jio Telecom's pricing during market entry

Accounting for Managers

Course Name	Accounting for Managers	Credit	4
Course Code	PG61T108	Semester	I
MBA Batch	2025-27	No. of students	
Faculty members(s)	Dr. Mahesh Bendigeri / Prof. Abdul Fayyaz		

COURSE OUTLINE

PART 1

INTRODUCTION TO THE COURSE

This course provides foundational knowledge of financial and managerial accounting. It covers key concepts like financial statements, budgeting, cost analysis, and decision-making. Designed for management graduate, it helps managers interpret financial data, plan effectively, and align business strategies with organizational goals, enhancing overall financial literacy and leadership.

COURSE OBJECTIVES (CO)

Objectives:

- 1: Recognize and illustrate the accounting system in business organization
- 2: Demonstrate and prepare the financial statement for a given firm
- 3: Critically evaluate the significant accounting policies for a given firm
- 4: Examine Inventory & depreciation policy for taking strategic decision of the given firm
- 5: Understand cost and management accounting in the process of managerial decision making.
- 6: Analyse the financial performance of the firm using various techniques.

COURSE LEARNING OUTCOMES (CLO)

CLOs	DESCRIPTION	MAPPING @ levels		
		@ 3 rd Level	@ 2 nd Level	@ 1 st Level
	At the end of the course, the students will be able to:			
CLO1	Demonstrate and Prepare the financial statement for a given firm	1		
CLO2	Examine Inventory & depreciation policy for taking strategic decision of the given firm	1		
CLO3	Understand cost and management accounting in the process of managerial decision making.	4		
CLO4	Analyse the financial performance of the firm using ratio technique and also examine the significant accounting policies for a given firm	2		

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Effective Mapping	3+3=6/2 3	3		3				

COURSE CONTENT

Topics to be covered:

Module 1: Fundamentals of Accounting	: 15 hrs
Module 4: Management Accounting	: 15 hrs
Module 2: Cost Accounting	: 15 hrs
Module 3: Employee (Labour) Cost Accounting and Control	: 15 hrs
	: 60 hrs

PRESCRIBED TEXT BOOK

Accounting for Business Managers – Dr. Sakshi Vasudeva- Himalaya Publishing House

Cost Accounting by M N Arora & Priyanka Katyal, Vikas Publication

OTHER READINGS AND REFERENCES

- Accounting for Managers-Kuppapally – PHI
- Financial Accounting -5th Edition- S N Maheshwari, SuneelK Maheshwari,Sharad K Maheshwari
- Accounting for Managers – Mohd. Arif Pasha- Vrinda Publishing
- Accounting Standards for students – Arjun Saini – Himalaya Publishing House
- Management Accounting by M Y Khan and P K Jain TMH Publishing, New Delhi

POLICY ON PLAGIARISM:

The course expect zero plagiarism in respective of copying 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 (%)	Marks	Duration (in minutes)
End-Term	50%	50	3hrs

{b} OTHER ASSESSMENTS

S. No.	Evaluation Item*	Unit of Evaluation	Weight age	Marks	Time	CLO
1	Test 1	Individual	10%	5.0	S15	CLO1
2	Test 2	Individual	10%	5.0	S45	CLO2
3	Live Project 1	Individual	30%	15.0	S19	CLO3
4	Live Project 2	Individual	30%	15.0	S32	CLO 4
5	Class Participation	Continuous	5%	2.5	All sessions Except IA	
6	GMG	Events	5%	2.5		
7	Attendance	Based on Slab	10%	5.0		
			100%	50		

