

FACULTY OF COMMERCE

SYLLABUS FOR THE BATCH FROM THE YEAR 2023 TO YEAR 2025

Programme Code: MC

Programme Name: MASTERS OF COMMERCE

(Semester I-IV)

Examinations: 2023-2025



P.G. Department of Commerce and Business Administration

Khalsa College, Amritsar

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(b) Subject to change in the syllabi at any time.
(c) Please visit the College website time to time.

S.No.	PROGRAMME OBJECTIVES
1.	To develop Commerce professionals with specialized skills and applied competencies in theoretical and practical knowledge of Finance, human resource management and Marketing
2.	Providing student-centric learning ambience backed with critical thinking and problem solving capabilities
3.	To train the student to develop conceptual, applied and research skills as well as competencies
4.	Ability to start their own business
5.	Ability to work in MNCs as well as private, and public companies

S.No.	PROGRAMME SPECIFIC OUTCOMES (PSOS)
PSO-1	To facilitate the students for conducting business, accounting and auditing practices, role of regulatory bodies in corporate and financial sectors nature of various financial instruments.
PSO-2	To enable a student well versed in national as well as international trends of the economy
PSO-3	To provide in-depth understanding of all core areas specifically Accounting, International Accounting, Management, Security Market Operations and Business Environment, Research Methodology and Tax planning, Marketing , Human Resource Management and Services sector
PSO-4	To acquaint a student with conventional as well as contemporary areas in the discipline of Commerce.
PSO-5	To provide a rigorous insight into details of new dimensions of all commerce related activities and transactions.

COURSE SCHEME											
SEMESTER - I											
Course Code	Course Name	Hours/Week	Credits			Total Credits	Max Marks				Page No.
			L	T	P		Th	P	IA	Total	
Major Courses											
MC-102	Research Methodology	4	3	-	1	4	50	25	25	100	1
MC - 103	Management Principles and Organization Behavior	4	4	-	-	4	75	-	25	100	3
MC - 104	Business Environment	4	4	-	-	4	75	-	25	100	5
MC - 105	Management and Cost Accounting	4	4	-	-	4	75	-	25	100	7
Minor Courses (If Any)											
MC-101	Managerial Economics	4	4	-	-	4	75	-	25	100	9
Compulsory Courses											
Ability Enhancement Courses											
CS-MC-107	Computer Application in Business –I	4	3	-	1	4	50	25	25	100	11
Value Added Courses											
MC - 106	Seminar Based on Project report	2	2	-	-	2	50	-	-	50	13

SEMESTER – II											
Course Code	Course Name	Hours/Week	Credits			Total Credits	Max Marks				Page No.
			L	T	P		Th	P	IA	Total	
Major Courses											
MC - 201	Corporate Financial Accounting and Auditing	4	4	-	-	4	75	-	25	100	14
MC - 202	Financial	4	4	-	-	4	75	-	25	100	16

MC – 102: Research Methodology

Time: 3 Hours

Credit hours per week: 4

Total Teaching Hours: 60

Max. Marks: 100

Theory: 50

Practical: 25

Internal Assessment: 25

Instructions for the Paper setters/examiners

Eight questions of 10 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Course objective: At the end of this course, the students should be able to understand some basic concepts of research and its methodologies, identify appropriate research topics, select and define appropriate research problem and parameters, prepare a project proposal, organize and conduct research in a more appropriate manner, write a research report and thesis, write a research proposal.

Course Content:

Section A

Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.

Choose a Research Topic. Review of Literature

Goals of a Literature Review. Types of Reviews

Sources of Research Literature. Writing of Review.

Section B

Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.

Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.

Section C

Data Preparation, Analysis, and Interpretation.

Data preparation Data screening

Transforming data

Data Analysis and Interpretation.

Section D

Data analysis techniques: Multiple regression analysis, Factor analysis.

