

## **CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –**

### **FIRST SEMESTER**

#### **SEM-I**

**Course Name:** organization behavior

**Course Code:**

**Course Objectives:**

After reading this lesson, you should be able to:

- Understand the Nature of Management
- Identify and Describe the Functions of Management
- Understand the Social Responsibilities of Business
- Appreciate the Interests of Various Stakeholders in The Business.

#### **Module 1:**

- Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills
- Planning - Steps in Planning Process - Scope and Limitations
- Short Range and Long-Range Planning - Flexibility in Planning
- Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

#### **Module 2:**

- Organizing - Organization Structure and Design
- Authority and Responsibility Relationships - Delegation of Authority and Decentralization
- Interdepartmental Coordination - Emerging Trends in Corporate Structure
- Strategy and Culture - Impact of Technology on Organizational design
- Mechanistic vs Adoptive Structures - Formal and Informal Organization.

#### **Module 3:**

- Perception and Learning - Personality and Individual Differences
- Motivation and Job Performance
- Values, Attitudes and Beliefs
- Stress Management
- Communication Types-Process – Barriers
- Making Communication Effective.

#### **Module 4:**

- Group Dynamics - Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - Organizational Climate and Culture - Organizational Change and Development.

#### **Module 5:**

- Comparative Management Styles and approaches
- Japanese Management Practices
- Organizational Creativity and Innovation - Management of Innovation
- Entrepreneurial Management
- Benchmarking
- Best Management Practices across the world
- Select cases of Domestic & International Corporations
- Management of Diversity.

#### **Reference:**

- Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

### **Course Name: marketing Management**

#### **Course Code:**

**Course Objectives:** To make student understand the meaning of marketing, its importance and implementation in hospitality industry. To aware them about segmentation of marketing and various pricing strategies and to give information regarding various sources of promotion and communication and inform them about marketing research, data collection etc.

#### **Module 1: HOSPITALITY MARKETING FUNCTION**

- Introduction, meaning marketing vs. selling,
- 7 ps of marketing
- The customer: wants, needs, perception, buying capacity
- understanding services as Product: characteristics of services, challenges involved in service marketing.
- The buying decision process.
- The Hospitality Marketing Function
- Characteristics of hospitality business.
- The concept of marketing Mix

- Products life cycle
- The Hospitality products/services mix.

### **Module 2: MANAGING THE MARKETING SYSTEM**

- Strategic Marketing The concept of strategy
- The concept of strategic planning
- The strategic Marketing system
- Strategy selection
- Problems with strategic plan
- The Marketing Plan
- Marketing Management vs. strategic Planning
- Requirements for a marketing plan
- Step or Development of a Marketing Plan
- The marketing budgets

### **Module 3: MARKET SEGMENTATION**

- What is market segmentation, why segment market?
- Segment identification Segment selection Segment development
- Pricing Factors to consider when setting price
- General pricing approaches
- Pricing strategies

### **Module 4: MARKETING COMMUNICATION AND PROMOTION**

- Advertisement: media, frequency and budget Measuring Advertisement effectiveness.
- Publicity, Public Relation
- Direct/Personal Selling, process of Personal Selling,
- E-commerce marketing.
- Sales Promotion, Merchandizing, Suggestive selling

### **Module 5: MARKETING RESEARCH**

- Meaning, Importance, Process of Research
- Data Collection – Types of Data, Sources of Data collection
- Sampling, Hypotheses – Meaning & Types
- Report Writing – Steps involved, Layout of report , precautions while writing research report

### **Reference:**

- Philip Kotler (1987) Marketing: An Introduction. ...
- Ramaswamy, V.S., 2002, Marketing Management, Macmillan India, New Delhi.
- Kotler P, Armstrong G, 2008, Principles of Marketing, 9th Edition, Prentice Hall, New Delhi.
- Gandhi J.C, 1985, Marketing –A Managerial Introduction, Tata McGraw-Hill , New Delhi.

Course Name: Quantitative Methods

**Course Code:**

**Course Objectives:** On completion of this course, the students will be able to

- Understand various quantitative & statistical methods
- Understand data and draw inference from data
- Calculate and interpret statistical values by using statistical tool (correlation & regression)
- Demonstrate an ability to apply various statistical tool to solve business problem

**Module 1:**

- Permutation and Combination, Matrices and Determinants, Functions.

**Module 2: Meaning and Classification of Quantitative techniques, Statistics:**

- Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data
- Characteristics of Frequency Distributions
- Measures of Central Tendency, Partition Values, Measures of Dispersion.

