



PODDAR

BUSINESS SCHOOL

Nurturing Leaders of Tomorrow

Approved by AICTE

POST GRADUATE DIPLOMA IN MANAGEMENT

Trimester I

Course Structure and Syllabus

No.	Course Acronym with Code	Course Title	Credit	Sessions	No. of Hours
1	ME – 101	Managerial Economics	4	30	40
2	BSA – 102	Business Statistics and Analytics	4	30	40
3	BEE – 103	Business Environment and Ethics	4	30	40
4	MC – I – 104	Managerial Communication - I	4	30	40
5	OB – I – 105	Organisational Behaviour - I	4	30	40
6	MA – 106	Management Accounting	4	30	40
			24	180	240



Managerial Economics - ME 101

1. Course Overview:

Students focus on the application of economic models and rationale choice to business decision making. Topics include an overview of managerial economics; demand and supply; costs of production and the organization of the firm; market structure and pricing and output decisions; game theory and pricing strategies; and the economics of information and the role of government in the marketplace. The ability to make informed decisions is one of the key qualities that define a successful manager. This is true for managers in large multinationals, in small businesses, in non-profit organisations and in the government. But it must be noted that decision-making is not exclusive to only managers. Individuals and households also make decisions regularly.

The ability to make the right decisions comes with a clear understanding of the various factors that impact their business and affairs. As for modern societies, most of their decisions depend on markets to organise economic activity: they are market economies.

2. Programme Outcomes (PGDM)

- PO 1: Domain Knowledge.**
(Domain specific overview and knowledge)
- PO 2: Critical Thinking and Problem Solving Skills.**
(Apply knowledge of management theories and practices to solve business problems)
- PO 3: Communication Skills.**
(Written, Verbal, Non-Verbal Communication and Presentation Skills)
- PO 4: Team Skills.**
(Leadership and Team Skills by working effectively in Teams)
- PO 5: International Perspective.**
(Issues related to global significance)
- PO 6: Sustainability Perspective.**
(Impact of Business Practices on Business Environment and Society)



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3. Course Learning Outcomes

CLO 1: (Outcome of Module I) . Develop ideas of the basic characteristics of Indian economy, its potential on natural resources.

CLO 2: (Outcome of Module II) Understand the importance, causes and impact of population growth and its distribution, translate and relate them with economic development.

CLO 3: (Outcome of Module III) Not only be aware of the economy as a whole, they would understand the basic features of Mizoram's economy, sources of revenue, how the state government finance its program and projects.

CLO 4: (Outcome of Module IV) . Identify the various types of investment function analysis and understand the elements of social cost benefit analysis.

CLO 5: (Outcome of Module V) Understand agriculture as the foundation of economic growth and development, analyse the progress and changing nature of agricultural sector and its contribution to the economy as a whole.

4. Assessment Tasks: (Common for all Subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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Trimester I
Course Structure and Syllabus

Managerial Economics - ME 101

Theoretical Classroom Hours – 30

Practical Contact Hours – 10

Total Contact Hours – 40

Module I

6 hrs

- What is Economics
- Microeconomics and Macroeconomics
- Why should students of Business learn Microeconomics
- Market Economies
- The Demand Curve
- Factors that Affect Demand
- The Supply Curve
- Factors that affect Supply

Module II

6 hrs

- The Equilibrium
- Effects of changes in business environment on the equilibrium
- Price Elasticity of Demand and Supply
- Income Elasticity and Cross Price Elasticity
- Factors that affect the elasticity of demand
- Consumer's surplus
- Demand Forecasting

Module III

6 hrs



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- The Production – Factors and Scale
- The Production Function – Short Run and Long Run
- Law of Diminishing Returns
- Scale and Scope of Production
- Costs of Different types
- Relationship between costs and productivity
- Costs and Output Relationship
- Revenue Analysis

Module IV

6 hrs

- Markets of Different types
- Markets in Perfect Competition
- Markets in Imperfect Competition
- Markets in Monopoly
- Monopolistic Competition

Module V

6 hrs

- Oligopoly
- Different Models of Oligopoly
- Why do businesses fail?

Practical Components: Case Studies, Field Visits and Projects, Live Projects and Assignments.