Difference between Parametric and Non-Parametric tests. Non-Parametric tests like Kolmogorov- Smirnov test, Kruskal Wallis test

PRACTICALS THROUGH SPSS:

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

Topics: Data preparation, Data screening, Transforming data, Data Analysis and Interpretation, Multiple regression analysis Logistic regression analysis, Discriminant analysis and Factor analysis,

Books Prescribed:

1. Cooper, D. R. and Schindler, P.S., —Business Research Methods, 9th Edition, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., —Business Statistics, 12th Edition (2012), Pearson Education, New Delhi.
3. Kothari, C. R., —Research Methodology, 2nd Edition (2008), New Age International.
4. Anderson, D.R.; Sweeney, D.J. and Williams, T.A., —Statistics for Business and Economics, 2nd Edition (2011), Thompson, New Delhi.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Acquaint the students with the process and techniques of conducting research and to train the students to plan and execute the research studies in business using SPSS statistical software.
CO2	Select and define appropriate research problem and parameters.
CO3	Prepare a project proposal (to undertake a project).

MC–103: Management Principles and Organization Behaviour

Time: 3 Hours

Credit hours per week: 4
Total Teaching Hours: 60
Max. Marks: 100
Theory: 75
Internal Assessment: 25

Instructions for the Paper setters/examiners

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Course Objective: To enable students to have a basic perspective of Management Theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior

Course Content:

Section A

Management: Definition, Nature and Purpose; Functions of Managers, Qualities and skills of a manager. Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.

Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.

Section B

Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation-Hygiene theory, McClelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation.

Communication, process, barriers, suggestions to improve communication

Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path-Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.

Section C

Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.

Personality: Concept and determinants

Attitudes: Sources and types, Cognitive dissonance theory

Section D

Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.

Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

Books Prescribed:

1. Harold Koontz and Heinz Weihrich, *-Essentials of Management: An International Perspective*, 7th edition (2007), McGraw-Hill, New Delhi.
2. Richard L. Daft, *-The New Era of Management*, 2nd edition (2008), Thomson, New Delhi.
3. Stephen P. Robbins, David A. Decenzo, *-Fundamentals of Management*, 6th edition (2007), Pearson Education, New Delhi.
4. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, *-Organisational Behaviour-*, 14th edition, Pearson Education, New Delhi.
5. K. Aswathappa, *-Organisational Behaviour, Text, Cases and Games*, 10th edition (2012), Himalaya Publishing.
6. Sekaran, Uma, *-Organizational Behaviour: Text and Cases*, 2007, Tata McGraw Hill, New Delhi.
7. McShane, Steven L.; Glinow, Mary Ann Von and Sharma, Radha R, *-Organisational Behaviour*, 5th edition (2008), Tata McGraw Hill, New Delhi.
8. Philip Sadler, *-Leadership*, 2nd edition (2005), Viva Books Private Limited.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Enable a student to understand the development of the field of Management principles and organizational behaviour.
CO2	Analyze and compare different models used to explain individual behaviour related to motivation and rewards.
CO3	Identify the processes used in developing communication and resolving conflicts.
CO4:	Enable a student to explain group dynamics and demonstrate skills required for working in groups (team building)
CO5:	Enable a student to discuss the implementation of organizational change.

MC-104: Business Environment

Time: 3 Hours

Credit hours per week: 4

Total Teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Course Objective: This course will prepare future entrepreneurs to plan, launch and grow a business venture within the context of their local and national social, political, legal cultural and economic environment. It will ensure that future entrepreneurs consider the labour environment and retail environment they are entering. We will look at the micro-environment as well as the macro-environment of a business and in particular the variables that influence the activities of a business.

Course Content:

Section A

Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.

Section B

NITI Aayog: objectives, functions & role in economic planning.

Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986.

Major government schemes like Single Point Registration Scheme (SPRS), Stand Up India, SMRIDH Scheme, eBiz Portal, ASPIRE, Startup India Initiative etc. for start-ups in India

Section C

Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

Disinvestment of Public Enterprises: Rationale; Objectives and Implications.

Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.

Section D

Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.