**Module 3: Probability:**

- Concepts, Sample Space, Rules of Probability
- Independent Events, Bayes' Rule, Random Variable
- Simple-Correlation and Regression analysis.

**Module 4: Time Series:**

- Analysis and its Components
- Measurement of Secular Trend
- Measurement of Seasonal Variation
- Forecasting with Moving Average.

**Module 5:**

- Linear Programming, formulation and Graphical Solution
- Transportation problems and Solutions by North-West Corner rule
- Least Cost method and Vogel's approximation method
- Optimum Solution by MODI method
- Assignment Problem and its solution.

**Reference:**

- Quantitative Methods: An Introduction for Business Management by Author(s): Paolo Brandimarte
- "Quantitative Methods for Decision Making Using Excel" by Branko Pecar and Glyn Davis
- "Quantitative and Decision Making Techniques" by A K Bewoor and D R Waghole

**Course Name:** human resource management

**Course Code:**

**Course Objectives:** The primary concern of this course is to develop an appreciation effective of effective management of human resources and to enable the students to meet HR challenges in present scenario.

**Module 1:**

- Strategic importance HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals;
- HR department operations;
- Human Resource Planning - objectives and process;
- Human resource information system.

**Module 2:**

- Talent acquisition; recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees;
- Training and development, investment in training, training need assessment, designing and administering training program; executive development program, evaluation of T & D program.

**Module 3:**

- Appraising performance; developing and instituting performance appraisal system, assessment and development centers, potential appraisal;
- Rewarding performance; linking rewards to organizational objectives,
- Determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services.

**Module 4:**

- HR in knowledge era; HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing,

**Reference:**

- Human Resource Management by Gary Dessler
- HR from the Outside In: Six Competencies for the Future of Human Resources by Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich



## **CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –**

### **SECOND SEMESTER**

**Course Name:** MANAGERIAL ECONOMICS

**Course Code:**

**Course Objectives:** The course in Managerial Economics attempts to build a strong theoretical foundation for Management students. The course is mainly analytical in nature and focuses on clarifying fundamental concepts from microeconomic viewpoint. The students are expected to study and analyse the dynamics of managerial decision making through this course. Also wherever possible, students are expected to study, analyse and interpret empirical evidence and case studies available currently on various basic concepts.

#### **Unit 1. Introduction of Managerial Economics and Demand**

- Definition, Nature and Scope of Managerial Economics
- Managerial Economics and Microeconomics and macroeconomics
- Managerial Economics and decision-making
- Uses and Significance of Managerial Economics

#### **Unit 2. Introduction of Demand**

- Meaning and Determinants of Demand
  - Demand Function
  - Law of Demand Market Demand
  - Elasticity of Demand
  - Types and Measurement of Elasticity
- Demand Forecasting
  - Meaning, Significance
  - Methods of Demand Forecasting

#### **Unit 3. Production**

- Production Function
- Law of Variable Proportions
- Law of Supply
- Elasticity of Supply
- Measurement of Elasticity of Supply.
- Costs of Production.
  - Short run and long run costs
  - Economies of Scale
  - Cost estimation and cost forecasting
  - Breakeven analysis.



#### **Unit 4. Pricing Under Various Market Forms**

- Perfect competition
- Monopoly Monopolistic Competition
- Oligopoly
- Price Discrimination
- Pricing Strategies and Methods
  - Cost plus Pricing
  - Marginal cost Pricing
  - Price Leadership
  - Transfer Pricing
  - Seasonal
  - Cyclical Pricing

#### **Unit 5. Need For Government Intervention in Markets**

- Price Support
- Price Controls
- Prevention and Control of Monopolies
- System of Dual Prices

#### ➤ **Reference Books:**

- Managerial Economics – Analysis, Problems and Cases, P.L.Mehta, Sultan Chand and Sons, New Delhi.
- Managerial Economics - Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
- Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
- Managerial Economics – G.S. Gupta – T M H, New Delhi.
- Managerial Economics - Mote, Paul and Gupta T M H, New Delhi.
- Managerial Economics – H L Ahuja, S Chand & Co. New Delhi.

### Course Name **Business Communication**

#### Course Code:

#### Course Objectives:

To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization. CO5. To draft effective business correspondence with brevity and clarity.