Reference books:

1. Managerial economics, D.N.Dwived
2. Managerial economics, Petersen, H. Craig, Lewis and Jain



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3. Managerial economics, William Samuelson, Stephen G. Marks, Jay L. Zagorsky
4. Managerial economics, Christopher Thomas and S. Charles Maurice
5. Managerial economics, James R. McGuigan, R. Charles Moyer, Frederick H. Davis, Harris
6. Managerial economics, Thomas J. Webster

Prepared By

Reema Singh
Dr Reema Singh
Associate Professor

Approved By

Prof. Devendra Arora
Prof. Devendra Arora
Director





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PO 5: International Perspective.
(Issues related to global significance)

PO 6: Sustainability Perspective.
(Impact of Business Practices on Business Environment and Society)

3. Course Learning Outcomes

CLO 1: (Outcome of Module I) Understand and critically discuss the issues surrounding sampling and significance

CLO 2: (Outcome of Module II) Solve a range of problems using the techniques covered

CLO 3: (Outcome of Module III) Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis

CLO 4: (Outcome of Module IV) To exhibit the students' ability to use statistical, graphical and algebraic techniques wherever relevant

CLO 5: (Outcome of Module V) To make the students capable of interpreting and evaluating numerical and quantitative issues in business.

4. Assessment Tasks: (Common for all Subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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Trimester I
Course Structure and Syllabus

Business Statistics and Analytics – BSA 102

Theoretical Classroom Hours – 30

Practical Contact Hours – 10

Total Contact Hours – 40

Module I **6 hrs**

- Applications of Statistics
- Descriptive Statistics – Central Tendency and Dispersion

Module II **6 hrs**

- Correlation

Module III **6 hrs**

- Regression

Module IV **6 hrs**

- Probability

Module V **6 hrs**

- Theoretical and Practical Applications of Analytics
- Data Analytics using SPSS and Basics of R

Practical Components: Case Studies, Field Visits and Projects, Live Projects and Assignments.



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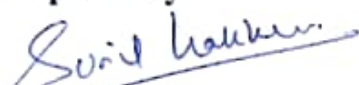
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Reference books:

1. Business statistics, J.K. Sharma
2. Business statistics, P.C. Tulsianand B. Jhunjhunwala
3. Applied Statistics in Business and Economics, David P. Doane
4. Business statistics and analytics, Er. Pravesh kumar singh and dileep singh
5. Business statistics and analytics for decision making, Dr. Mahesh chopde, prof Manoj bharatram pandey
6. Business statistics, G.C Beri

Prepared By


Dr Sunil Kakkar
Adjunct Professor
Member, Board of Studies

Approved By


Prof. Devendra Arora





Business Environment and Ethics – BEE 103

1. Course Overview:

To analyze the overall business environment and evaluate its various components in business decision making. And provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public. A key feature of the programme is to blend both teaching of these employability, business skills with academic study skills, in order to widen the opportunities for students in both education and employment. You will gain knowledge of business in general as well as higher level thinking skills such as empathy, critical analysis and evaluation, which are increasingly important in a world where technology and Artificial Intelligence are taking over key business functions. You will develop a good understanding of the nature of Business in an uncertain and rapidly changing world. The programme will equip you with knowledge of management theories and the opportunity to apply and integrate that knowledge in the planning and delivery of live projects.

2. Programme Outcomes (PGDM)

- PO 1: Domain Knowledge.**
(Domain specific overview and knowledge)
- PO 2: Critical Thinking and Problem Solving Skills.**
(Apply knowledge of management theories and practices to solve business problems)
- PO 3: Communication Skills.**
(Written, Verbal, Non-Verbal Communication and Presentation Skills)
- PO 4: Team Skills.**
(Leadership and Team Skills by working effectively in Teams)
- PO 5: International Perspective.**
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3. Course Learning Outcomes

CLO 1: (Outcome of Module I) Familiarize with the nature of the business environment and its components.

CLO 2: (Outcome of Module II) The students will be able to demonstrate and develop a conceptual framework of business environment and generate interest in international business

CLO 3: (Outcome of Module III) Students will develop a good understanding of the nature of Business in an uncertain and rapidly changing world.

CLO 4: (Outcome of Module IV) Understand the definition of ethics and the importance and role of ethical behavior in the business world today.

