

PGDM III TRIMESTER

SYLLABUS

INDIAN BUSINESS ENVIRONMENT

Lecture : 4 Hours/Week
 Year/Trimester : PGDM I/III
 Credits : 3

Internal Marks : 40
 External Marks : 60
 Subject Code: PGDM3T01

Unit -1:

Introduction- Need, definition, characteristics of business, Essential pillars of business, Concept of business environment, Classification of business environment -Internal and external factors, Micro environment, macro environment- , External environmental analysis, Competitive Structure of Industries, SWOT Analysis.

Unit -2:

Business Ethics and Corporate Social responsibility: Concept of business ethics, Types of ethics, ethical views, ethical principles, salient features of corporate ethical programme, stages of moral and ethical development, on the job ethical dilemmas, structure of ethical environment, corporate social responsibility, social responsibility versus social responsiveness, dimensions of social responsibility, Business cycle , characteristics and stages of business cycle.

Unit -3:

Industrial Policies and Regulations: Industrial policy, historical background, objectives, Industrial Policy Resolution 1948, Industrial Policy Resolution 1956, Industrial Policy Statement 1977, Industrial Policy Statement 1980, New Industrial Policy 1991, The Industries (Development And Regulation) Act, 1951 and Industrial Licensing, Privatization and disinvestment, Patents and trademarks.

Unit-4:

Functioning of the economy: Economic Planning, economic planning in India, Organization of The Planning Commission, Functions of Planning Commission, five year plans, first five year plan to twelfth five year plan, Industrial sickness, RTI Act 2002, competition Act 2002.

Unit -5:

Macro economic Performance: Macroeconomic policy, objectives, instrument, Inflation, types of inflation, measurement of inflation, effects, unemployment, types, causes. Monetary Policy, instrument of monetary policy, repo rate, reverse repo rate, Fiscal policy, objectives, budget. Balance of Payments, FERA, FEMA, Role of RBI.

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

References:

1. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
2. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
3. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
4. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited,
7. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
10. Government of India, *Latest Economic Survey Report*.

OPERATIONS RESEARCH

Lecture : 4 Hours/Week
Year/Trimester : PGDM I/III
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code : PGDM3T02

UNIT-I

Introduction to Operations Research: Definition, Objectives, Applications and Limitations of Operations Research. **Linear Programming Problem**-Formulation of LPP- Graphical Method-Simplex Method-Big M Method-Two Phase Simplex Method.

UNIT-II

Transportation Problem: Formulation, Solution, Unbalanced Transportation Problem. Finding initial basic feasible solutions-North West Corner Method-Row Minima Method-Column Minima Method-Matrix Minima Method-Vogel's Approximation Method. Finding optimal solutions-MODI Method.

UNIT-III

Assignment problem: Hungarian method for optimal solution. Unbalanced T.P-Multiple Solutions T.P-Maximization T.P- Travelling Salesman Problem.

UNIT-IV

Game Theory: Introduction -Saddle Point-Value of the Game-Games With & Without Saddle Point-Optimal Strategies-Dominance Principle-Algebraic Method for Solving 2x2 Matrix.

UNIT-V

Networking Techniques: Construction of Network – Rules & Precautions -.C.P.M. & P.E.R.T. Networks. Obtaining of Critical Path. Time estimates for activities. Probability of completion of project.

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

References:

1. Operations Research – An introduction 6th Edition , Taha H.A., Hall of India
2. Operations Research Techniques for Management 7th Edition, Kapoor V.K., Sultan Chand & Sons
3. Operations Research 9th Edition, Kantiswarup, Gupta P.K. & Sultan Chand & Sons Manmohan
4. Operations Research 8th Edition, Sharma S.D., Kedarnath, Ramnath & Company
5. Quantitative Techniques in Management 3rd Edition , Vora N.D., Tata McGraw Hill co.
6. Principles of Operations Research 2nd Edition, Wagener H.M., Prentice – Hall of India
7. Operations Research, Natrajan Balasubramani, Tamilarasi, Pearson Education
8. Linear Programming, G. Hadley, Narosa Book Distributors Private Ltd
9. Quantitative Techniques (For Managerial Decisions VOL I), L.C. Jhamb, Everest Publishing House, Pune..
10. Operations Research Edition 2008, Aditham B. Rao, Jaico Publishing House, Mumbai.

ACCOUNTING FOR MANAGERS

Lecture : 4 Hours/Week
Year/Trimester : PGDM I/III
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code : PGDM3T03

Unit-I:

Accounting for Management –Accounting, Nature, Scope & Importance – Branches of Accounting – Accounting For Management - Users of Accounting information - Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account as in a Modern Organization.

Unit- II:

Cost: Elements of Cost - Classification of cost - Cost concepts for decision making- Full costing - Preparation of cost sheet. (case studies)

Unit- III:

Marginal Costing : Cost –Volume – Profit Analysis – Cost Behavior – Breakeven Analysis – Contribution Approach –Profit Planning. (includes case studies)

Unit-IV:

Cost Accounting Concepts and Applications: Relevant Cost – Differential Cost - Decision Making Process – Decision Situations - Sales Volume Decisions – Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision. (includes case studies)

Unit- V:

Budgeting – Meaning & Importance of Budget- Budgeting and Budgetary Control-Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Construction of Cash Budget-Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting. (includes case studies)

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

References:

1. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India, New Delhi
2. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
3. I. M. Pandey : Management Accounting, Vikas Publishing House.ND
4. Jawaharlal, Accounting for Management, Himalaya, MuPGDMi
5. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
6. B.Banerjee, Financial Policy & Management Accounting ,PHI, New Delhi
7. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, MuPGDMi
8. Management Accounting, Dr. S.P.Gupta
9. Maheshwari, Maheashwari and Maheshwari, “Financial Accounting”, Vikas publishing House, New Delhi,2013

CORPORATE LEGAL FRAMEWORK

Lecture : 4 Hours/Week
Year/Trimester : PGDM I/III
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code : PGDM3T04

UNIT-- I:

Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essential of a valid contract—Performance of a contract-- Discharge of contract—Remedies for breach of contract.