#### **Unit 1. Communication and Mass Communication**

- Meaning, definition and scope
- Introduction to Communication Theory
- significance and objectives of communication in organizations





- Principles of Communication

## **Unit 2. Introduction to Business Communication, Effective Communication Skills and Process**

- Definition and importance of Business Communication
- Introduction, Objective of Business Communication
- Effective Communications Skills
- Process of communication

## **Unit 3. Channels and Media of Communication**

- Channels of communication
  - Means or media of communication
  - written communication
  - Oral communication
  - face to face communication
  - Visual communication
  - Audio-visual communication
  - Silence – as communication media
- Interpersonal/intrapersonal Business Communication
- Business correspondence
  - Business letters/reports (annual committee etc.) précis/summarizing etc.

## **Unit 4. Type of Communication**

- Organizational structure and patterns
- Downward communication; upward communication; horizontal communication;
- Grapevine; consensus and group communication committee, conference, listening, public speech and seminar

## **Unit 5. Barriers to Effective Communication**

- Concept of barriers
- types of barriers – Media barrier, physical barrier, semantic barrier, situation barrier, socio-psychological barrier
- Guidelines for effective communication
- Negotiation Skills: Introduction to Negotiation Skills

### ***Reference Books:***

- Business Communication by K. K. Sinha. Galgotia Publishing Company., New Delhi.
- Business Communication by C. C. Pattensheti. R. Chand and Company Publishers., New Delhi.
- Essentials of Business Communication by Rajindra Pal and J. S. Korlahalli. Sultan Chand and Sons., New Delhi.16
- Effective Business Communication by Herta A. Murphy and Charles E. Peck. Tata McGraw Hill Publishing Company Limited., New Delhi.
- Essentials of Business Communication by Pettett and Lesikar. Tata McGraw Hill Publishing Company Limited., New Delhi.



**Course Name: FINANCIAL AND MANAGEMENT ACCOUNTING**

**Course Code:**

**Course Objectives:** The objective of this course is to:

- Develop a thorough understanding of Accounts and Finance functions of an organization.
- Develop financial leadership qualities.
- Collate and integrate systems of Accounts and Finance.
- Become proficient in using information technology and accounting tools in decision making

### **Unit 1. Introduction – Accounting:**

- Basic Concepts of accounting transactions
- Principles, types of accounts, journal, ledger, trial balance
- final accounts (Emphasis on Clarification of account P & L account, Balance sheet
- Introduction to requirement of Schedule VI

### **Unit 2. Using Financial Statements**

- Statement of Financial Information
- Statement of Changes in Financial Position
- Financial Statement Analysis

### **Unit 3. Cost Accumulation/Determination**

- Cost Concepts
- Costing and Control of Materials
- Costing and Control of Labour
- Costing and Control of Factory Overheads
- Job order, batch and contract costing
- Process Joint and by-product costing
- Unit/single/output and operating costing
- Variable costing and absorption costing
- Uniform costing and interfirm comparison
- Reconciliation and integration

### **Unit 4. Profit Planning:**

- Cost-Volume-Profit Analysis
- Budgeting; Capital Budgeting

### **Unit 5. Cost Control & Decision Making**

- Standards costs
- Variance Analysis
- Cost Variances
- Variance Analysis: Revenue Variances
- Responsibility Accounting



➤ **Reference Books:**

- Introduction to Management Accounting –Horn green and Sundlem.
- Principles of Management Accounting – Manmohan & Goyal.
- Management Accounting – S.M. Inamdar.
- Management Accounting – Dr. Mahesh Kulkarni.
- Double Entry Book Keeping – T.S. Grewal. 6. Cost Accounting – Khan & Jain.
- Management Accounting 3rd Ed.- Khan & Jain.
- Theory & Problems in Management & Cost Accounting – Khan & Jain.
- Cost Accounting – Jawaharlal.

**Course Name:** Information Technology Management

**Course Code:**

**Course Objectives:**

To familiarize Students with the basic concepts of Information Technology. Students should be able to operate MS-Office independently and effectively.

**Unit 1. Fundamentals of Computer**

- CPU, Basic logic gates, Computer Memory and Mass storage devices,
- Computer Hierarchy, Input Technologies, Output Technologies
- Number Systems and Arithmetic: Decimal, Binary, Octal, and Hexadecimal Number Systems, Binary Arithmetic

**Unit 2. Introduction to Computers Software**

- System Software
- Application Software and Packages
- Introduction to Embedded Software

**Unit 3. Commonly used Software Packages like**

- Microsoft Word
- Microsoft Excel
- Microsoft Power Point
- Microsoft Access
- Tally

**Unit 4. Introduction to World Wide Web**

- Internet operations
- Introduction to Electronic Commerce and Electronic Business

