

**PGDM2CP01: APPLIED OPERATIONS RESEARCH**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 50 Hrs.

<b>Module 1: OR and optimization models</b>	<b>(16 Hrs.)</b>
Linear Programming: formulation, graphical solution, simplex method – simplex, Big M, Two phase simplex, Duality of linear programming problem	
<b>Module 2: Transportation Problem</b>	<b>(10 Hrs.)</b>
Importance, Mathematical model of TP, balanced and unbalanced, maximization problems, different methods for finding Initial basic feasible solution: NWCM, LCM and VAM, Test for optimality (MODI method only), degeneracy in transportation - Trans-shipment Model	
<b>Module 3: Assignment and Sequencing Problems</b>	<b>(8 Hrs.)</b>
<b>Assignment problem:</b> Importance and characteristics of assignment problem, maximization, balanced, unbalanced, Test of Optimality (Hungarian Method)	
<b>Sequencing problem:</b> terminologies and notations, types of sequencing problems – problems with n jobs through 2 machines, processing n jobs through 3 machines, problems with n jobs and k machines, problems with 2 jobs and k machines	
<b>Module 4: Network Model &amp; Gaming Theory</b>	<b>(11 Hrs.)</b>
<b>Network analysis:</b> Objectives, basic terms, Approaches, Techniques: CPM and PERT, CPM – Critical Path and Time Estimates, float analysis, simple project crashing problems, PERT Techniques and Time estimates	
<b>Theory of games:</b> Types, pure and mixed strategies with two people zero sum game, principle of dominance	
<b>Module 5: Decision Theory</b>	<b>(5 Hrs.)</b>
Introduction , Pay off tables, Decision criteria – decision under certainty, decision under risk, decision under uncertainty, Decision trees	
<b><u>Textbooks and References:</u></b>	
1. Operations Research – An Introduction – Hamdy A Tata	
2. Operations Research – Kanti Swarup, Gupta And Man Mohan	
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.	
4. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007	

**PGDM2CP02: MARKETING MANAGEMENT**

Subject Credits: 3

Hours per week: 4

Total Hours Required: 30 Hrs.

<b>Module 1: Introduction To Marketing</b>	<b>(6 Hrs.)</b>
--	-----------------

Nature and Scope of Marketing, Goals of Marketing, Importance of marketing, Core marketing concepts, Approaches to Marketing, Functions of Marketing
<b>Module 2: Pricing (6 Hrs.)</b>
Pricing Objectives, Pricing Decisions; Determinants of Price; Pricing Process, Different types of Pricing
<b>Module 3: Promotion (6 Hrs.)</b>
Need and importance of Promotion, Significance of promotion, Promotional methods, Personal selling, Advertising, Sales promotion, Public Relations, STP
<b>Module 4: Customer Relationship Management (6 Hrs.)</b>
Consumerism, Creating Customer Value & Customer Relationship, Customer Satisfaction and Loyalty, Relationship Marketing
<b>Module 5: Recent Trends In Marketing (6 Hrs.)</b>
Introduction to: E-business, Mobile Marketing, Green Marketing, Rural Marketing, Digital Marketing
<b><u>Textbooks and References:</u></b>
<ol style="list-style-type: none"> <li>1. Marketing Management : Philip Kotler &amp; Amstrong, Pearson Publications</li> <li>2. A South Indian Perspective -Marketing Management – Kotler, Keller, Koshy, Jha, Publisher: Pearson Education</li> <li>3. Marketing Management: Rajan Saxena, Tata Mcgraw Hill Publications</li> <li>4. Marketing Management: Ramaswamy and Namakumari, Mac Millan Business Books Publishers</li> <li>5. Marketing Management : Arunkumar &amp; Meenakshi, Vikas Publishing</li> <li>6. Marketing Management: Appannaiah, Reddy</li> <li>7. Marketing Management: C N Sontakki</li> </ol>

### **PGDM2CP03: RESEARCH METHODOLOGY AND INNOVATION MANAGEMENT**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 50 Hrs.

