

6

JIWAJI UNIVERSITY, GWALIOR
P.G. PROGRAMME CHOICE BASED CREDIT SYSTEMS (CBCS)



MASTER OF COMMERCE

SYLLABUS

AND

EXAMINATION SCHEME

W.E.F. 2020-2022

SCHOOL OF COMMERCE AND BUSINESS STUDIES
JIWAJI UNIVERSITY
GWALIOR- 474002 (M.P.)

3

MC-101: MANAGEMENT PRINCIPLES AND PRACTICES

(Core Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- UNIT I:** Concept, Significance and Principles of Management, Evaluation of Management thought, Managerial roles and skills, some leading Management thinker, F.W. Taylor, Henry Fayol, Functions of Management. Development of Management Thought - Classical, Neo-Classical and Modern approach.
- UNIT II:** Nature of Planning, Importance of Planning, Types of plans, steps in planning, Forms of Planning, Limitations of Planning, and Management by Objective. Meaning and Types of Decision, Steps in rational decision making. Corporate Planning and Environmental Analysis, Environment of Decision Making, Difficulties in Decision Making. Principles of Decision making.
- UNIT III:** Principles of organizing, Departmentalization, Organization Structure- Formal and Informal Organization, Line & Staff Matrix. Concept of Authority, Types of Authority Relationships. Concept, Process of Delegation of Authority and barriers to Effective Delegation.
- UNIT IV:** Distinction between coordination and cooperation, Need for coordination, Requisites for Excellent Coordination, Meaning and Functions of a Leader, Characteristics of Leadership, Approaches to Leadership and Leadership Styles.
- UNIT V:** Need for Control, Steps in Control Process, Types of Control Methods, Control Techniques, Management By Exception. Management of change, new Challenges for Managers.

Suggested Readings:

1. P.C. Tripathi & P.N. Reddy Principles of Management- Mc Graw Hill
2. Meenakshi Gupta Principles of Management- PHI
3. T.N. Chhabra Principles of Management, Danpat Rai, New Delhi
4. Kumar Pradeep and Thakur K.S., Management Principles and Practices, Wisdom Publications, New Delhi.
5. Harold Koontz, O'Donnell and Heinz Wehrich, Essentials of Management, Tata McGraw Hill, New Delhi.
6. Stoner, Management, PHI Learning, New Delhi.
7. M. Prakash and ParagDiwan, Management - Principles and Practices, Excel Books, New Delhi.

8. Chandan, J.S., Management - concepts and Strategies, Vikas Publishing House, New Delhi.
9. Robert C. Apple by: Modern Business Administration, McMillan India Ltd., New Delhi.
10. Moshal, B.S., Principles of Management, Ane Books Pvt. Ltd., New Delhi.



MC-102:BUSINESS ENVIRONMENT

(Core Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva.:40

Unit -I Concept and Significance of business environment. Components of business environment. Socio culture environment base of business. Concept of business ethics and morality. Concept of social audit. Indicators of Economic Development and performance of Indian Economy.

Unit -II The Indian Financial Sector, Economic Environment of Business. New Economic Policy, second generation reforms. Present industrial Policy, Industrial licensing policy, export-import Policy, Monetary Policy, Fiscal Policy. Capital market in India.

Unit -III Political and Legal environment of Business- Critical elements of political environment Government and business, changing dimensions of legal environment in India.

Social responsibilities of business, Corporate Governance, Problems of regional imbalances and Economic development, Ethical Environment.

Unit -IV Patent Act 1951.Competition Act 2002 Liberalization Policy Implications of Globalization.Policy in Business.

Labour Environment, Public sectors in India-Process of privatization through **disinvestment**.

Unit - V International and Technological Environment. Multinational Corporations, Foreign Collaborations and Indian Business. Non-resident Indians and Corporate sector International Institutions. W.T.O., World Bank, IMF. Technological Environment in India. Technology Transfer in India.