**Unit 5. Functional and Enterprise Systems**



**D Y PATIL**  
DEEMED TO BE  
UNIVERSITY  
— SCHOOL OF —  
**OPEN & DISTANCE**  
**LEARNING**  
NAVI MUMBAI

- Data, Information and Knowledge Concepts
  - Decision Making
  - Process, Physical Components of Information Systems
  - Classification of Information Systems
  - Overview of Security Issues in Information Technology
  - Emerging Trends in Information Technology
- 
- ***Reference Books:***
  - Management Information Systems by Ken J. Sousa, Effy Oz
  - “Essentials Of Information Technology As Per Cce Guidelines Vol 2, Pb” by Sharma V

# **Post Graduate Degree in Leadership Management**

## **CURRICULUM & COURSE CONTENT FOR LEADERSHIP**

### **MANAGEMENT – SECOND YEAR**

#### **SEM - III**

**Course Name: CONSUMER BEHAVIOR & MARKETING RESEARCH**

**Course Code:**

**Course Objectives:**

- To understand consumer behavior in an informed and systematic way.
- To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.
- To give the students a perspective to understand the application of market research in framing effective marketing strategies.

#### **Module I: Introduction**

- Consumer behavior: Concept and Implications
- Integration of consumer behavior in the marketing concept
- Consumer Decision Making Process
  - Levels of consumer decision making
  - Types of Consumer Decision Making
- Key Determinants of Consumer Behavior and Marketing Strategy
- Providing Customer Value and Retention.
- Market segmentation: Concept, Bases and Significance
- How market segmentation operates
- Criteria for effective targeting of market segments
- Target Marketing strategies

#### **Module II: Consumer Motivation**

- Dynamics of Motivation, type and systems of needs;
- Personality and theories of personality (relevant to marketing)
- Consumer diversity; Self and self-image;
- Consumer Perception; Dynamics of perception and consumer imagery;
- Consumer Learning; Behavioral and cognitive learning theories;
- Consumer Attitude; Attitude formation and behavior; Communication and consumer behavior.

### **Module III: Family**

- Concept, Roles and influences;
- Reference groups and their influence;
- Social class and consumer behavior;
- Influence of culture on consumer behavior;
- Culture and core values;
- Influence of sub culture & cross culture on consumer behavior.

### **Module IV: Consumer Influence and the Diffusion of Innovations**

- Opinion Leadership
- WOM, e-WOM.
- New times, new consumers;
- Managing Consumer Dynamics
- Consumer decision making and beyond
- Consumer Satisfaction and Dissatisfaction: Mechanism; Managing Post-purchase behavior.

### **Module V: Market Research**

- Concept and significance
- Types of Research
- Research approach and Process
- Consumer research paradigms
- Combining qualitative and quantitative research
- Sampling, Data – Types and Collection
- Questionnaire and Schedule
- Scaling Techniques
- Data analysis & reporting research findings
- Barriers to market research

### **Reference Book:**

- Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
- Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978-0132672146
- Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN:9780030211089

## **Course Name: PORTFOLIO MANAGEMENT & SECURITY ANALYSIS**

### **Course Code:**

**Course Objectives:** This course is designed to provide the students with the basic principles and techniques of security analysis including securities trading and regulation.

Upon completion of this course, the students are expected to:

- Have a firm grasp on the concepts of securities;
- Be knowledgeable on the different markets and instruments;
- Have a general understanding on securities trading and regulation;
- Be knowledgeable on macroeconomic, industry, fundamental and technical analysis;
- Have a general understanding of equity valuation models and financial statement analysis
- Appreciate other topics related to security analysis

### **Module 1: Investment Environment, Markets And Instruments**

- Real versus Financial Assets
- Financial Markets and the Economy
- Clients of the Financial System
- Markets and Market Structure
- The Money Market
- The Bond Market
- Equity Securities
- Market Indexes
- Derivatives Markets.

### **Module 2: Securities**

- What are Securities
- Investment Banking
- Securities Trading
- Trading Participants
- Local Exchanges (PSE, PDEx)
- Foreign Exchanges
- Securities Regulation
  - The Securities and Exchange Commission
  - The International Organization of Securities Commissions
  - Registration of Securities
  - Investor Protection
  - Manipulation of Security Prices
  - Insider Trading
  - Tender Offer
  - White Collar Crimes Related to Securities

### **Module 3: Macroeconomic and Industry Analysis**

- Global Economy

- Domestic Economy
- Fiscal, Monetary and Supply-Side Policies
- Business Cycle
- Industry Analysis
- Industry Life Cycle
- Industry Structure and Performance

#### **Module 4: Equity Valuation Models**

- Balance Sheet Valuation Methods
- Intrinsic Value versus Market Price
- Dividend Discount Model
- Price-Earnings Ratio
- Corporate Finance and Free Cash Flow Approach
- Inflation and Equity Valuation.