Foreign Trade: concept of balance-of-payments; balance-of-trade; currency convertibility; Foreign trade policy: Major Initiatives under FTP and FTP: 2015-20 and its extensions. Exim Policy during

the post reforms in India

Books Prescribed:

- Cherunilam, Francis–*Business Environment*, 2011, Himalaya Publishing House, New Delhi.
- K.Ashwathappa, –*Legal Environment of Business*, Himalaya Publishing House, New Delhi.
- M.Adhikary, –*Economic Environment for Business*, Sultan Chand & Sons, New Delhi.
- K. Ashwathappa, –*Essentials of Business Environment*”, 11th edition (2011), Himalaya Publishing House, New Delhi.
- Paul Justin, –*Business Environment – Text and Cases*, 2006, Tata McGraw Hills Publishing
- RuddarDuttandKPMSundaram,–*IndianEconomy*,53rdedition,S.Chandand Company Ltd.,NewDelhi.
- Govt. of India, Five Years Plan documents.
- Govt. of India, Various issues of Annual Economic survey of India.

It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Enable students to evaluate business and its environment.
CO2	Acquaint with nature, scope and structure of business environment and familiarize them with recent trends and developments in Business Environment and policy framework.
CO3	Enable students to discuss the contemporary issues in business

MC – 105: Management and Cost Accounting

Time: 3 Hours

Credit hours per week: 4

Total Teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The candidates are allowed to use non-scientific calculators.

Course objective: To enhance the abilities of learners to develop the concept of management accounting and its significance in the business. To enhance the abilities of learners to analyze the financial statements. To enable the students to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates. To make the students develop competence with their usage in managerial decision making and control.

Course Content:

Section A

Introduction to management accounting, meaning, nature, scope, significance, tools, techniques and limitations. Difference between Management Accounting and Financial Accounting, Management Accounting and cost Accounting

Management Accounting and Managerial Decisions: Management accountant's position, role and responsibilities.

Management Control Structure: Various forms of responsibility centers. Responsibility Accounting, Transfer pricing.

Section B

Management Control Process: Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

Segment Performance Evaluation: Traditional measures of evaluation. Economic Value Added, Balanced Score Card.

Analyzing Financial Statements: Horizontal, vertical and ratio analyses.

Section C

Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis –meaning and importance, kinds of variances and their uses–material,labourvariances;overheadvariance,Relevanceofvarianceanalysisistobudgetingand standard costing.

Reporting to Management: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

Section D

Marginal Costing and Break–even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost–volume profit analysis; Break–even analysis; Assumptions and practical applications of breakeven– analysis; Applications of Marginal Costing.

Contemporary Issues in Management Accounting: Value chain analysis; Activity based costing; Quality costing; Target Costing.

Books Prescribed:

1. Anthony, Robert N., and Govindrajana, Vijay, –*Management Control System*l, 12th Edition, McGraw Hill
2. Anthony, Robert, — *Management Accounting*l, 5th edition (2007), Tarapore–wala,Mumbai,
3. Horngren, C.T., GrayL.Sundem and William O. Stratton, — *Introduction to Management Accounting*l, 13th Edition, Prentice Hall,Delhi
4. Horngren, C. T.; Datar, S.M.;Foster, G.M.; Rajan, M.V. and Ittner, C.D. –*Cost Accounting”*, 13th Edition (2009), Pearson , Delhi
5. Merchant, Kenneth A.,–*Modern Management Control Systems:Text and Cases*l, 1st Edition (2004), Pearson EducationAsia.
6. Pandey,I.M, –*Management Accounting*l, 3rd Edition, VikasPublication, Delhi
7. Kaplan, Atkinson, Matsumara and Young,–*Management Accounting*l, 5th Edition (2007),
8. PearsonEducation
9. Kaplan and Atkinson, –*AdvancedManagement Accounting*l, 3rd Edition, PearsonLearning
10. Vij, Madhu, –*Management Accounting*l,1st Edition (2009), Macmillan PublishersIndiaLtd.
11. Horngren,C.T.;Sundem,GaryL.;Schatzberg,Jeff;Burgstahler,DaveandStratton,W.O., —*Introduction to Management Accounting*l, 2010, Pearson
12. Drury, Colin, –*Management and Cost Accounting*l,6th Edition (2004),ThomsonLearning
13. Bhimani,Alnoor,–*ContemporaryIssuesinManagementAccounting*l,IllustratedEdition(2006),OUP
14. Oxford.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Understand the fundamental concepts of Management and Cost Accounting.
CO2	Understand the position, role and responsibilities of Management Accountant in the Accounting World.
CO3	Apply the techniques of Budgetary Control, Standard Costing and Marginal Costing in the process of managerial decision making.
CO4:	Apply the performance evaluation techniques like Balanced Score Card, EVA etc. to improve the operations of the business.
CO5	Understand the contemporary issues in Management Accounting such as Value Chain