<b>Module 1: Introduction To Research (6 Hrs.)</b>
Research - Meaning - Scope and Significance -Types of research– Meaning – Sources and Types - Formulation Research design, Logic in Research – Deductive vs. Inductive, Research Process -Characteristics of good research - Problems in Research - Scientific Research - Identifying Research Problem –Concepts, Constructs and Theoretical Framework
<b>Module 2: Hypothesis &amp; Measurement (8 Hrs.)</b>

<p><b>Hypothesis</b> – Meaning, role of Hypothesis, characteristics of good hypothesis, Flow chart of Testing of Hypothesis</p> <p><b>Measurement</b> – meaning, role and types of Measurement - Errors in measurement - Measurement Scaling Techniques - Meaning, Types of scales - Scale construction techniques, link between measurement and type of statistical analysis</p>
<p><b>Module 3: Sampling, Questionnaire And Data Processing</b> (15 Hrs.)</p>
<p><b>Sampling design</b> - Meaning – Concepts - Steps in sampling - Criteria for good sample design - Types of sample designs - Probability and non-probability samples - Role of weights - Data collection - Types of data – sources - Tools for data collection, methods of data collection</p> <p><b>Constructing questionnaire</b>- design, style, format</p> <p><b>Data processing</b> - Coding – Editing - Tabulation of data – reliability and validity assessment</p>
<p><b>Module 4: Significance Testing And Report Writing</b> (15 Hrs.)</p>
<p>Test of Significance and its assumptions</p> <p><b>Parametric Test</b> - T test, F Test and Z test</p> <p><b>Non Parametric Test</b> - U Test, Kruskal Wallis, sign test</p> <p><b>Multivariate analysis</b> - Factor analysis and Multiple linear regression</p> <p><b>Report writing</b>- Significance - Steps in report writing - Layout of report - Types of reports - Mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography using Mendeley software</p>
<p><b>Module 5: Introduction To Innovation Management</b> (6 Hrs.)</p>
<p>Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, Innovation sources, i.e. science and R&amp;D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market</p>
<p><b><u>Textbooks and References:</u></b></p> <ol style="list-style-type: none"> <li>1. Uma Sekaran, “Research Methodology for business decision making”, Wiley publication</li> <li>2. William Zikmund, Barry Babin, Jon Carr, Mitch Griffin, “Business Research Methods”, Cengage Learning</li> <li>3. CK Prahalad and MK Krishnan : The new age of innovation, McGraw Hill</li> <li>4. Cooper and Schindler, Business Research method, McGraw-Hill Education; 12th edition (March 5, 2013)</li> <li>5. Khandwalla: Corporate Creativity, McGraw hill</li> </ol>

**PGDM2CP04: HUMAN RESOURCE MANAGEMENT**

Subject Credits: 3

Hours per week: 4

Total Hours Required: 30 Hrs.

<b>Module 1: Introduction</b>	<b>(7 Hrs.)</b>
Human resources Management, Introduction and Importance, Establishing goals and objectives– self assessment, Changing environments of HRM – Strategic human resource management, Transition from HRM to SHRM, Using HRM to attain competitive advantage, Trends in HRM, Organisation of HR departments, Line and staff functions, Role of HR Managers, challenges for HRM in 21 <sup>st</sup> Century, Managing work force diversity	
<b>Module 2: Planning Staff Requirements and Talent Acquisition</b>	<b>(9 Hrs.)</b>
Employment planning , Objectives, Importance, HRP Process, Manpower Estimation, Job analysis, Job Description, Drawing up Employee Specification, Employee separation and downsizing, Replacement charts , Recruitment seeking Applicants: Recruiting Internally or Externally, Assessing Sources of Recruitment, Making Choices, Attracting Applicants: Planning Adverts, Designing Adverts, selection process –Screening Applicants: Choosing a Screening Method, Selecting and Rejecting Applicants Sources –Errors, Placement, Induction, Orientation	
<b>Module 3: Employee Skill Development</b>	<b>(5 Hrs.)</b>
Training –process, Objectives and Need Analysis, Methods of Training –Tools and Aids, valuation of Training Programs, Management Development –Strategic Issues in Training: Integrating Training with Performance Management, Integrating Training with Compensation, Linking Training to Organizational Strategy, Shift from Training to Learning, Developing a Learning Organization, Use of Technology in Training: Strategic Issues in Internet Based Training, Future of Internet Based Training	
<b>Module 4: Performance Management and Evaluation</b>	<b>(7 Hrs.)</b>
Introduction to Performance Appraisal: Essence of Appraisal, Strategic Dimension of Performance Appraisal: Develop Performance Standards, User Involvement, And Methods Organizational Appraisal: Need for Balanced Scorecard, Balanced Scorecard Method: Financial Perspective, Customer Perspective, Internal, Business Process Perspective, Learning and Growth Perspective, Linking Balanced Scorecard Measures to Business Strategy. Managing careers: Career planning Managing promotions and transfers – Succession planning	
<b>Module 5: Compensation</b>	<b>(4 Hrs.)</b>
Establishing Pay plans: Basics of compensation, factors determining pay rate ,Statutory benefits – non statutory benefits, concept of broad banding, Labour relations, Industrial relation, Discipline administration, grievances handling, managing dismissals and separation	

