

# **Syllabus**

**for**

## **Post Graduate Diploma in Management(PGDM)**



**Magadh Professional Institute**

**PATNA**

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

**Course Structure:**

Unit I - **Introduction:** Concept and Goals, Introduction to Management Discipline and Activity, Managerial Roles and Skills.

Unit II - **Management Thought and Thinkers:** Classical Organization Theory (Henry Fayol), Neo-Classical Theory (Human Relations Movement and Hawthorne Experiments, Behavioural Theory).

Unit III – **Decision-Making :** Phases, Steps of Decision Making; Conditions of Certainty, Risk and Uncertainty; Barriers to Decision-Making.

Unit IV – **Management Process (A): Planning** (Its nature and Scope; Steps; Principles; Types of Plans);  
**Organizing** (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Coordination; Formal and Informal Organizations).

Unit V - **Management Process (B): Communication** (Its importance; Types; Process; Channels; Barriers; Communication Network in organizations-vertical and horizontal).  
**Controlling** (Its Meaning, Steps, Importance, Sources, Designing the Control Process, Effectiveness of Control Systems).

**Reference:**

1. James F. Stoner, et al : Management, Pearsons Education Delhi
2. Harold Koontz Heinz Weihrich: Management, Tata McGraw Hill Pub. Co., Delhi
3. R. N. Singh: Management Thought & Thinkers, S.C. & Co., Delhi
4. S. K. Chakraborty : Management By Values, Oxford Univ. Press, Delhi
5. Amitai Etzioni : Modern Organizations, PHI, New Delhi
6. D. R. Prasad, V. S. Prasad & P. Satyanarayana: Administrative Thinkers, Sterling Pub. Delhi
7. Principles of Management: George R. Terry & S.G. Franklin, AITBS, Delhi
8. Essentials of Management: Joseph L. Massie, PHI, New Delhi

**Course Objective:****Total Periods: 40 (4 Credits)**

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

**Course Structure:**

- Unit I- **Nature and Scope of Managerial Economics:** Micro-Economics and Macro-Economics, Managerial Economics and its relevance in business decisions, Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Equi-Marginal Principle.
- Unit II- **Demand Analysis and Demand Forecasting:** Types of Demand and their Characteristics, Utility Analysis, Cardinal Utility and Ordinal Utility, Elasticity of Demand and its measurement, Price Elasticity, Income Elasticity, Cross Elasticity and Advertising Elasticity, Techniques of Demand Forecasting.
- Unit III- **Indifference Curve Analysis:** Concept and Properties of Indifference Curves, Income Effect, Substitution Effect and Price Effect.
- Unit IV- **Cost Analysis:** Concept of Cost and Cost Classification, Accounting Cost and Economic Cost, Law of Variable proportions – Increasing Decreasing and Constant Returns, Cost output relationship in the short-run, Cost output relationship in the Long-run, Economies of Scale.  
**Profit Analysis and Profit Forecasting-** Concept of Profit. Accounting, Profit and Economic Profit, Theories of Profit, Dynamic Theory of Profit, Risk and Uncertainty-Bearing Theory of Profit, Innovation Theory of Profit.
- Unit V- **Recent Economic Issues and Developments:**

**REFERENCE:**

1. Thomas & Maurice: Managerial Economics-Concepts and Applications, Irwin Professional Publication
2. Haynes, Mote & Paul: Managerial Economics, McGraw Hill Publication
3. Dean Joel: Managerial Economics, Prentice-Hall
4. Gupta G.S.: Managerial Economics, Tata McGraw Hill Publication
5. Koutsoyiannis A: Modern Microeconomics. Macmillan,
6. Diwedi D. N.: Managerial Economics, Pearson Education India
7. Petersen, Lewis and Jain: Managerial Economics. Pearson Education India
8. Salvatore Domonik: Principles of Microeconomics, Prentice-Hall
9. Varshney & Maheshwari: Managerial Economic, Sultan Chand & Sons
10. Stonier & Hague: A Text Book of Economic Theory, Pearson
11. Mankiw: Economics-Principles and Application, Cengage Learning.
12. Slowman & Sutcliffe: Economics for Business, Pearson Education

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision-making.