	Analysis, Quality Costing, Activity Based Costing and Target Costing.
CO6	Comprehend the reporting needs at different managerial levels.

MC–101: Managerial Economics

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners

The question paper covering the entire course shall be divided into three sections as follows:

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Course Objective: This course aims at providing in depth knowledge of basic concepts related to Microeconomics as well as Macroeconomics so as to make the students aware about the consumer and producer behaviour, different types of market structure, concepts of consumption, National income and Inflation.

Course Content:

Section A

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equi-marginal Utility
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Section B

- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.

Section C

- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.
- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.

- Oligopoly: Sweezy Model.

Section D

- National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption – Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment trade off-Philips curve analysis.

Suggested Readings:

1. Thomas, Christopher R. and Maurice, S. Charles, “*Managerial Economics – Concepts and Applications*”, 8th Edition (2006), Tata McGraw Hills, New Delhi.
2. Mehta, P L, “*Managerial Economics – Analysis, Problems and Cases*”, 13th Edition (2007), Sultan Chand & Sons, Delhi.
3. Peterson and Lewis, “*Managerial Economics*”, 4th Edition, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Joel, Dean, “*Managerial Economics*”, Prentice Hall of India, Pvt. Ltd., New Delhi.
5. Hirschey, M. “*Fundamental of Managerial Economics*”, 9th Edition (2009), South Western Cengage Learning.
6. Koutsyannis A., “*Modern Microeconomics*”, 2nd Edition (1977), Macmillan 7. Dwivedi, D.N., “*Managerial Economics*”, 7th Edition, Vikas Publication.
8. Ahuja, H. L., “*Modern Micro Economics*”, (2009), Sultan Chand and Co.
9. Deepashree, “*Principles of Micro Economics*”, 2nd Edition, Ane Books Pvt. Ltd.
10. Mithani, D.M., “*Managerial Economics*”, 5th Edition (2009), Himalaya Publishing House, New Delhi.

Course Outcomes:

Sr. No.	On completion of this course, the students will be able to:
CO- 1	Learn about Various concepts related to managerial economics.
CO- 2	Gain in depth knowledge about consumer behaviour
CO- 3	Understand theory of production and costs
CO- 4	Learn about various market forms, their features and equilibrium
CO- 5	Learn about theory of consumption and problem of inflation, its causes, effects and solutions.
CO-6	Get knowledge about National income and its related concepts

CS-MC-107 Computer Application in Business –I

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks100

Theory: 50

Practical :25

Internal Assessment: 25

Instructions for the Paper setters/examiners

The question paper covering the entire course shall be divided into Four sections. It will consist of eight essay type/numerical questions with answer to each question upto five pages in length. Attempt any Five questions by selecting at least one question from every section. Fifth question from any section. Each question will carry 10 marks.

Course Objectives: Enable the student to:

1. To be proficient in office automation applications.
2. Handle the word processing software.
3. To create reports using MS Access.
4. Understand that in In Today's commercial world, automation helps the users with a sophisticated set of commands to format, edit, and print text documents.
5. Use it as valuable and important tools in the creation of applications such as newsletters, brochures, charts, presentation, documents, drawings and graphic images.

Course Content:

Section - A

MS–Word -2010: Introduction MS–word in MS–Office, Basic components of MS-word 2010 Window Screen, Creating, Editing, Saving, Printing and deleting document files, formatting text in word documents. Spelling and grammar checking text, Creating, editing, merging and Sorting tables, Border and Shading text and paragraphs, finding and replacing text, inserting page breaks, page numbers, symbols and dates, header, footer, Mail merging and mail merge business documents.