#### **Module 5: Stock Market & Financial Statement Analysis**

- The Aggregate Stock Market
  - Fundamental Analysis
  - Technical Analysis
  - Explaining Past Behavior
  - Forecasting Models
  - Market Anomalies
- Financial Statement Analysis
  - The Major Financial Statements
  - Accounting versus Economic Earnings
  - Return on Equity
  - Ratio Analysis
  - Economic Value Added
  - Comparability Problems
- Special Topics
  - Derivatives
  - - Global Trends
  - - New Market Instruments
  - - Thematic Investing (Ethical Investing, Islamic Equity Funds)
- **Reference Book:**
  - Bodie, Z., A. Kane and A.J. Marcus. (2002). Investments. New York: McGraw-Hill Companies, Inc.
  - Decasa, L.M. (2013). Securities Regulation Code (Republic Act No. 8799): Annotated with Implementing Rules and Regulations. Manila: Rex Book Store.
  - Graham, B. and D.L. Dodd. (2009). Security Analysis: Principles and Technique. New York: McGraw Hill Companies, Inc.
  - Reilly, F.K. and K.C. Brown. (1997). Investment Analysis and Portfolio Management. Fort Worth: The Dryden Press.
  - Ross, S.A., R.W. Westerfield and J. Jaffe. (1999). Corporate Finance. New York: McGraw-Hill Companies, Inc.



**Course Name: ENTERPRISE RESOURCE PLANNING**

**Course Code:**

**Course Objectives:** To understand the importance of ERP and its relationship with the support systems. To understand the comprehensiveness of ERP Implementation as a strategic initiative of business.

### **Module 1: Introduction to ERP**

- Evolution of ERP
- What is ERP?
- Reasons for the Growth of ERP
- Scenario and Justification of ERP in India;
- Evaluation of ERP
- Various Modules of ERP
- Advantage of ERP
- An Overview of Enterprise
  - Integrated Management Information;
  - Business Modeling;
  - ERP for Small Business;
  - ERP for Make to Order Companies;
  - Business Process Mapping for ERP Module Design;
  - Hardware Environment and its Selection for ERP Implementation

### **Module 2: ERP and Related Technologies**

- ERP and Related Technologies;
- Business Process Reengineering (BPR);
- Management Information System (MIS);
- Executive Information System (EIS);
- Decision support System (DSS);
- Supply Chain Management (SCM).
- ERP system:
  - Introduction;
  - Finance
  - Plant Maintenance
  - Quality Management
  - Materials Management.

### **Module 3: ERP Market & its Implementation**

- ERP Market: Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA); QAD;
- A Comparative Assessment and Selection of ERP Packages and Modules.;
- ERP Implementation Lifecycle: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode)

#### **Module 4: Selection of ERP vendors**

- Vendors;
- Consultants and Users;
- In-House Implementation - Pros and Cons;
- Vendors; Consultants; End User.

#### **Module 5: Future Directions in ERP**

- New Markets; New Channels;
- Faster Implementation Methodologies;
- Business Modules and BAPIs;
- Convergence on Windows NT; Application Platform; New Business Segments; More Features; Web Enabling; Market Snapshot.
- Other Related Technologies of SCM
- Relation to ERP; E-Procurement; E-Logistics; Internet Auctions; E-markets; Electronic Business Process Optimization; Business Objects in SCM; E commerce.
  
- **Reference Book:**
- Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill.
- The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operation Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
- ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
- Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

#### **Course Name: PREDICTIVE ANALYTICS**

##### **Course Code:**

**Course Objectives:** By taking this course, you will form a solid foundation of predictive analytics, which refers to tools and techniques for building statistical or machine learning models to make predictions based on data.

#### **Module 1: Linear Methods for Regression and Classification**

- Overview of supervised learning,
- Linear regression models and least squares
- Multiple regression
- Multiple outputs
- Subset selection
- Ridge regression
- Lasso regression
- Linear Discriminant Analysis
- Logistic regression
- Perceptron learning algorithm.

## **Module 2: Model Assessment and Selection**

- Bias, Variance, and model complexity,
- Bias-variance trade off,
- Optimism of the training error rate
- Estimate of In-sample prediction error
- Effective number of parameters
- Bayesian approach and BIC, Cross-validation, Bootstrap methods, conditional or expected test error.