CLO 5: (Outcome of Module V) To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

4. Assessment Tasks: (Common for all Subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
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Business Environment and Ethics – BEE 103

Theoretical Classroom Hours – 30

Practical Contact Hours – 10

Total Contact Hours – 40

Module I

6 hrs

- Significance of Business Environment
- Economic and Non-Economic Environment
- Environmental Scanning
- Market driven economies
- Emerging sectors of Indian Economy

Module II

6 hrs

- Liberalisation, Privatisation and Globalisation
- Business Opportunities in Rural Sector
- MSME. Role of MSME.
- Role of RBI

Module III

6 hrs

- Monetary and Fiscal Policy
- SEBI. Role of SEBI
- Foreign Trade Policies
- FDI in India

Module IV

6 hrs

- Importance of Ethics in Business
- Myths about Business Ethics
- Meaning and Importance of Social Responsibility



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- Corporate Social Responsibility - CSR
- Social Responsibility and CSR

Module V

6 hrs

- Ethical Issues and Dilemmas:
 - Wage Issues
 - Harassment
 - Abusive Supervision
 - Morality of Advertising
 - Problem of fair pricing
 - Problem of Labor Strikes
 - Whistle-Blowing
 - Unfair Competition
 - Money Laundering
 - Privacy Issues
 - Discrimination

Practical Components: Case Studies, Field Visits and Projects, Live Projects and Assignments.

Reference books:

1. BusinessEnvironment-TextandCases, BusinessEnvironment-TextandCases
2. BusinessEnvironmentText& Cases, FrancisCherunillam
3. BusinessEthics-BestPractices for DesigningandManagingEthical Organizations, Denis Collins
4. Business Environment, Ghosh B.N

Prepared By

Reema Singh
Dr Reema Singh
Associate Professor

Approved By

Prof. Devendra Arora
Prof. Devendra Arora
Director





Managerial Communication I – MC I - 104

1.Course Overview:

Communication is a very essential skill for the managers to be successful in their professional Career. The objective is to acquaint the students with the basic concepts and techniques of Communication that is useful in developing skills of communicating effectively. This course is designed to enable students to understand the nature and scope of communication and its implications in the real time business world. Expose to the receptive and productive skills of English language to attain proficiency. Familiarize the basic writing skills which lay a strong foundation for writing business documents. Increase your knowledge of business management theory and improve your business writing capabilities. This course introduces the key strategies and tactics needed to execute effective written and oral communications with employees, supervisors, and customers. Learn how to organize, produce and revise business documents for internal and external distribution.

2. Programme Outcomes (PGDM)

- PO 1: Domain Knowledge.**
(Domain specific overview and knowledge)
- PO 2: Critical Thinking and Problem Solving Skills.**
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3. Course Learning Outcomes

CLO 1: (Outcome of Module I) To participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.

CLO 2: (Outcome of Module II) To draft effective business correspondence with brevity and clarity.

CLO 3: (Outcome of Module III) To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

CLO 4: (Outcome of Module IV) To demonstrate his verbal and non-verbal communication ability through presentations.

CLO 5: (Outcome of Module V) To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.

4. Assessment Tasks: (Common for all Subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
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Trimester I
Course Structure and Syllabus

Managerial Communication I – MC I - 104

Theoretical Classroom Hours – 30
Practical Contact Hours – 10
Total Contact Hours – 40

Module I

6 hrs

- Process of the Communication
- Overcoming Communication Barriers
- Effectiveness in Managerial Communication
- Media choices, and Communication in a cross-cultural setting

Module II

6 hrs

- Introduction to Interpersonal Communication
- Behaviour and Communication
- Personality and Communication
- Conflict Management and Negotiation skills:

Module III

6 hrs

- Meaning – Principles of successful oral communication,
- Conversation control – Reflection and Empathy:
two sides of effective oral communication.
- Fundamentals of Oral Communication
- Overcoming Gloss phobia and Lack of Confidence
- Presentations

Module IV

6 hrs

- Purpose of writing – Clarity in writing –Principles of effective writing –
- Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing – Writing – Revising.



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- Audience analysis, Writing Positive, Neutral, Persuasive, and Bad-news Messages.
- Business Letters.