PART 2: SESSION PLAN

Session (Hr)	Topic	Pedagogy	Pre-reads references/links	Post reads & References/links / Quiz
1	Module 1: Nature, Objectives, Concepts, Conventions, Accounting Information System, GAAP – IFRS; Accounting standards, Accounting policy, Branches of accounting,	Lecture & PPT		Significant Accounting Policies of TATA Motors, Piramal Pharma
2	Systems, Rules, Accounting Process - Double Entry System, The recording, Classification of accounts, The practical system,	Lecture & PPT		
3	Journal, Sub-Division of Journal, Opening entry, ledger, Preparation of ledger accounts, Balancing the accounts, Distinction between journal and ledger,	Lecture & PPT		
4	Trial balance, Objectives of trial balance, Distinction between trial balance and balance sheet, Methods of preparing trial balance,	Lecture & PPT		
5	Problems	Lecture & PPT		
6	Problems	Lecture & PPT		
7	Problems	Lecture & PPT		
8	Difference in trial balance – errors, Classification of errors, Steps to locate a mistake, Rectification of errors, Suspense account, Correction in the next accounting period,	Lecture & PPT		
9	Bank reconciliation statement. Accounting for Fixed Assets & Depreciation Methods.	Lecture & PPT		
10	Problems	Lecture & PPT		
11	Problems	Lecture & PPT		
12	Preparation of Final Accounts of Trading & Manufacturing firms with adjustments (Closing Stock, Accrued Incomes and Expenses, Depreciation, Appreciation, Bad Debts & PDD etc.).	Lecture & PPT		
13	Financial statements and their nature, Trading account, Profit and loss account, Manufacturing account, Balance sheet, Adjustment entries,	Lecture & PPT		Annual Report of TATA Motors, Piramal

				Pharma
14	Worksheet, Practical problems. Practical application of software packages for accounting.	Lecture & PPT		
15	Internal Test 1 – 50 marks			
16	Module 4: Management accounting: Nature, Objectives, Functions, Scope, Advantages and Disadvantages of management accounting, Differences between financial accounting and management accounting, Difference between cost accounting and management accounting, Systems of management of accounting; tools and techniques of management accounting, Management accountant or controller.	Lecture & PPT		
17	Analysis of financial statements: Steps involved in the analysis of financial statements, Differences between analysis and interpretation, Limitations of financial analysis, Types of financial analysis, Techniques, tools or methods of financial analysis,	Lecture & PPT		
18	Comparative financial statement analysis, Common size financial statement analysis, Trend analysis,	Lecture & PPT		
19	Ratio analysis	Lecture & PPT		Live Project
20	Funds flow analysis,.	Lecture & PPT		
21	Cash flow analysis, Break-even analysis. Difference between Cash Flow and Fund Flow Statement	Lecture & PPT		
22	Problems	Lecture & PPT		
23	Problems	Lecture & PPT		
24	Problems	Lecture & PPT		
25	Problems	Lecture & PPT		
26	Problems	Lecture & PPT		
27	Problems	Lecture & PPT		
28	Problems	Lecture & PPT		
29	Problems	Lecture & PPT		
30	Problems	Lecture & PPT		

31	Module 2: Cost Accounting , Nature, Concepts; Cost, Cost centre, Cost unit, Cost object, Methods of costing, Techniques of costing, Cost Classification - Classification of cost for decision making,	Lecture & PPT		
32	Elements of cost, Preparation of cost sheet. Method of preparing cost sheet, Treatment of scrap, Price quotations or tenders and estimated cost sheet.	Lecture & PPT		Live Project on Application of cost sheet in SME
33	Problems	Lecture & PPT		
34	Problems	Lecture & PPT		
35	Marginal Costing and Cost Volume Profit Analysis	Lecture & PPT		
36	Problems	Lecture & PPT		
37	Problems	Lecture & PPT		
38	Variance Analysis, Budgeting	Lecture & PPT		
39	Inventory Valuation – Principles, Methods (FIFO, LIFO, & Weighted Average Cost).	Lecture & PPT		
40	Material cost - Accounting and Control ; classification of material, Inventory or Material control,	Lecture & PPT		
41	ABC technique, Stock levels, Tabular method of EOQ, Purchase of materials, Store-keeping, Stores records, Documents authorising movements of materials,	Lecture & PPT		
42	Stores requisition note, Inventory systems, Material losses, Waste, Scrap, Spoilage defectives, Methods of pricing material issues, Stores ledger account.	Lecture & PPT		
43	Problems	Lecture & PPT		
44	Problems	Lecture & PPT		
45	Internal Test 2 – 50 Marks			
46	Module-3: Employee (labour) cost-accounting and control ; Labour turnover, Work study, Time keeping, Time/clock card, Time booking, Weekly timesheet, Piece work card, Payroll department, Overtime, Idle time,	Lecture & PPT		
47	Methods of wage payments, Time rate system, Piece rate system, Incentive schemes, Co-partnership and profit sharing, non-monetary incentives.	Lecture & PPT		
48	Problems	Lecture & PPT		