**Textbooks and References:**

1. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books 874
2. Human Resources Management – L.M. Prasad
3. Human Resources Management – K Ashwathappa

**PGDM2CP05: FINANCIAL MANAGEMENT**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 50 Hrs.

<b>Module 1: Nature and Scope of Financial Management</b>	<b>(6 Hrs.)</b>
Introduction, Meaning, Importance, Finance Function, Relationship of Finance with other Business Functions, Objectives of FM, Profit Maximization, Wealth Maximization, Business Finance, Financial Decisions, Factors influencing Financial Decisions, Risk-Return Trade off, Functions of a Finance Manager	
<b>Module 2: Time Value of Money</b>	<b>(8Hrs.)</b>
Introduction, Concept of TVM, Techniques of TVM, Compounding, Doubling, Multiple compounding periods, Effective Rate of Interest, Future Value of series of Payments, Compound Value of Annuity, Discounting or Present Value of Technique, Present Value of a series of Payments, Practical Problems of TVM	
<b>Module 3: Sources of Funds/Cost of Capital</b>	<b>(8 Hrs.)</b>
Meaning, Concept, Sources of Fund, Significance of Cost of Capital, Cost of Equity Capital, Preference Capital, Cost of Debts, using Weighted Average Cost of Capital. Leverages, types and Measurement	
<b>Module 4: Capital Structure Decisions (Long Term Financing Decisions)</b>	<b>(12 Hrs.)</b>
Meaning of Capital Budgeting, Significance, Importance, Methods Capital Budgeting or Evaluation of Investment Proposals. Traditional and Modern Methods (Pay Back Method, ARR, IRR, NPV)	
<b>Module 5: Working Capital Management (Short Term Financing Decisions)</b>	<b>(10 Hrs.)</b>
Meaning, Concept, Importance, Need and Factors determining the WC Requirements, Estimation of Working Capital	
<b>Module 6: Dividend Decisions</b>	<b>(6 Hrs.)</b>
Introduction, Theory of Irrelevance and Relevance, Walter's Model, Gordon's Model, theory and Problems, Types of Dividends	
<b><u>Textbooks and References:</u></b>	
<ol style="list-style-type: none"> <li>1. Financial Management by Shashi K Gupta, Neeti Gupta.</li> <li>2. Financial Management by Khan &amp; Jain.</li> </ol>	

3. Financial Management (Principles and Practice) by Sudhindra Bhat
4. Financial Management by Rajiv Srivastava and Anil Mishra

### PGDM2CP06: OPERATIONS MANAGEMENT

Subject Credits: 3

Hours per week: 4

Total Hours Required: 30 Hrs.

<b>Module 1: Operations Management</b>	<b>(10 Hrs.)</b>
Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices	
<b>Module 2: Operations Strategy</b>	<b>(3 Hrs.)</b>
Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets	
<b>Module 3: Forecasting</b>	<b>(5 Hrs.)</b>
Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting, Accuracy of Forecasting	
<b>Module 4: Location Strategies</b>	<b>(8 Hrs.)</b>
Introduction, Location Planning Process	
<b>Module 5: Facility or Layout Planning and Analysis</b>	<b>(4 Hrs.)</b>
Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling	
<b>Module 6: Total Quality Management</b>	<b>(4 Hrs.)</b>
Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM). <i>Just-In-Time</i> : Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains	
<b><u>Textbooks and References:</u></b>	
1. Operations Management, 12 edition by William J Stevenson, McGraw Hill Education Publishers.	

2. Chary S.N Production and Operations Management, New Delhi, TMH
3. Manocha R.C. Production and Operations Management, Excel Books, Newdelhi
4. Adam Ebert, Production and Operations Management, Prentice Hall of India
5. K. Aswathappa K SriddhanBhat, Production and Operations Management, Himalaya Publications.
6. Albert Porter Operations Management, Ventus Publishing

### PGDM2CP07: Entrepreneurship - 1

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Entrepreneur &amp; Entrepreneurship</b>	<b>(8 Hrs.)</b>
<p>Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.</p> <p>Practical Component: Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?</p>	
<b>Module 2: Family Business</b>	<b>(8 Hrs.)</b>
<p>Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.</p> <p>Practical Component: Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors</p>	
<b>Module 3: Social Entrepreneurship</b>	<b>(8 Hrs.)</b>
<p>Rural entrepreneurship, MSME Policies. Make-In India, Start-Up India, Stand-Up India.</p> <p>Practical Component: Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO</p>	
<b>Module 4: Business Planning Process</b>	<b>(8 Hrs.)</b>
<p>Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.</p> <p>Practical Component: Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan</p>	