Module V

6 hrs


- Organization & Preparing reports, short and long reports Writing, writing an executive summary.
- Notice, Agenda, and Resolution & Minutes
- Memos, proposals, and Reports,
- Planning Documents, Press Releases, Proactive Media Writing, and E-mail.

Practical Components: Case Studies, Live Projects, Assignments and Workshops.

Reference books:

1. Business Communication Today, Courtland L. Bovee, John V. Thill, Roshan Lal Raina
2. Fundamentals of Communication, Sethi, Anjanee, and Bhavana Adhikar
3. The Essence of Effective Communication, Ludlow, Ron & F. Pantan
4. Business Communication, Bedi, R/ Aruna. K
5. Business communication, Sinha, K. K
6. Effective business communication, Kaul, Asha

Prepared By


Dr Shiva Sharma
Assistant Professor

Approved By


Prof. Desendra Arora
Director





Organisational Behaviour I – OB I – 105

1. Course Overview:

Students study the behaviour of individuals and groups as part of the social and technical system in the workplace. They examine individual and group behaviour, communication, conflict and various management styles, motivational techniques and coordination in the work environment and apply these concepts to the development of an organization's human. Organization behavior's objective is to set up an organizational culture, hire the best people and create meaningful connections among them, resolve conflicts, develop the qualities of the employees, and establish a firm and clear leadership chain. This course is designed to provide students with an understanding of the individual, group, and human behavior in organizations. The focus is on providing an understanding of how organizations can be managed more effectively and enhancing the quality of employees' work life. Topics will include Organizational Behaviors, Diversity, Attitudes and Job Satisfaction, Personality, and Values, Perceptions, Decision Making, Motivation Concepts, Group Behavior, Communication, Leadership, and Conflict and Negotiation. Concepts associated with continuous improvements in individual and group processes are discussed to support the understanding of management and organizational behavior

2. Programme Outcomes (PGDM)

- PO 1: Domain Knowledge.**
(Domain specific overview and knowledge)
- PO 2: Critical Thinking and Problem Solving Skills.**
(Apply knowledge of management theories and practices to solve business problems)
- PO 3: Communication Skills.**
(Written, Verbal, Non-Verbal Communication and Presentation Skills)
- PO 4: Team Skills.**
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3. Course Learning Outcomes

CLO 1: (Outcome of Module I) Students will be able to explain the concept of Organisation Design and determine the factors that affect Organisation Design.

CLO 2: (Outcome of Module II) Students will be able to identify the components of Individual Behaviour and apply the concept of Learning, Perception, Attitudes and values.

CLO 3: (Outcome of Module III) The student will be able to distinguish between the various theories of motivation and their application in organizations and also be able to apply these theories to practical problems in organizations. They will also be able to distinguish between a number of different leadership theories & styles and contribute to the effective performance of a team as the team leader or a group member.

CLO 4: (Outcome of Module IV) The future managers/ students will be able to analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour and demonstrate skills required for working in groups (team building).

CLO 5: (Outcome of Module V) The students will be able to justify how organizational change and conflict affect working relationships within organizations and demonstrate how to apply relevant theories to solve problems of change and conflict within organizations.

4. Assessment Tasks: (Common for all Subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
Attendance / Class or College Participation / Presentations	Seminars, Case Discussions, GDs, Academic and Non-Academic Events	10%



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Trimester I
Course Structure and Syllabus

Organisational Behaviour I – OB I - 105

Theoretical Classroom Hours – 30

Practical Contact Hours – 10

Total Contact Hours – 40

Module I

6 hrs

- Organisational Behaviour: An overview
- Models of OB
- Emerging Issues in OB
- International OB

Module II

6 hrs

- Perception and Attitude
- Nature and Behavioural Applications of Perception
- Attitude Measurement and Workforce Diversity
- Personality Concept and Theories with Practical Applications

Module III

6 hrs

- Motivation
- Process and Theories of Motivation

Module IV

6 hrs

- Group Dynamics
- Stages of Group Development
- Types of Groups
- Group Decision Making
- Organisational Culture



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Module V

6 hrs

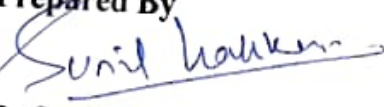
- Conflict and Stress Management
- Organisational Change

Practical Components: Case Studies, Live Projects, Assignments and Workshops.