## **Module 3: Additive Models, Trees, and Boosting**

- Generalized additive models, Regression and classification trees
- Boosting methods-exponential loss and AdaBoost
- Numerical Optimization via gradient boosting,
- Examples (Spam data, California housing, New Zealand fish, Demographic data)

## **Module 4: Neural Networks(NN) , Support Vector Machines(SVM),and K-nearest Neighbor**

- Fitting neural networks,
- Back propagation
- Issues in training NN
- SVM for classification
- Reproducing Kernels,
- SVM for regression
- K-nearest –Neighbour classifiers( Image Scene Classification)

## **Module 5: Unsupervised Learning and Random forests**

- Association rules,
- Cluster analysis,
- Principal Components
- Random forests and analysis.
- **Reference Book:**
- C.M.Bishop –Pattern Recognition and Machine Learning, Springer, 2006
- L.Wasserman-All of statistics.

**Course Name: COMPENSATION MANAGEMENT**

**Course Code:**

**Course Objectives:** To understand the various dimensions of Compensation Management. To familiarize the role of various bodies involved in Compensation Management.

## **Module 1: Introduction**

- Compensation - Definition

- Compensation Responsibilities.
- Compensation System Design Issues
- Compensation Philosophies
- Compensation Approaches

## **Module 2: Compensation Classification**

- Types - Incentives - Fringe Benefits - Strategic
- Compensation Planning
- Determining Compensation
- The wage Mix
- Development of Base Pay Systems
- The Wage Curve
- Pay Grades
- Salary Matrix
- Compensation as a Retention Strategy.

## **Module 3: Theories of Wages**

- Wage Structure - Wage Fixation - Wage Payment
- Salary Administration
- Executive Compensation
- Incentive Plans
- Team Compensation
- Gain Sharing Incentive Plan
- Enterprise Incentive Plan
- Profit Sharing Plan
- ESOPs
- Compensation Management in Multi-National organizations.

## **Module 4: Methods of Rewarding of Sales Personnel**

- Pay - Commission - Pay and Commission
- Performance Based Pay Systems – Incentives
- Executive Compensation Plan and Packages
- Perceptions of Pay Fairness
- Legal Constraints on Pay Systems.

## **Module 5: Wage Boards**

- Pay Commissions
- Employee Benefits
- Benefits Need Analysis
- Funding Benefits
- Benchmarking Benefit Schemes
- Employee Benefit Programmes
- Security Benefits
- Creating a Work Life Setting

➤ Designing Benefit Packages

➤ ***Reference Book:***

- Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi.
- Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
- Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
- Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.

## SEM- IV

**Course Name: PROJECT RISK MANAGEMENT**

**Course Code:**

**Course Objectives:** At the end of the semester the students would be able to understand

- Recognizing risks in initiatives
- Using risk management best practices, tools and techniques to achieve project success

### **Module I: Introduction**

- What is Risk?
- Project Risk Management
- When is Project Risk Management Used?
- Risk Management Framework
- Stakeholder Identification & Analysis
- Plan Risk Management

### **Module II: Risk Identification**

- Identification Participants
- Information Gathering Techniques
- Other Identification Techniques
- Risk Register
- Risk Documentation
- Risk Responsibility
- Information Source
- Risk Allocation in Contracting
- Financial Risks

### **Module III: Qualitative Analysis**

- Qualitative Risk Assessment
- Qualitative Methodologies
- Risk Evaluation

### **Module IV: Risk Quantification**

- Risk Quantitative Analysis
- General Approach
- Application
- Perform Quantitative risk Management
- Sensitivity Analysis
- Expected Monetary Value
- Simulation
- The Risk Premium
- Risk Adjusted Discount Rate
- Decision Analysis

- Certainty, Risk, Uncertainty
- Scenario Analysis

### **Module V: Risk Response**

- Strategies for Negative Risks or Threats
- Strategies for Positive Risks or Opportunities
- Contract Award
- The Fundamental Risk Liability & Responsibility
- Risk Action Plan
- Determining Contingency
- BOT Project Risk Assessment
- Exchange Rate Risk Management
- Risk Monitoring
- Risk Control
  
- **References:**
- Project Risk Management by Bruce Barkley
- Project Risk Management Processes Techniques and Insights, 2nd edition, by Chris Chapman and Stephen Ward
- Identifying and Managing Project Risk: Essential Tools for Failure-Proofing Your Project, 2nd edition, by Tom Kendrick

**Course Name: INTERNATIONAL BUSINESS MANAGEMENT**

**Course Code:**

**Course Objectives:** International Business is a subject that teaches how to nurture a local business and make it global. It explains the business practices and strategies required to succeed in international markets.