UNIT-II:

The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—Transfer of property-- Performance of a contract of sale—Unpaid seller.

UNIT-III:

The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations partners to third parties—Dissolution.

UNIT-IV:

The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery for redressal of Grievances—Remedies available to injured consumers

UNIT-V:

The Companies Act, 1956: Nature and Registration—Kinds of Companies— Memorandum of Association—Article of Association—Kinds of Shares—Powers and duties of Directors—winding up.

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

References:

1. S.S. Gulshan: Business Law, Excel Publications.
2. Babsal: Business and Corporate Law, Excel Publications.
3. S.S.Gulshan, G.K/Kapoor, Business Law New Age International.
4. Tulsian: Business Law, Tata McGraw Hill, New Delhi.
5. Autar Singh – Mercantile Law, Eastern Publishers.
6. M.C Kuchhal, Business Laws, Vikas Publishers.
7. S.N.Maheswari & Swned K.Maahavari, Commercial Laws, Mayoore Paper Backs, Noida.
8. Bul Chandani K.R:Business Law for Management, Himalaya Publications.

PRODUCTION & OPERATIONS MANAGEMENT

Lecture : 4 Hours/Week
Year/Trimester : PGDM I/III
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code : PGDM3T05

UNIT 1:

Introduction: Definition-Nature and Scope of Production and Operations Management - Historical Evolution –Role & responsibilities of the production manager - Recent trends- Types of manufacturing processes- cope of POM.

UNIT 2:

Plant Location & Layout: Planning - Factors influencing location - location theories- location models -Types of layouts – Product design & Process design.

UNIT-3:

Materials Management: Inventory control - Techniques– ABC, VED and FNSD analysis - Costs Associated with Inventory - Economic Order Quantity - Material Requirement Planning - Just In Time Production - Value Analysis.

UNIT 4:

Production Planning and Control: Stages in PPC –Aggregate planning - Capacity Planning – Optimal Production Strategies - Maintenance management - Scheduling and Sequencing of Operations.

UNIT 5:

Quality Management: Basic concepts of quality - dimensions of quality - Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables - Average, Range and Control charts for Attributes. TQM- TPM - ISO 9000-2000 clauses & coverage. Productivity - measurement & improvement of productivity.

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

References:

1. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
2. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi, 2012
3. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
4. Alan Muhlemann, JohnOakland, Jasti Katayani: “**Production and Operation Management**”, Pearson, New Delhi, 2013
5. Gagan Deep & Mandeep : “**Production and operations Management**”, Kalyani publishers, New Delhi, 2010
6. Upendra Kachru: “**Production and Operations Management**”, Excel Books, New Delhi, 2013.
7. L.C. Jhamb: “**Production and Operations Management**”, Everest Publishing House, New Delhi, 2013.
8. Kaushal: “**Case Studies solutions in Production and Operations Management**”, MacMillan, New Delhi, 2012.
9. P.Ram Murthy: “**Production and Operations Management**”, New Age International Publishers, New Delhi, 2009.

MANAGEMENT INFORMATION SYSTEM

Lecture : 4 Hours/Week
 Year/Trimester : PGDM I/III
 Credits : 3

Internal Marks : 40
 External Marks : 60
 Subject Code : PGDM3T06

Unit-1:

Organizations and Computing: Introduction, Modern Organization-IT enabled- Networked- Dispersed- Knowledge Organization, Information Systems in Organizations- what are information systems, Brief history of computing- The role of internet- Internet and Web: they are different-the internet changes everything.

Unit- 2:

Managing Information Systems in Organizations: Introduction, Managing in the Internet Era, Managing Information Systems in Organization-the IT interaction model, Challenges for the manager.

Unit -3:

Data and Information: Introduction, data and information- measuring data, information as a resource, information in organizational functions, types of information technology, types of information systems- transaction processing systems-management information systems.

Unit -4:

Business Process Integration with IT: Introduction, Business Process Integration- Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human resource management module-manufacturing and operations module- sales and marketing module.

Unit-5:

Managing Data Resources: Introduction , The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency-managing security-recovery from crashes-application development, Database Concepts- fields, records and files-basic architecture, Data Warehouses- data mining uses.

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

References:

1. "What is Management Information Systems?". Mays Business School. Archived from the original on May 9, 2015.
2. Joshi, Girdhar (2013). [*Management Information Systems*](#). New Delhi: Oxford University Press. p. 328. ISBN 9780198080992
3. Jump up^ "What Computer and Information Systems Managers Do". US Bureau of Labor Statistics.
4. Jump up^ Laudon, Kenneth C.; Laudon, Jane P. (2009). *Management Information Systems: Managing the Digital Firm (11 ed.)*. Prentice Hall/CourseSmart. p. 164.
5. Jump up^ Transaction processing systems (TPS) collect and record the routine transactions of an organization. Examples of such systems are sales order entry, hotel reservations, payroll, employee record keeping, and shipping.
6. Jump up^ Bidgoli, Hossein, (2004). The Internet Encyclopedia, Volume 1, John Wiley & Sons, Inc. p. 707.