Reference books:

1. Organization Behavior, Stephen P. Robbins, Timothy A. Judge, Neharika Vohr
2. Organizational Behavior, Ashwathappa, K
3. Organizational Behavior and Work, Fiona M. Wilson
4. Organizational Behavior, Luthans, Fred MGH
5. Organizational Behavior, Chandan, J.S Vikas
6. Organizational Behavior, Mcshane, S.L/Glinow, M.A.V. TMH

Prepared By


Dr Sunil Kakkar
Adjunct Professor
Member, Board of Studies

Approved By


Prof. Devendra Arora





Management Accounting – MA 106

1.Course Overview:

Students develop the ability to collect, analyze, and communicate quantitative and non-quantitative information to assist management in making more effective planning and control decisions. Topics include the changing role of management accounting and basic concepts; product costing and cost accumulation; process costing and hybrid product costing systems; activity-based costing and activity-based management; activity analysis, cost behaviour and cost estimation; cost-volume profit analysis; absorption and variable costing; profit planning and activity-based budgets; standard costing and flexible budgeting; cost management tools; and decision making. Apply and analyze different types of activity-based management tools through the preparation of estimates. Analyze cost-volume-profit techniques to determine optimal managerial decisions. Prepare a master budget and demonstrate an understanding of the relationship between the components. Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting. Outline and apply management tools and techniques such as the balanced scorecard, operational performance measures, quality, and environmental cost management. Prepare analyses of various special decisions, using relevant costing and benefits.

2. Programme Outcomes (PGDM)

- PO 1: Domain Knowledge.**
(Domain specific overview and knowledge)
- PO 2: Critical Thinking and Problem Solving Skills.**
(Apply knowledge of management theories and practices to solve business problems)
- PO 3: Communication Skills.**
(Written, Verbal, Non-Verbal Communication and Presentation Skills)
- PO 4: Team Skills.**
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3. Course Learning Outcomes

CLO 1: (Outcome of Module I) Students would explain the significance of basic concept, importance & functions of Management Accounting.

CLO 2: (Outcome of Module II) Students would calculate the various ratios and would be able to discuss the significance and use of the various ratios.

CLO 3: (Outcome of Module III) Students would be able to prepare cashflow statements using Indirect method.

CLO 4: (Outcome of Module IV) Students would calculate the estimated working capital requirement of the entity.

CLO 5: (Outcome of Module V) Students would illustrate the Vertical format of financial statements, and also tools of financial analysis such as Trend Analysis, Comparative Analysis and Common Size Statement

4. Assessment Tasks: (Common for all Subjects)

Assessment Item	Description	Weightage
Final Term Exams	Final Exams at the end of every trimester	40%
Group Project	Industrial Project / Live Project / Other Academic Project	20%
Individual Assignments	Subjective and Practical	20%
Quiz	Subjective / Business World	10%
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Trimester I
Course Structure and Syllabus

Management Accounting – MA106

Theoretical Classroom Hours – 30

Practical Contact Hours – 10

Total Contact Hours – 40

Module I

6 hrs

- Financial and Cost Accounting
- Basic Cost Terms and Cost Flow
- Preparation of Cost Sheet
- Financial, Cost and Management Accounting

Module II

6 hrs

- Indirect Cost
- Method of Indirect Cost Allocation
- Activity-based Costing
- Implementation of Activity-based Costing

Module III

6 hrs

- Absorption vs. Marginal Costing
- Break-even Analysis
- Make or Buy decision

Module IV

6 hrs

- Operating Leverage
- Strategic Planning and Budgets
- Types of Budgets
- Preparation of Master Budget

Module V

6 hrs

- Standard Cost and Variance Analysis

Practical Components: Case Studies, Live Projects, Assignments and Workshops.



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Reference books:

1. Accounting for Management, VijayKumar
2. Accounting:TextandCases, Anthony, Hawkins&Merchant
3. ManagementAccounting, Peter Schuster,MareikeHeinemann,PeterCleary
4. Management Accounting, Kulkarni, M.A
5. Management Accounting, Rao, A.P
6. Management and cost accounting, Drury, colin

Prepared By

Sunil Kakkar
Dr Sunil Kakkar
Adjunct Professor
Member, Board of Studies

Approved By

Devendra Arora
Prof. Devendra Arora