<b>Module 5: International Entrepreneurship Opportunities</b>	<b>(8 Hrs.)</b>
<p>The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade. Practical Component: Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.</p>	
<b><u>Textbooks and References:</u></b>	
<ol style="list-style-type: none"> <li>1. Entrepreneurship- A South-Asian Perspective, D.F.Kuratko, T.V.Rao – Cengage Learning -2018.</li> <li>2. Entrepreneurship Development-Small Business Enterprise- Poornima Charantimath Pearson Education - 2007.</li> <li>3. Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 6/e - The McGraw-Hill companies – 2007</li> <li>4. Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007.</li> <li>5. Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011.</li> <li>6. Entrepreneurship-Principles and Practices - Kurakto - 7/e - Thomson Publication - 2007</li> </ol>	

### PGDM2CP08: INTERNATIONAL BUSINESS

Subject Credits: 3

Hours per week: 4

Total Hours Required: 30 Hrs.

<b>Module 1: Introduction and Overview</b>	<b>(6 Hrs.)</b>
<p>Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business</p>	
<b>Module 2: Country Factors National Differences in Political Economy</b>	<b>(6 Hrs.)</b>
<p>Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition. Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage</p>	
<b>Module 3: The Global Trade and Investment Environment International trade Theory</b>	<b>(6 Hrs.)</b>
<p>Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO &amp; development of World trade - Regional grouping of countries and its impact</p>	
<b>Module 4: Foreign Direct Investment</b>	<b>(6 Hrs.)</b>
<p>Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment -</p>	



Vertical Foreign Direct Investment. Benefits and advantages to host and home countries. The Global Monetary System - The Foreign Exchange Market: Introduction - The Functions of the Foreign Exchange Market

**Module 5: The Strategy and Structure of International Business (6 Hrs.)**

The Strategy of International Business: Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances: Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work. Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade

**Textbooks and References:**

- Hill.C.W., International Business: Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

**PGDM2CP09: LEGAL ASPECTS OF BUSINESS**

Subject Credits: 2

Hours per week: 4

Total Hours Required: 30 Hrs.

<b>Module 1: Indian Contract Act, 1872 &amp; Companies Act, 2013</b>	<b>(10 Hrs.)</b>
<p><b>Indian Contract Act, 1872:</b> Introduction - definition of contract – personal contract – elements of contract, - sureties etc.</p> <p><b>Companies Act, 2013:</b> Articles and Memorandum of Association, one person company, public and private Limited companies, Meetings, Management and Administration , Board of Directors Statutory Auditor</p>	
<b>Module 2: Arbitration and Conciliation Act, 1996</b>	<b>(3 Hrs.)</b>
<p>Need for introduction of the legislation – Arbitration and conciliation provisions – Appointment of Arbitrator – enforcement of the award etc.,</p>	
<b>Module 3: Industries (Development and Regulation) Act &amp; Consumer Protection Act (5 Hrs.)</b>	
<p><b>Industries (Development and Regulation) Act:</b> Background to the legislation - Industrial Policy Resolution, New economic policy</p> <p><b>Consumer Protection Act:</b> Definition of consumer – Salient provisions of Consumer Protection Act - Enforcement – District forum – State forum – National forum etc.,</p>	

<b>Module 4: Intellectual Property Rights (IPRs) &amp; Information Technology Act</b> (8 Hrs.)
<b>Intellectual Property Rights (IPRs):</b> Introduction – Patent – Copyright – Trademarks , Geographical indications Act <b>Information Technology Act:</b> Introduction - Offences under the Act – digital signature – certifying authorities etc
<b>Module 5: SARFARESI Act</b> (4 Hrs.)
Introduction - Application of the Act for recovery by banks – Role of Asset Management Companies - Securitization concept
<b><u>Textbooks and References:</u></b> <ol style="list-style-type: none"><li>1. A Manual of Business Laws – S. N. Maheshwari and S. K. Maheshwari</li><li>2. Business Law for Management – K.R. Bulchandi</li><li>3. Business Environment: Text and Cases – Francis Cherunilam</li><li>4. Business and Corporate Laws – S.S. Gulshan and G.K. Kapoor</li><li>5. Bare Acts of respective legislations.</li></ol>