Suggested Readings:

1. G. Updahaya Sharma &Dayal: Business Environment (Hindi & English) Ramesh Book Depot.
2. B.P. Gupta & H.R. Swami Ramesh Book Depot.
3. P. Kumar Mahaveer Book Depot.
4. O.S. Shrivastava (Kalyani Publication)
5. V.C. Sinha, SahityaBhawan

MC-103:ADVANCED FINANCIAL ACCOUNTING

(Core Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit I:** Final Accounts (Advanced Problems).
- Unit II:** Accounting for Incomplete Records, Single entry system and Accounting for Non-Profit Organization and professional firms.
- Unit III:** Investment Accounting Departmental Accounts, Branch Accounts (with independent and foreign branch)
- Unit IV:** Accounting for higher purchase and instalment system, Accounting for Lease
- Unit V:** Dissolution of partnership with insolvency. Amalgamation of firm, Sale of firm, Accounting for Insurance Claim.

Suggested Readings:

1. Lal, Jawahar and Seema Srivastava, Financial Accounting, Himalaya Publishing House.
2. Monga, J.R., Financial Accounting: Concepts and Applications, Mayoor Paper Backs, New Delhi.
3. Shukla, M.C., T.S. Grewal and S.C. Gupta. Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi.
4. S. N. Maheshwari, Financial Accounting, Vikas Publication, New Delhi. T.S, Grewal, Introduction to Accounting, S. Chand and Co., New Delhi
5. P.C. Tulsian, Financial Accounting, Tata McGraw Hill, New Delhi.
6. Bhushan Kumar Goyal and HN Tiwari, Financial Accounting, Vikas publishing House, New Delhi.
7. Jain, S.P. and K.L. Narang. Financial Accounting. Kalyani Publishers, New Delhi.
8. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi
9. Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning
10. Horn green, Introduction to Financial Accounting, Pearson Accounting

3

MC-104: STATISTICAL ANALYSIS
(Core Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

UNIT-I: Measures of Central Tendency: Computation of mean, Mode, Median, Geometric mean, Harmonic Mean, Uses of various averages and Limitations of averages.

Dispersion and Skewness : Computation of Mean Deviation , Quartile Deviation, standard Deviation and their coefficients, Skewness and its coefficient.

UNIT-II: Correlation- Meaning, Definitions, Types and Degree of Correlation, Methods of Correlation.

Regression Analysis- Meaning and Uses of regression analysis, Regression lines, Regression coefficient and its properties, Regression equations (a) by using mean, SD and coefficient of correlation and (b) by using method of least square.

UNIT -III: Introduction, Measurement of association of attributes: Comparison of Observed and Expected Frequencies Method, Proportion Method, Yule's Coefficient of Association, Chi-square test: Meaning and Uses of Chi-square, Measures of Chi-square.

UNIT-IV: Concept and Importance of the probability, Basic terminology, Calculation of probability, Addition theorem, Multiplication theorem, Bernoulli Theories, Bayes' theorem and its Applications.

Distribution- Binomial, Poisson and normal Distribution.

UNIT-V: Sampling Theory- Basic concepts, Types, Techniques and Testing, Practical uses of sampling, Standard errors and its computation. Test of single proportions and difference of proportions.

Hypothesis, Concept of standard error, Test of significance, Large Samples-Problems relating to test of significance of means, Test of significance of proportions.

Test of significance of small samples 't' tests for significance of means only. Test of significance of Large samples 'Z' tests.

Suggested Readings:

1. Beri, G.C., Business Statistics (Tata Mc Graw Hill 2nd Edition).

2. Sharma, J.K., Business Statistics (Pearson Education 2nd Edition).
3. Gupta, S.P., Statistics, S.Chand & Sons.
4. Wilcox, Rand R., *BASIC STATISTICS - Understanding Conventional Methods and Modern Insights*, Oxford University Press, 2009.
5. Hoff, Peter D., - *A First Course in Bayesian Statistical Methods*, Springer, 2009.
6. Dalgaard, Peter - *Introductory Statistics with R, Second Edition*, Springer, 2008.
7. Render, and Stair J.R., Quantitative Analysis for Management (Prentice - Hall 7th Edition).
8. Rubin, L., Statistics for Management (Person 2000, New Delhi 7th Edition).
9. Black, K., Business Statistics for Contemporary Decision Making, Wiley Student Edition.
10. Richard I. Levin and David S. Rubin, Statistics for Management, Pearson Education, 6th Edition or 7th Edition.