**Course Structure:**

- Unit I- **Statistics: An Overview**-Importance for learning statistics for Managers, Types of Statistical Method.
- Unit II- **Fundamentals of Probability**: Concept of Probability, Definition of probability, counting rules for determining the number of outcomes, The Bayes' Theorem.  
**Probability Distributions**-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson.
- Unit III- **Measure of Central Tendency**: Objectives of averaging, Requisites of measure of central tendency, Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean, quartiles, deciles and percentiles, Relationship between mean, median and mode.
- Unit IV- **Measure of Dispersion**: Significance of measuring dispersion (variation), Classification of measure of Dispersion, Variance and standard deviation, Coefficient of variation, Skewness, Moments and kurtosis; Measures of Skewness.
- Unit V- **Test of Significance and its Designing**: Null Hypothesis and Level of significance.  
**Tests of Variables and Proportions**: 'T' test in small samples. Application of  $\chi^2$  test, Testing of coefficients of Correlation, Analysis of Variance.

**REFERENCE:**

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Pearson Education India
4. Levin R I & Rubin D. S. : Statistics for Management, PHI, New Delhi
5. Davis & Pecar: Business Statistics using Excel , Oxford University Press
6. Sharma J. K.: Business Statistics, Pearson, New Delhi
7. Beri: Statistics for Management, TMII, New Delhi
8. Gupta S. P. & Gupta M.P. : Business Statistics, S. Chand & Sons, New Delhi.

**Course Objective:****Total Periods: 40 (4 Credits)**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

**Course Structure:**

- Unit I- **Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles, Difference between accounting concepts and conventions, Indian Accounting Standards, Difference between traditional and modern accounting.
- Unit II- **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals, Posting Transactions into Ledger, Preparations of Trial Balance, Capital and Revenue, Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet, Adjustment Entries.
- Unit III- **Analysis of Financial Statement:** Financial Statements - Meaning, Nature and Limitations. **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- Unit IV- **Valuation of Assets:** Valuation of Shares - Need and Methods. Valuation of Goodwill – Need and Methods, Valuation of Inventory - Need and Methods, First in First out (FIFO), Last in First out (LIFO).
- Unit V- **Current Issues:** Forensic Accounting, Money Laundering, Financial intelligence.

**REFERENCE:**

1. H. G. Guthman: Financial Statements Analysis, PHI
2. Myer: Financial Statements Analysis PHI
3. Robert Anthony & Reece: Management Accounting – Text & Cases, Richard D. Irwin,
4. Morton Backer: Modern Accounting Theory, PHI
5. Roy, A. Foulke: Financial Statement Analysis, McGraw-Hill
6. Shukla & Grewal: Advanced Accounts, S. Chand & Company Limited
7. Mukherjee & Roy: Studies in Accounting Theory, World Press Pvt. Ltd. Calcutta
8. Jain & Narang: Advanced Accountancy, Kalyani Publishers
9. Khan & Jain: Management Accounting, Tata McGraw- Hill Education
10. Bhandari & Kulshrestha: Essays in Accounting, Sahitya Bhawan
11. Roy G.D.: A Survey of Accounting Ideas , Alpha Pub. Concern
12. Sehgal A., Sehgal D.: Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden: John: Accounting for Management, Vikas Pub House

**Course Objective:****Total Periods: 40 (4 Credits)**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective.

**Course Structure:**

- Unit I- **Conceptual Framework of Marketing:** Concept, Meaning, definition, nature, scope and importance of marketing; Marketing concept and its evolution.
- Unit II- **Core concepts of marketing:** Customer Satisfaction, Customer Delight, Approaches to Marketing – Product – Production – Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Selling versus marketing, Holistic Marketing Orientation & Customer Value, Adapting marketing to new liberalised economy – Digitalisation, Customisation, Changing marketing practices.
- Unit III- **Market Analysis and Selection:** Nature, Process and Contents of Marketing Plan - Marketing environment – Macro and Micro components and their impact on marketing decisions, Buyer Behaviour, 5 steps Buyer decision process, Bases for market segmentation of consumer goods, industrial goods and services Niche & Local Marketing Target Markets, differentiation strategies, Concept of positioning – Value Proposition and USP, Marketing Information System.
- Unit IV- **Marketing Mix: Product Decision:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process.  
**Price Decision-** Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies.  
**Place Decision-** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Selection, Training, Motivation and evaluation of channel members;  
**Promotion Decision-** Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.
- Unit V- **Emerging Concepts in Marketing Management:**