In this tutorial, it has been our endeavor to cover the multidimensional aspects of International Business in an easy-to-understand manner..

### **Module 1: Introduction**

- Meaning, Nature and Scope of International Management
- Driving and Restraining forces of International Business
- Domestic to Transnational Business, Modes of Entry
- Globalization: Forces, Meaning
- Dimensions and Stages in Globalization
- Characteristics and role of MNCs
- International Business Environment: The Economic environment, Social and Cultural environment, Political, Legal and Regulatory environment, Natural environment, Technological environment

### **Module 2: International Trade Theories**

- Mercantilism
- Absolute cost Theory
- Comparative cost Theory
- Factor endowment Theory
- International Product life cycle Theory

- International investment Theory:
  - Theory of Capital Movements
  - Market imperfections Theory
  - Internationalization Theory
  - Location specific Advantage Theory
  - Eclectic Theory Free Theory: Advantages and Disadvantages
- Forms of Protections:
  - Tariffs
  - Subsidies
  - Import Duties
  - Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

### **Module 3: International Market and Personnel**

- International Marketing: Nature and Significance;
- International Marketing orientations
- International Segmentations
- International Product Life cycle
- International HRM
- International staffing Approaches, Expatriate Management
- International Labor Relations

### **Module 4: Foreign Exchange**

- Foreign exchange Determinations Systems
- Basic Concepts Relating to Foreign exchange
- Various types of Exchange Rate Regimes
- Factors affecting Exchange Rates
- Brief History of Indian Rupee

### **Module 5: International Institution**

- WTO
  - IMF
  - IBRD
  - UNCTAD
  - Regional Economic Integration: Introduction
  - Levels of Economic Integration
  - EU
  - NAFTA
  - ASEAN
  - SAARC
  - BRICS
- 
- **Reference Book:**
    - International Business by P Subba rao. Name of Book: International Business Text and Cases. ...
    - International Business by V K Bhalla. ...
    - The International Business Environment by Anant Sundaram. ...
    - International business by Charles Hill. ...



- International Business by Daniels and Sullivan.

## **Course Name: LEAD OPERATIONS MANAGEMENT**

### **Course Code:**

**Course Objectives:** To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage. Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

### **Module 1: Introduction to Operations Management**

- Operations Management – Nature, Importance, historical development, transformation processes, Differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends;
- Operations Strategy –Strategic fit, framework; Supply Chain Management

### **Module 2: Forecasting, Capacity and Facility Design**

- Demand Forecasting –Need, Types, Objectives and Steps.
- Overview of Qualitative and Quantitative methods.
- Capacity Planning – Long range, Types, Developing capacity alternatives.
- Overview of sales and operations planning.
- Overview of MRP, MRP II and ERP.
- Facility Location –Theories, Steps in Selection, Location Models.
- Facility Layout –Principles, Types, Planning tools and techniques.

### **Module 3: Design of Product, Process and Work System**

- Product Design –Influencing factors, Approaches, Legal, Ethical and Environmental issues.
- Process –Planning, Selection, Strategy, Major Decisions.
- Work Study –Objectives, Procedure.
- Method Study and Motion Study.
- Work Measurement and Productivity –Measuring Productivity and Methods to improve productivity.

### **Module 4: Materials Management**

- Materials Management –Objectives, Planning,
- Budgeting and Control.
- Purchasing –Objectives, Functions, Policies, Vendor rating and Value Analysis.
- Stores Management –Nature, Layout, Classification and Coding.
- Inventory –Objectives, Costs and control techniques. Overview of JIT.

## Module 5: Scheduling & Project Management

- Project Management – Scheduling Techniques, PERT, CPM
- Scheduling – Work Centers- Nature, importance
- Priority rules & techniques, Shop Floor Control
- Flow Shop Scheduling – Johnsons algorithm
- Gantt charts
- Personnel scheduling in services
  
- **References:**
- .Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12thEdition, 2010.
- Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
- William J Stevenson, Operations Management, Tata McGraw Hill, 11thEdition, 2015.
- Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
- Kanishka Bedi, Production and Operations Management, Oxford University,3rdEdition, 2013.
- Chary S. N, Production and Operations Management, Tata McGraw Hill, 5thEdition, 2013.
- Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
- Mahadevan B,Operations Management Theory and practice, Pearson Education, 3rdEdition, 2015.Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008

## Course Name: – TOTAL QUALITY MANAGEMENT

### Course Code:

**Course Objectives:** Ability to operate the main concepts, laws, and techniques of total quality management.

Ability to operate the methodologies, methods, and tools of lean manufacturing system.