3

MC-201: ORGANIZATIONAL BEHAVIOUR

(Core Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Concepts, Nature and Determinants of organization behaviour, Models of organization behaviour, Challenges and opportunities for organization behaviour, Meaning and Importance of Individual behaviour, natural Process of perception, Components of Learning, Principles and Theories of Learning.
- Unit - II** Values and attitudes - Concepts, Types and sources, Measurement of Attitude, Defining and classifying groups, stages of Group Development, Group Structure, Group processes, Group Dynamics, Group V/S Team, Team Effectiveness, Group And Intergroup Relations.
- Unit - III** Emerging perspective of Motivation, concepts and Types of motivation, theories of Motivation - Mallow's Hierarchy of needs, Herzberg's two factor theory, ERG Theory, Vroom's expectancy theory, equity theory, reinforcement theory and behaviour Modification.
- Unit - IV** Nature and significance of leadership, leadership in Different Cultures, Leadership Theories : Trait Theories, Behavioral Theories - Ohio State Studies, Michigan Studies, and Managerial Grid. Fielder's Contingency Model, Hersey and Blanchard's situational Theory, path Goal Theory, Leadership Styles and transformational Leadership.
- Unit - V** Transitions in conflict thought, functional versus Dysfunctional conflict, conflict Process, conflict Management Techniques, negotiation Process concept of Organizational culture, Relationship of Culture with Organizational behavior, national and Global culture, Levels of Organizational Culture. Organizational change and Development-forces of changes, Resistance to change, Process for planned Organizational change, Change cycles and techniques of Organizational Development.

Suggested Readings:

- Kumar Pradeep and Thakur, K.S., *Organisational Behaviour*, Wisdom Publications, New Delhi.
- Fred Luthans, *Organisational Behaviour*, McGraw Hill Book Co., 1995.
- Stephen P. Robbins, *Organisational Behaviour*, Prentice Hall, 1997.
- Keith Davis, *Human Behaviour at Work*, M.cGraw Hill Book Co., 1991
- Gregory Moorehead and R.S. Griffin, *Organisational Behaviours: Managing People and Organisations*, Jaico, 1994.
- Judith R. Gordon, *A Diagnostic Approach to Organisational Behaviour*, Allyn & Bacon, 1993.
- Pradeep Kumar and K S Thakur, *Organizational Behaviour*, Wisdom Publication.

MC-202:CORPORATE ACCOUNTING

(Core Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Issue and Forfeiture of shares, Accounting for Redemption of Preference Share and Debenture, Buy back of Equity Share, Bonus Shares.
- Unit - II** Company Final Accounts.
- Unit - III** Computation of prior and post incorporation profit and loss.
Accounting of under writing commission
- Unit - IV** Valuation of Goodwill, Valuation of Share, Accounting for Liquidation.
- Unit - V** Merger of Companies, AS-14, Internal reconstruction of a Company.

Suggested Readings:

- M.C. Shukla, T. S. Grewal & S. C. Gupta, Advanced Accounts Vol. II, , Sultan Chand & Company Ltd; Ram Nagar, New Delhi – 110055.
- R. L. Gupta & M. Radhaswamy, Company Accounts, , Sultan Chand & Sons, 23, Darya Ganj, New Delhi – 110002.
- S.N. Maheshwar, Corporate Accounting, Vikas Publishing House (Pvt) Ltd; 576, Masjid Road, Jangpura, New Delhi – 110014.
- S.P Jain & K.L Narang, Company Accounts, Kalyani Publishers, 24, Daryaganj, New Delhi – 110002.
- Sehgal&Sehgal, Advanced Accounts, Vol. 2,

32

MC-203: FINANCIAL MANAGEMENT

(Core Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Financial Management – Introduction, concept of finance functions, Types of Financial Decisions, Importance, Objective organization and responsibility of finance Management.
- Unit - II** Financial Planning, Capitalization, over and under capitalization, capital structure, Trading on equity.
- Unit - III** Leverage Analysis: Operating and financial, long term medium term, short term requirement sources of funds Share Capital & Debenture.
- Unit - IV** Cost of capital: objectives, Types and Analyses, Dividend Decision Policy, Management of Income and Ploughing back of profits.
- Unit - V** Management of working capital, Management concepts of working capital, significance of working capital, sources of working capital, methods of working capital control techniques of cash, receivable, Inventory.