**REFERENCE:**

1. Philip Kotler : Marketing Management, Pearson Education/PHI.
2. Stanton: Fundamentals of Marketing, McGraw Hill
3. Rajan Saxena : Marketing Management, Tata McGraw Hill.
4. Philip Kotler and Gary Armstrong: Principles of Marketing 12<sup>th</sup> Edition, Pearson Education, PHI
5. Ramasamy & Namakumari : Marketing Management, Macmillan India.
6. S. Jayachandran : Marketing Management, Tata McGraw Hill
7. Rampal and Gupta: Case and Simulations in Marketing, Goltatia, Delhi
8. Etzel Walker: Fundamentals of Marketing Stanton, Tata-McGraw Hill, New Delhi
9. McCarthy E.J: Basic Marketing: A managerial approach, Irwin, New York.
10. Bovee and John Thill : Marketing, McGraw-Hill
11. Kotler, Lilien & Moorthy : Marketing Models, Prentice-Hall of India
12. H.Kaushal : Case Study Solutions Marketing, Macmillan Publishers India Ltd.
13. William D. Perreault Jr : Basic Marketing, McGraw-Hill Companies.Inc

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with various aspects of HRM. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of HRM in a comprehensive way.

**Course Structure:**

- Unit I- **Human resource management:** Meaning, definition, scope, Objectives and functions of Human Resource Management, Evolution of HRM, Relevance of Study of HRM, Personnel Management Vs. Human Resource Management, Challenges of HRM, HRM Environment; Strategic HRM.
- Unit II- **Human Resource Planning:** Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process.  
**Job Analysis And Design-** Meaning, definition, process of job analysis, problems in job analysis, job design; factors affecting job design, process of job design, contemporary issues in job design.
- Unit III- **Human Resource Acquisition:**  
**Recruitment;** Meaning, definition, importance, factors governing recruitment, recruitment process.  
**Selection;** Meaning, definition, step-wise selection process, barriers to selection, selection in Indian context.  
**Placement;** Meaning and purpose, problems in placement.
- Unit IV- **Training and Development:** Nature of Training and Development; Training and Development as source of competitive Advantage, Training Process; Implementation and Evaluation of the Training Program.
- Unit V- **Human Resource Management and Ethics:** Nature, Importance and Relevance of HRM ethics, Ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit.

**REFERENCE:**

1. V. S. P. Rao: Human Resource Management, Excel Books, New Delhi
2. K. Ashwathappa: Text & Cases in Human Resources Management, Tata McGraw Hill
3. Arun Monappa: Managing Human Resources, McMillan
4. Kesho Prasad: Strategic Human Resource Management, Prentice Hall India
5. Ronald R. Sims: Human Resource Management, Indian Associated Press
6. Gary Dessler: Human Resource Management, Pearson Education India
7. Wayne Mondy: Human Resource Management, Pearson Education India

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behaviour.

**Course Structure:**

- Unit I- **Understanding Organization, Behaviour and OB:** Organization as a Social Unit, Concept of Learning Organization, Roles and Skills of Managers, Challenges and Opportunities of OB.
- Unit II- **Bases of Individual Behaviour:** Basic individual differences (ability and biographical characteristics); **Personality:** Meaning, "Big –Five" Personality Traits.  
**Perception:** Meaning, Role of Object,  
**Learning:** Meaning, Theories: Classical Conditioning, Operant Conditioning and Social Learning; Methods to shape Behaviour.
- Unit III- **Groups in Organization-Groups:** Types, their development stages, concept of role, Transactional Analysis,  
**Stress and Conflict:** Meaning and causes of stress, types of conflicts, coping strategies for stress and conflict; negotiation skills.  
**Communication:** Process, types, barriers; Grapevine.
- Unit IV- **Leadership and Organizational Change:** Concept, Trait, Behavioural and Contingency (Fiedler, Hersey and Blanchard) theories; leadership styles, successful and effective leadership.
- Unit V- **Organizational Change:** Concept, Resistance to and Managing Change.