Section - B

MS–EXCEL – 2010: Introduction of MS-Excel 2010, Uses and application of Excel, components of Excel Workbook, entering information in the worksheet, formatting numbers and text, inserting/deleting/resizing rows and columns, moving and copying cells, freeze panes, moving/copying and splitting worksheets. Protecting/Unprotecting worksheet area, printing worksheet. Creating and entering formula in worksheet,

editing and copying a formula. Different in-built functions in Excel. Creating, editing Graphs/Chart using excel data, types of graphs/charts, printing graph/chart, Enhancement of graph.

Section - C

MS–Power Point -2010: Basics of Power Point 2010, Components of Power Point 2010 Window screen, Creating, editing, saving, printing and deleting the presentation, various Design template, different views of slides, slide show, Animation and sound effects, working with graphics, creating a Teaching/Business oriented presentation.

Section - D

HTML: Structure of HTML, Tags, Character Entities, Hyperlinks, Frames, Tables, Lists, Forms, Limitations of HTML.

Practical and Viva based on Project Report: Develop a Website with hard copy Project Report and presentation with Power Point 2010

Practical: Weightage **20%** and **Practical be based on practical part of the syllabus.**

Suggested Readings:

1. Gurinder Singh and Rachhpal Singh, “Windows Based Computer Courses”, Kalyani Publishers, 2021.
2. Sinha, P.K, —Fundamental of Computers| BPB Publications, 2008.
3. Prajagopalan, S.P., —Computer applications in business|, 2000, Vikas Publishing House.
4. Weatherwax, Jo Ann and Weatherwax, Robert C., —Business Analysis with Computer Applications|, 2nd edition, Cengage South-Western
5. HTML, DHTML, Java Script, Perl, CGI by BPB Publications.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Appraise technical aspects of MS-Office 2010 and accounting package Tally ERP 9.0.
CO2	Develop an understanding towards all the operations of major MS-Office 2010 components like Word, Excel, PowerPoint and use of Tally ERP 9 accounting package.
CO3	Know and use the application of various tools of MS Word 2010, MS Excel 2010, MS PowerPoint 2010 and techniques and commands with operations in handling accounts using Tally software.

MC-106

Seminar based on project report

Max. Marks: 50

Credit Hours Per Week: 2

MC–201: Corporate Financial Accounting and Auditing

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The candidates are allowed to use non-scientific calculators.

Course objectives:

The students will be able make the financial statements of company within the frame work of Ind AS. To develop a process for redemption of Preference shares, construct the Restructuring of capital structure in the financial statement of Joint stock company ltd. Calibrate the procedure involved in Amalgamation and absorption of companies. To equip the students with the latest knowledge of auditing and develop awareness of International Auditing Standards. To equip the students with latest tools and techniques in internal & external auditing.

Course Content:

Section A

Company Final Accounts– Statement of Profit and Loss and Balance Sheet as per Companies Act 2013 Treatment of important items in Balance Sheet, Surplus (Deficit) Account. Form and contents of Profit and loss account and Balance sheet. Managerial remuneration. Divisible Profit and Dividend.

Section B

Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.

Valuation of shares; different approaches such as book value and earnings approach.

Section C

Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,

Statutory Auditor–Appointment qualifications, removal.Duties and liabilities of auditor.Code of conduct and ethics, professional misconduct of statutory auditor.

Section D

Meaning, Objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.

Audit of management functions such as planning, organising and control. Audit of functional areas— production, personnel marketing finance and accounting.