49	Problems	Lecture & PPT		
50	Problems	Lecture & PPT		
51	Overhead cost-accounting and control; overheads, Classification of overheads, Accounting of overheads, Apportionment of service department costs, Secondary distribution, Absorption of factory overhead,	Lecture & PPT		
52	Methods of absorption of factory overhead, Administration overhead, Selling and distribution overhead,	Lecture & PPT		
53	Under and over-absorption of overhead, Treatment of special items of overheads.	Lecture & PPT		
54	Under and over-absorption of overhead, Treatment of special items of overheads.	Lecture & PPT		
55	Problems	Lecture & PPT		
56	Problems	Lecture & PPT		
57	Problems	Lecture & PPT		
58	Problems	Lecture & PPT		
59	Problems	Lecture & PPT		
60	Problems	Lecture & PPT		

ASSURANCE OF LEARNING PLAN (AOL PLAN)

1. The Course Learning Outcomes (CLOs) assessed in this course:

CLO	Description of CLO
CLO1	Demonstrate and Prepare the financial statement for a given firm
CLO2	Examine Inventory & depreciation policy for taking strategic decision of the given firm
CLO3	Understand cost and management accounting in the process of managerial decision making.
CLO4	Analyse the financial performance of the firm using ratio technique and also examine the significant accounting policies for a given firm

2. CLOs chosen for assessment along with mode of assessment

CLO No.	CLO (Description)	Mode of Assessment
CLO1	Demonstrate and Prepare the financial statement for a given firm	Test
CLO2	Examine Inventory & depreciation policy for taking strategic decision of the given firm	Test
CLO3	Understand cost and management accounting in the process of managerial decision making.	Live Project 1
CLO4	Analyse the financial performance of the firm using ratio technique and also examine the significant accounting policies for a given firm	Live Project 2

3. Assessment Rubrics:

CLO No.	Exceed Expectation	Meet the Expectation	Does not meet Expectation
01	Students who score More than 40 marks out of 50	Students who score between 20 to 40 marks out of 50	Students who score below 20
02	Students who score More than 40 marks out of 50	Students who score between 20 to 40 marks out of 50	Students who score below 20
03	<ol style="list-style-type: none"> 1. Conduct in-depth interview with production manager or owner of selected manufacturing company whose turnover is min Rs. 30lakh , with min 20 questions relevant to the job or process costing and prepare report. 2. Explain the stages of production in detail with cost details 3. Compute the final cost of product 4. Prepare video in Kinemaster minimum. 5min. which is self explanatory <p>The group will get marks between 12 to 15</p>	<ol style="list-style-type: none"> 1. Conduct in-depth interview with production manager or owner of selected manufacturing company whose turnover is min Rs. 10-30lakh , with min 10-15 questions relevant to the job or process costing and prepare report. 2. Explain the stages of production in detail with cost details 3. Compute the final cost of product 4. Prepare video in Kinemaster which is 3 to 5min self explanatory <p>The group will get marks between 8 to 12</p>	<ol style="list-style-type: none"> 1. Conduct interview with production manager or owner of selected manufacturing company whose turnover is less then 10 lakhs with max. 10 questions relevant to the job or process costing and prepare report. 2. Explain the stages of production with cost details 3. Prepare video in Kinemaster which is min 2to3 min self explanatory <p>The group will get marks between 5 to 8</p>
04	<p>Student is able to analyse the financial statement using all the 12 ratio and identify significant findings based on the analysis done will get score in range of 12 to 15. Use atleast two statistical tools for analysis. Highlight Min. 5 significant accounting policies adopted</p>	<p>Analyse the financial statement using 8 to 11 ratios and identify any 8 significant findings based on the analysis done will get score in range of 8 to 12. Use atleast one statistical tools for analysis.Highlight Min. 3 significant accounting policies adopted</p>	<p>Analyse the financial statement using 3 to 7 ratios and identify any 3 significant findings based on the analysis done will get score in range of 5 to 8. Doesn't use any statistical tools of analysis. Does not Highlight at the most 2 significant accounting policies adopted</p>

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.

Attendance Marks:

Attendance	<75%	76-80%	81-85%	86-90%	91-95%	96-100%
Marks	0	1	2	3	4	5

Submitted by :
Signature & Date:

Area Chair

Director

PART 3: SUPPLEMENTARY INFORMATION

Live Project 1: Guidelines

Date: _____

Financial Performance Evaluation of selected company using Ratio Techniques

The guidelines for Live Project is mentioned below:

1. It is Group Live Project
2. 15 marks (10 marks for report + 5 marks for presentation)
3. Annual report of the company must be collected from 2017-18, 2018-19, 2019-20, 2020-21, 2021-22

The report should contain the below mentioned chapters.