**REFERENCE:**

1. Laurie J. Mullins: Essentials of Organizational Behaviour, Pearson Learning
2. Ian Brooks: Organizational Behaviour, Pearson Learning
3. Stephen P. Robbins: Organisational Behaviour, Prentice Hall Inc.
4. L. M. Prasad: Organisational Behaviour, Sultan Chand & Sons
5. Kieth Davis: Organisational Behaviour, McGraw Hill
6. Fred Luthans: Organisational Behaviour, McGraw Hill



**Course Objective:****Total Periods: 40 (4 Credits)**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

**Course Structure:**

**Unit I- Introduction to Business Research:** Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.

**Unit II- The Research Problem and Design:** Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Exploratory Research Design (Secondary Data and Qualitative Research), Descriptive Research Design (Survey and Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research.

**Unit III- Sampling Design and Measurement Techniques:** The Sampling Design Process; Types of Sample Design –Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.

**Unit IV- Data Collection Tools and Data Processing:** Questionnaire and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation  
**Analysis of Data-** Basic Data Analysis – Descriptive Statistics; Hypotheses Testing.

**Unit V- Business Research Report:** Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up.

**REFERENCE:**

1. Cooper and Schindler: Business Research Methods, Tata McGraw Hill, New Delhi
2. Malhotra N. K.: Marketing Research – An Applied Orientation, Pearson Education, New Delhi
3. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
4. Saunders, Lewis & Thornhill: Research Methods for Business Students, Pearson Education, New Delhi
5. Panneer Selvam: Research Methodology, Prentice Hall of India, Delhi
6. Beri G.C : Marketing Research, Tata McGraw Hill, New Delhi
7. Karlinger, Fred N.: Foundations of Behavioural Research.
8. Mohsin, S.M.: Research Methods in Behavioural Research.
9. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi

**Course Objective:****Total Periods: 40 (4 Credits)**

This paper intends to acquaint the student with the management of different operational aspects of organizations especially with respect to the manufacturing, assembling and servicing processes with numerical and quantitative technical value addition.

**Course Structure:**

- Unit I- Introduction to Operation Research:** Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and Responsibilities of Personnel.
- Unit II- Introduction to Linear Programming:** Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems.
- Unit III- Transportation problems:** Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method.
- Unit IV- Construction of a Network Diagram:** Application of Networks in Project Management: Program Evaluation and Review Technique (PERT) Model, Determination of Critical Path, Distribution of Project Completion Time, Critical Path Method (CRM) Model, Application of CPM and PERT Models.
- Unit V- Game Theory:** Introduction, Technology, Classification, Payoff Making, Maximum and Minimum Strategies, saddle Point, Mixed Strategies – Games without Saddle Point.

**REFERENCE:**

1. Thompson W.W.: Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Acoff & Susoni M.: Operations Research
3. Levin R. I., Rubin D. S. & Stinson J.P.: Quantitative approaches to management, Mcgraw, Hill
4. Bierman H., Bonini C. P. & Houseman W. H.: Quantitative analysis for business Decision, Richard D. Irwin Inc. ('65)
5. Hiller F. S. & Lieberman G. J.: Introduction to Operations Research
6. Taha H. A.: Operations Research an Introduction, Prentice Hall of India Pvt. Lts., New Delh
7. Gupta P K and Hira D. S.: Operations Research, S.C. Chand
8. Shenoy G. V., Sherma S. C. & Srivastava U. K.: Operations Research for Management

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

**Course Structure:**

- Unit I- **Introduction:** Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting Vs. Management Accounting.
- Unit II- **Break-Even Analysis:** Meaning, Graphic presentation, Preparation of break-even charts and their interpretation, Managerial uses of Break-even analysis.
- Unit III- **Marginal Costing:** Meaning of Marginal Cost, Analysis of Incremental costs and revenues, Management Application of Marginal Income Accounting.
- Unit IV- **Budgeting:** Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting.
- Unit V- **Standard Costing:** Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead.