Books Prescribed:

1. Khan, M.Y. and Jain, P.K., — *Financial Management*ll, 5th edition, HimalayaPublishing, NewDelhi
2. PandeyI.M.,—*Financial Management*”, 9th edition (2009),VikasPublishingHouse.
3. Gupta, Kamal, —*Contemporary Auditing*”, 6th edition, Tata McGrawHill.
4. Sehgal, AshokandSehgal, Deepak,—*Advanced Accounting*”,3rd edition, Taxman, NewDelhi.
5. Maheshwari, S.N.andMaheshwari, S.K.,—*CorporateAccounting*”, 5th edition (2009), Vikas Publication, New Delhi
6. MukherjeeandHanif,—*CorporateAccounting*”,2005, Tata McGrawHill, NewDelhi

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Understand the regulatory framework for preparing accounts as well as auditing in a company.
CO2	Apply the different approaches adopted for the valuation of goodwill and shares of a company
CO3	Comprehend the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Propriety Audit, Efficiency Audit and Audit by CAG.
CO4:	Gain knowledge about the provisions of Companies Act, 2013 relating to appointment, qualification, removal, duties and liabilities of a Statutory Auditor.

MC – 202: Financial Management

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The candidates are allowed to use non-scientific calculators.

Course objectives: The objective of this course is to inform the students about the basic concepts of financial management and technique of financial management, what represents the condition of profitable business operations and survival respectively development of business subjects and the economy as a whole. The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial

Course Content:

Section A

Financial Management: Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Financial planning–Theories of capitalization.

Capital Structure Theories: Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.

Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted).

Section B

Instruments of Finance: Long term and short term.

Capital Budgeting: Nature of investment decisions; Investment evaluation criteria non– discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).

Dividend Policies: Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends. Concept of Capital rationing, Relevance of dividend policy under market imperfections.

Section C

Operating and Financial Leverage: Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, Combined leverage. EBIT and EPS analysis

Management of Working Capital: Meaning, Significance and Types of Working Capital;

Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

Section D

Management of Cash: Strategies, Baumol's, Miller–Orr's and Beranek's models of Cash Management.

Management of Receivables: Credit Policy, Credit Terms and Collection Efforts.

Use relevant case studies to supplement course content discussions"

Books Prescribed:

1. Berk, Jonathan and DeMarzo, Peter, *Financial Management*, 2nd Edition (2010), Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishikes, *Working Capital Management: Strategies and Techniques*, 2nd Edition (2009), Prentice Hall, New Delhi.
3. Brealey, Richard A; Stewart, C. Myers and Allen, F. *Principles of Corporate Finance*, 8th Edition (2006), McGraw Hill, New York.
4. Chandra, Prasanna, *Financial Management*, 7th Edition (2008), Tata McGraw Hill, Delhi
5. Pandey I.M., *Financial Management*, 9th Edition (2009), Vikas Publishing House
6. Van Horne. J.G. and J.M. Wachowicz Jr., *Fundamentals of Financial Management*, 13th Edition (2009), Prentice Hall, Delhi.
7. Van Horne, James G, *Financial Management and Policy*, 12th Edition (2002), Prentice Hall, Delhi
8. Khan, MY, Jain, PK, *Financial Management*, 6th Edition (2011), Tata McGraw Hill, New Delhi.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Make students understand various issues involved in financial management of a firm and to familiarize them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.
CO2	Develop knowledge about Business Finance and the background of Accounting and Management
CO3	Make students aware about the challenges and opportunities of Financial Management.

MC-204: Marketing Management

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners:

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Course objective: To outline key marketing concepts and its application to different markets. To identify factors and processes essential for designing marketing strategy. To analyze and examine the implementation of marketing concepts and strategy to firms.

Course Content:

Section A

Marketing Concepts and Meaning and Evolution, Traditional and Modern view, recent concepts of Marketing, Marketing Management: Meaning and Definitions, Functions, Comparisons of Marketing Management and Marketing. Marketing Environment: meaning and constituents, Micro and Macro Environment, Environment Scanning Meaning, Features, aspects and significance, Importance of marketing, Building customer satisfaction and value, Concepts of customer retention, Relationship marketing and marketing mix. Gathering information and scanning the marketing environment; Marketing research process: An overview.

Section B

Consumer markets and Buyer behaviour, Business markets and Business Buying behaviour.