Title of Project

" Financial Performance Evaluation of selected company using Ratio Techniques"

Cover Page

Index

Ch 1: Company Profile

Ch 2: Significant Accounting Policies : State Year wise with proper interpretation

Ch 3: Analysis and Interpretation

It should contain Table, Chart and Interpretation

Ch 4: Findings and Conclusion

References:

1. Books
2. Website address [http:](http://)
3. Journal

Ratio to be used for calculation are:

Profitability Ratio: Return on Capital Employed, Return on Equity, EPS, P/E Ratio, Return on Assets

Turnover Ratio: Inventory Turnover, Debtors Turnovers, Fixed Assets Turnover Ratio,

Financial Ratio: Debt Equity, Current Ratio, Acid Test Ratio, Proprietary Ratio.

Before you start doing the analysis kindly refer the sip report in library on financial statement analysis topic done by your alumni students. You will get more insight on preparing the report.

Report should be submitted in Spiral binding. And Income statement, balance sheet must be attached as an annexure at the end of the report.

Last Date to submit the report is on Date: _____

Viva / Presentation Guidelines:

All the teams have to prepare PPT presentation as per the below stated sequence of slides

1. Title of Project, Team Members name, Team Name
2. Company Profile
3. Products / Services offered
4. Significant Accounting Policies followed year wise comparison
5. Each Ratio with Table and Graph
6. Cashflow Analysis
7. Important Findings

Presentation will be evaluated by external evaluator.

Each team will get 10min for presentation

Attendance is compulsory for presentation

Presentation date will be between _____ to _____.

Sl.no	Name of the Student	Team Name	Company
		Bitcoin1	Adani Enterprises
		Bitcoin2	Adani Ports & SEZ Ltd
		Bitcoin3	Asian Paints
		Bitcoin4	Bharti Airtel
		Bitcoin5	BPCL

		Bitcoin6	Coal India
		Bitcoin7	Divis Laboratories
		Bitcoin8	Eicher Motors
		Bitcoin9	Grasim Industries
		Bitcoin10	Hero Motorcop
		Bitcoin11	Hindalco
		Bitcoin12	HUL

Sl.no	Name of the Student	Team Name	Company
		Cardona 1	Indian Oil Corporation
		Cardona 2	Infosys
		Cardona 3	ITC
		Cardona 4	JSW Steel
		Cardona 5	L &T
		Cardona 6	Mahindra & Mahindra
		Cardona 7	ONGC

		Cardona 8	Power Grid
		Cardona 9	Reliance Industries
		Cardona 10	Sun Pharma
		Cardona 11	Tata Motors
		Cardona 12	Tata Steel

Note: There will be no change in the members from one team to another team.

Dr. Mahesh Bendigeri
Professor

Live Project 2: Guidelines

Hands on Experience of Determining Cost of Product in Job or Process Costing

- It is a group live project. Each group should contain 5 students
- **It carries 15 marks (report 10marks, voice over video presentation 5marks)**
- Report should be submitted in hard copy.

Last date for submission of Mini Live Project along with report, snaps and video – **Date: 20th Mar 2025**

1. Select any one manufacturing business unit
2. Select any one product which is manufactured by the business unit selected for study
3. Conduct an in-depth interview with the owner or production manager on how the production process take place.
4. Take the snaps of each stage of production till the final end product with packing if applicable.
5. Using kinemaster video app/or any other video app in your mobile. create a video of the production process from the pick taken and use sub title for each pic of the manufacturing process. The video should be of 1min duration with your group member name, college logo, subject name in the opening page.
6. The report should contain details of Product and details of each stage of production with information of cost factors.
7. Prepare cost sheet and ascertain the cost per unit, given the details on prime cost, factory cost, cost of production, cost of sales and selling price.

Last date for submission is **date:** _____.

Every Late submission by one day will attract deduction of 1 mark each day

Accounting URL for taking online quiz and video

<https://www.financestrategists.com/accounting/quiz/multiple-choice/accounting-equation/>
<https://www.accountingcapital.com/quiz-41-classification-of-accounts-real-personal-nominal/>

Free Certification Course:

<https://learn.corporatefinanceinstitute.com/transcripts-and-certificates/specializations>