Ability to apply these concepts of total quality management and lean manufacturing for investigation and synchronization of manufacturing processes.

## Module 1: Introduction

- Need for quality
- Evolution of quality
- Definition of quality
- Dimensions of manufacturing and service quality
- Basic concepts of TQM
- Definition of TQM – TQM Framework
- Contributions of Deming, Juran and Crosby – Barriers to TQM.

- Quality Statements
- Customer Orientation – customer Satisfaction – Customer Complaints
- Customer Retention – Costs of Quality

## **Module 2: TQM Principles**

- Leadership – Strategic quality planning, Quality statements
- Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention  
Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal
- Continuous process improvement – PDSA cycle, 5s, Kaizen
- Supplier partnership – Partnering, Supplier selection, Supplier Rating.

## **Module 3: TQM Tools & Techniques**

- The 7 traditional tools of quality
- New management tools
- Six Sigma – Concepts, Methodology, applications to manufacturing, service sector including IT
- Bench marking – Reason to bench mark, Bench marking process
- FMEA – stages, types

## **Module 4: TQM Tools & Techniques II**

- Quality circles
- Quality Function Deployment (QFD)
- Taguchi quality loss function
- TPM – Concepts, improvement needs – Cost of Quality – Performance measures.

## **Module 5: Quality Systems**

- Need for ISO 9000- ISO 9000-2000
  - Quality System – Elements, Documentation, Quality auditing
  - QS 9000 – ISO 14000 – Concepts, Requirements and Benefits
  - Case studies of TQM implementation in manufacturing and service sectors including IT.
- **Reference Books:**
- “TQM – Text with Cases” by Oakland J S
  - “Total Quality Management” by Suganthi L and Anand Samuel
  - “Total Quality Management- Text and Cases” by Janakiraman B and Gopal R K

## **Course Name: INTERNATIONAL HUMAN RESOURCE MANAGEMENT AND CROSS-CULTURAL MANAGEMENT**

### **Course Code:**

**Course Objectives:** This course makes the students groom their personality and prove themselves as good Samaritans of the Society. This course consists of individual or in-group class presentations pertaining to the applications of concepts, Theories or issues in human development.

### **Module 1: Understandings of Cross-cultural Human resource Management**

- Cross-cultural management
- Human Resource Management
- International Human Resource Management
- Definition of cross-cultural human resource management
- Importance of cross-cultural human resource management
- Features of cross-cultural human resource management

### **Module 2: Five Culture Dimensions**

- Five Culture Dimensions introduction
- The content of the Five Culture Dimensions
- Introduction to Professor Geert Hofstede

### **Module 3: Problems Faced in Cross-cultural Human Resource Management**

- Suggested Solutions
- Culture perspective
- Cross-cultural training
- Expatriate selection

### **Module 4: Empirical Analysis and Case Study**

- Case Company Introduction
- Research Methodology
- Research Process
- Research Validity and Reliability
- Survey presentation
- Questionnaire presentation conclusion

### **Module 5: Thesis summary**

- Further studies
  
- Reference Books:
- Adler, N, J. and Ghadar, F. 1990. Strategic human resource management: a global perspective, p.235-260
- Boxall, P, 1995. Building the theory of comparative HRM. Human Resource

- Management Journal, p.5-17
- Bratton, J. 1999. Human Resource Management: Theory and Practice, p. 6-8
  - Brewster Chris, 2002. Human resource practices in multinational companies, in Handbook of Cross-Cultural Management, p.126
  - Brooks, D. Harmony and the Dream. New York Times, 2008, can be found at www form:  
<http://www.nytimes.com/2008/08/12/opinion/12brooks.html?scp=1&sq=Harmony%20and%20the%20Dream,%20David%20Brooks&st=cse>
  - Burns, A.C. and Bush.R.F. Marketing Research, p. 332
  - Chen, H. Yu, N. Foreign Economic Relations and Trade, No.11,2006
  - De Kok, J. 2003. Human resource management in small and medium-sized enterprises, p.1-161
  - Dowling, P. Festing, M. Engle, 2008. A. International Human Resource Management, the fifth edition, p. 5
  - Doz, Y. and Prahalad, C.K. 1986. Controlled variety: a challenge for human resource management in the MNC. Human resource management, p. 55-71
  - Fan, H. 1995. Confucian and Japanese Mode, p. 148-149
  - Fayol, H. 1998. General and Industrial Management (Chinese translation version), p. 1-157