Suggested Readings:

- Kuchhal, S. C. Chaitanya, Financial Management.
- Kulkarni, M. A. Career, Financial Management.
- Pandey, I. M. Vikas, Financial Management
- Home, J. C. V., Financial Management & Policy, Pearson.
- Srivastava, R. M., Financial Management & Policy: Global Perspective, Himalaya.
- R.P. Rustagi, Financial Management,
- B. Banerjee, Financial Management & Policy,

3

MC-204: ACCOUNTING FOR MANAGERIAL DECISIONS

(Core Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Management Accountancy : meaning, Nature, scope and functions, Role of Management Accounting in decision making, Tools & Techniques of Management Accounting. Management Accounting Vs. Financial accounting and cost Accounting.
- Unit - II** Financial Statements, Meaning Limitations, Objectives and Methods of Financial Statement Analysis: Ratios - Classification, Profitability, Turnover ratio Financial Ratios, Advantages of Ratio Analyses and Limitations.
- Unit - III** Capital Budgeting - Nature, Characteristics and Methods of Capital Budgeting.
- Unit - IV** Fund flow, cash flow statement (As per Accounting Standard)
- Unit - V** Cost of Capital, Responsibility Accounting, Management Reporting.

Suggested Readings:

- S.P. Gupta, Management Accounting
- K.G. Gupta, Management Accounting
- S.N. Maheshwari, Management Accounting
- Jawaharial, Management Accounting
- R.P. Rustagi, Management Accounting
- Agrawal & Agrawal, Management Accounting (Hindi)

MC: 301- MARKETING MANAGEMENT

(Core Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Concept of Marketing and marketing Management, Meaning, Nature, Objective and importance, Difference between market and marketing, Retailing and selling. Functions of marketing management Role of marketing in economic development. Indian Marketing, Environment Marketing mix, marketing planning, Planning process, Market Segmentation; its concept, Nature and bases.
- Unit - II** Marketing Information System : Concept, need and components, Marketing Research Concept, Objectives and process.
Sales forecasting: Role, Factors and Steps. product planning and development, Product classification, Product life Cycle, Product Positioning and diversification, Development of New Product.
- Unit - III** Product Branding and packaging Product pricing decision, methods of Price Determination, new Product Pricing policies, Resale price maintenance. Challenges before modern Marketing in India, Marketing and Social responsibility, marketing Ethics.
- Unit - IV** Concept and significance of sales promotion, Sales promotion Programmes and strategies. Sales Management : Meaning, objective, Recruitment and selection, Training Compensation to sales staff. Personal selling : Role and significance, qualities of sales force, Personal selling process, Types of personal selling. Channels of Distribution : Concept Role, Classification and factors. Sales Intermediaries. Types and factors, concept and components of Physical distribution.
- Unit - V** Concept, Nature, Objectives and Importance of Advertisement. Effects of Advertising on production, Market, Consumers and Industrial Growth. Social effects and Ethical issues in Advertising.
Advertising process, media role and their selection, Advertising Message Measuring Advertisement Effectiveness : Objective and methods, Advertising Audit, Advertising Agency, Function, types and selection.

Suggested Readings:

- Philip Kotler, Marketing Management - Analysis, Planning, Implementation and Control, Prentice Hall of India.
- M.M. Varma & R.K. Agarwal, Marketing Management, Forward Publishing Company
- R.S. Davar, Marketing Management, Progressive Publications.
- Rakesh Khurana & A.N. Ravichandra, Strategic Marketing Management - Concepts & Cases, Global Business Press.

MC-302: INDIAN FINANCIAL SYSTEM
(Core Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Introduction to Financial System: Components Functions, Nature and Role, Relationship between Financial System and Economic growth.
- Unit - II** Money Market in India: Meaning, functions, Development of Money Market in India, Money Market Instruments. capital Market : Meaning, functions and Reforms.
- Unit - III** Depositories and Custodians: Depository System - NSDL, CSDL, Stock holding corporation of India, derivative Market : Concept, Benefits and needs, Types of Financial Derivatives, forward and future contracts, options, futures, types and benefits.
- Unit - IV** Credit Rating: Concept, Need, objectives and significance, credit rating agencies in India.
- Unit - V** Mutual Funds: Introduction, History. Types, organization, Regulation over Mutual Funds. Objectives and need of Financial system Reforms.