**REFERENCE:**

1. Anthony Robert N. & Reece James S : Management Accounting, Irwin
2. Anthony Robert N & Welsch Glenn A: Fundamentals of Management Accounting, R.D. Irwin
3. Hongren Charles T.: Introduction to Management Accounting, Pearson Education India
4. Bhattacharya S. K. & Dearden John: Accounting for Management, Tata McGraw-Hill Pub. Co. Ltd., ND
5. Hingorani N. L., Ramanathan A. R. & Grewal T. S.: Management Accounting, Sultan Chand & Sons.
6. Khan M. Y. and Jain P. K.: Management Accounting ,Tata McGraw-Hill Publishing Co. Ltd., New Delhi
7. Kishore Ravi M.: Taxman's Advanced Management Accounting

**Course Objective:****Total Periods: 40 (4 Credits)**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

**Course Structure:**

- Unit I- **Concept of finance:** Scope and objectives of finance, Functions of Financial Management.
- Unit II- **Concept and Principles of Capital Structure:** Leverage Analysis – operating, financial and combined leverage and its implications.
- Unit III- **Dividend Decision:** Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.
- Unit IV- **Time Value of Money:** Risk and return analysis, Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting.
- Unit V- **Working Capital Management:** Meaning, Significance and factors influencing the level of working capital management .Management of cash, receivables and inventory.

**REFERENCE:**

1. J Fred Weston & Eugene F. Brigham: Managerial Finance, Akrov Publications
2. Franklin R. Edwards & Cindy W. Ma: Futures and Options, McGraw-Hill, Inc.
3. James Van Horne: Essentials of Financial Management, Prentice Hall
4. Walker E. W.: Essentials of Financial Management, Prentice Hall
5. Srivastava, R. M.: Financial Management, Sterling Publishers Private Limited, New Delhi
6. Srivastava, R. M.: Essentials of Business Finance, Himalaya Publishing House
7. Prasanna Chandra: Financial Management, Tata McGraw-Hill
8. Pandey, I. M.: Financial Management, Macmillan India

**Course Objective:****Total Periods: 40 (4 Credits)**

The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

**Course Structure:**

**Unit I- Basics of Project Management:** concept- Project Environment – Types of Projects- Project life Cycle  
Project proposals – Monitoring project progress – Project appraisal and project selection- Identification  
of Investment opportunities- Source of new project ideas, preliminary screening of projects –  
Feasibility studies and reports.

**Unit II- Market feasibility:** Market survey – Categories of Market survey – steps involved in conducting market  
survey – Demand forecasting techniques, sales projections.

**Unit III- Technical feasibility:** Production technology, materials and inputs, plant capacity, site selection, plant  
layout, site preparation, Managerial Feasibility Project organization and responsibilities. Development  
of Programme Evaluation & Review Technique (PERT) – Benefits of PERT.

**Unit IV: Financial Analysis:** Capital Expenditure – Criteria and Investment strategies – Capital Investment  
Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost of project and means of financing –  
Estimation of cash flows – Estimation of Capital costs and operating costs; Forecasting income –  
Preparation of detailed financial projections Breakeven point.

**Unit V: Project Management:** Project implementation and review - project planning – project control – human  
aspects of project management – prerequisites for successful project implementation – project review.

**REFERENCE:**

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review",  
TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, "Corporate Finance", John Wiley Publications.
4. Erhardt & Brigham, "Principles of Corporate Finance", Thomson, 2006.
5. Singh M.K, "Project Evaluation and Management".
6. Prasad N.K, "Principles and Practice of Cost Accounting", 8. Pahwa, HPS, Project Financing.
7. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis", McGraw Hill, 2000.