Market segmentation: Importance and bases of segmentation. Targeting strategies, Positioning: concept and strategies

Section C

Product Decisions: Product classification and differentiation, New Product development process, Product life cycle and marketing strategies, Product branding, Purpose of branding, Branding decision strategies., Packaging decisions. Pricing Decisions: Pricing objectives, Factors influencing pricing, Pricing methods and strategies.

Section D

Distribution Decisions: Classification of distribution channels: Conventional and Non- Conventional and types of intermediaries.

Promotion Decisions: Promotion mix and its components, factors affecting promotion mix.

Socially Responsible Marketing: Cause-related marketing and Social Marketing, Internal Marketing,

Influencer marketing (Basic Introduction Only)

Books Prescribed:

Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, *-Marketing Management*, 13th Edition (2009). Pearson Education, NewDelhi.

Ramaswamy, V.S. and Namakumari, S., *-Marketing Management: Global Perspective, Indian Context*”, 4th edition, MacMillan

Kurtz, David L. and Boone, Louis E., *-Principles of Marketing*l, 12th edition, Thomson South-Western

Saxena, Rajan, *-Marketing Management*l, 2006, Tata McGraw-Hill, NewDelhi.

Dessler, Gary, *-Human Resource Management*”, 12th edition (2011), Pearson Education/Prentice–Hall, NewDelhi.

Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, *-Human Resource Management: Gaining a Competitive Advantage*”, 2007, McGraw–Hill, NewDelhi.

Robert L. Mathis and John H. Jackson, *-Human Resource Management*”, 6th edition (2011), Thomson, NewDelhi.

Aswathappa, K., *-Human Resource and Personnel Management, Text and Cases*”, 4th edition (2007), Tata McGraw – Hill, New Delhi.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Improve an understanding of relevant functional areas of marketing management and its applications.
CO2	Become aware with the fundamentals of marketing to enable them to take better marketing decisions
CO3	Detect and recognize the nuances and complexities involved in marketing mix, advertising, communications, consumer behavior, public relations, and marketing strategy and research.

MC-205: HUMAN RESOURCE MANAGEMENT

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners:

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Course objective: To appreciate the importance of human resource management as a field of study and as a central management function; to understand the implications for human resource management of the behavioral sciences, government regulations, and court decisions. To know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element's key concepts & terminology; and apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems.

Course Content:

Section A

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution and development of HRM, Changing Trends in HRM.

Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors affecting HRP, Succession Planning, importance, components of succession planning.

Section B

.Recruitment and Selection: Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

HR Training and Development: Concept and Need, Process of Training and Development Programme:- Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

Section C

Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Section D

Job Evaluation: Meaning, Process and Methods of Job Evaluation. □ Incentives: Concept, Importance

and Process of Incentives.

Fringe Benefits: Meaning, Forms and Administration of Benefits. □ Grievance Handling: Meaning, Process, Grievance handling machinery.

Discipline: Meaning, reasons of indiscipline, consequences of indiscipline and approach to maintain discipline.

Books Prescribed:

- 1) Dessler, Gary, -Human Resource Management, New Delhi, Pearson Education Asia.
- 2) Durai, Pravin, -Human Resource Management, New Delhi, Pearson.
- 3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., -Human Resource Management: Gaining a Competitive Advantage, New Delhi, McGraw-Hill.
- 4) Mathis, Robert L. and Jackson, John H., -Human Resource Management, New Delhi, Thomson.
- 5) Gomez, Meja, Balkin, Cardy, -Managing Human Resources, New Delhi, Pearson Education.
- 6) Aswathappa, K., -Human Resource Management, Text and Cases. New Delhi, Tata McGraw-Hill.
- 7) Snell, Scott, and Bohlander, George, -Human Resource Management, New Delhi, Cengage Learning.
- 8) Mamoria and Rao, -Personnel Management, New Delhi, Himalaya Publishing House.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
CO2	Help the students focus on and analyse the issues and strategies required to select and develop manpower resources
CO3	Develop relevant skills necessary for application in HR related issues.
CO4:	Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

MC–207: Operations Management

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks: 100

Theory: 75

Internal Assessment: 25

Instructions for the Paper setters/examiners:

The question paper covering the entire course shall be divided into three sections as follows:

Eight questions of 15 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Course Objectives: This course aims to provide students with a critical understanding of the scope and strategic importance of operations management and the role of operations managers; and an appreciation of the interaction of operations with the organisation, employees and customers. Students will gain a critical understanding of the nature and importance of operations management, not only in their own but in other organisations competing in the global environment.

Course Content:

Section A

Concept of Production & Operations management, product and service continuum. Types of Production systems.

Operations strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and capabilities.

New Product Design and development. Introduction to plant location and plant layout.

Section B

Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt.Charts.Network Analysis.

The concept of Process Analysis

Section C

Value Analysis: Concept of Value Analysis, Objectives, Prerequisites for making Value analysis a Success, Process of Value Analysis

Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement.

Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services.

Section D

Quality Issues: Concept of Quality, Statistical Quality Control.

Just in Time Manufacturing Systems. Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock. Supply Chain Management: Concept & Components of Supply Chain.

Books Prescribed:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, The McGraw Hill Companies.

COURSE OUTCOMES

Sr. No.	On the completion of the course Students will be able to:
CO1	Verse in the fundamental knowledge of production and operation management, production systems, product decisions and operations strategy.
CO2	Understand the aspects of plant location and layout and scheduling for manufacturing systems.
CO3	Learn the concepts of work study, motion economy, just in time manufacturing system, inventory management, supply chain management material resource planning amongst others

MC – 203: Statistical Analysis for Business

Time: 3 Hours

Credit hours per week: 4

Total teaching Hours: 60

Max. Marks: 100

Theory: 50

Practical :25

Internal Assessment: 25

Instructions for the Paper setters/examiners

1. The Question Paper covering the entire syllabus shall be divided into four sections (A-D).
2. Eight questions of 10 marks each are to be set, two in each of the four Sections (A-D). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.
3. Students are allowed to use non-scientific calculator.

Course Objective: The objective of this course is to make the students understand the application of various statistical techniques and tools and to evaluate them which are very helpful for students and researchers in various physical and social sciences. Statistical tools like Partial and Multiple Correlation, Probability and Probability Distribution enhance the analytical ability and improve research capability of students.

Course Content:

Section A

- Probability Theory: Probability–classical, relative, and subjective probability; Addition and multiplication probability models.
- Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.

Section B

- Sampling and Data Collection: Sampling and sampling (probability and nonprobability) methods; Sampling and non–sampling errors.
- Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non–commercial sources.

Section C

- Hypotheses testing; Null and alternative hypothesis, type I and type II error. Large and small sampling tests–Z tests, T tests, and F tests. (ANOVA one–way and two–way), (Chi–square test.)

Section D

- Questionnaire design.
- Correlation: Simple, partial and multiple correlation coefficients;

Suggested Readings:

1. Chou, Y. (1975), Statistical Analysis, Holt Reinhart, General Statistics, Prentice Hall of India, New Delhi.
2. Croxton, Crowden and Klein (1971), Applied General Statistics, Prentice Hall of India, New Delhi.
3. Millar, J. (1996), Statistics for Advanced Level, Cambridge University Press, Cambridge.
4. Nagar, A.L. and R.K. Das (1993), Basic Statistics, Oxford University Press, New Delhi.
5. Hogg, R.V. and A.T. Crag (1970), Introduction to Mathematical Statistics (3rd Edition), Macmillan Publishing Co. New York.
6. Sukhtame, P.V. and B.V. Sukhtame (1970), Sampling Theory of Survey with Applications, Iowa State University Press, Ames.

Course Outcomes:

Sr. No.	On completion of this course, the students will be able to:
CO1	Enhance decision making ability by learning the concepts of correlation
CO2	Understand decision making under risk by learning the theory of probability
CO3	Understand various probability distributions
CO4	Learn various concepts of sampling
CO5	Learn tests of significance
CO6	Understand the practical application of all these techniques

MC-206

Viva-Voce

Max. Marks: 50