Suggested Readings:

- M.Y. Khan, Indian Financial System
- M.Y. Khan, Indian financial system 6ED
- HR Machiraji, Indian Financial System
- B. Pathak, Indian Financial System



MC- 303 (a): PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

(Centric Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Personnel Management: Concept, nature, functions and importance. Organisation of personnel department, manpower planning, Personnel policies, personnel Management in Indian perspective.
- Unit - II** Job Analysis, Recruitment, Selection, Placement, Psychological Tests Induction & Training, Performance Appraisal, Merit rating, Executive Development, employee counseling.
- Unit - III** Industrial Relations : Conceptual Analysis - Meaning, Three Actors of Industrial Relations, Importance and Objectives, Conditions and Approaches for Congenial Industrial Relations, Limitations of Industrial Relations, How to manage Industrial Relations in Hospitals.
- Unit - IV** Industrial Conflicts: Concept, causes and Types of Industrial Conflicts, Prevention and Settlement of Industrial Conflicts. Workers' Participation in Management - meaning, Objectives, Essential Conditions, Forms, Work committees and Employees Empowerment.
- Unit - V** Compensation planning, methods of compensation, incentives & Fringe benefits, Industrial Efficiency. Industrial Psychology : Nature, objectives & Scope, Principles & Methods of Ind. Psychology.

Suggested Readings:

- Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons.
- Biswanath Ghosh, Personnel Management & Industrial Relations, The World Press Pvt. Ltd.
- S.D. Punekar, Labour Welfare, Trade Unionism and Industrial Relations, Asia Publishing House.
- A.M. Sharma, Industrial Relations - Conceptual and Legal Framework, (Himalaya Publishing House).

MC- 303 (b): CONSUMER BEHAVIOUR

(Centric Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Introduction, meaning and significance of consumer behaviour, determinants of consumer behaviour, consumer behaviour Vs Buyers behaviour consumer buying process, consumer movement in India.
- Unit - II** Organisational Buying behaviour and consumer research: Characteristics, process and determinants of organisational buying behaviour. Concept, History, objectives and process of Consumer Research.
- Unit - III** Consumer needs and motivations: Types and systems of consumer needs. Meaning of motivation, needs and goals, Dynamic nature of consumer motivation. Measurement of motives and Development of Motivational Research.
- Unit - IV** Personality and consumer behaviour: Concept of personality, theories of personality, personality and understanding consumer diversify, self and self-images.
- Unit - V** Social class and consumer Behavior: Meaning, Need, measurement and lifestyle profiles of the social class, Social class Mobility, Affluent and Non affluent consumer selected consumer behaviour applications of social class.

Suggested Readings:

- Wayne D. Hoyer, Deborah, Consumer Behavior.
- Schiffman, Consumer Behavior, 9/e,
- S.L. Gupta and Sumitra Pal, Consumer Behaviour: An Indian Perspective.
- Ramesh Kumar, Consumer Behaviour and Branding

MC-303 (c): MANAGEMENT OF MARKETING SERVICES

(Centric Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Concept of services, Need for service Marketing, Management of marketing services, market segmentation and market mix for services, key areas of services.
- Unit - II** Marketing of Bank and Insurance services: Concept, various users, Buyers, psychology, product planning and segmentation, marketing mix, personal selling.
- Unit - III** Marketing of Hotel and Hospital services: concept, users and their behaviour, Hotel product, market segmentation, Market mix, pricing decision, Hotel Marketing in India, Hospital Marketing in India.
- Unit - IV** Marketing of consultancy services: Concept and need, users and their behaviour, product, planning and development, Market segmentation concept and need of personal care services education service Indian scenario.
- Unit - V** Marketing of Transport services: Concept uses, product planning, market segmentation, Marketing Mix, price policy, significance of marketing management for Rail and Road Transport.

Suggested Readings:

- Jha S.M. Service Marketing, Himalaya Publications Ltd.
- Philip Kotler, Marketing Management - Analysis, Planning, Implementation and Control, Prentice Hall of India.
- M.M. Varma & R.K. Agarwal, Marketing Management, Forward Publishing Company.
- Rakesh Khurana & A.N. Ravichandra, Strategic Marketing Management - Concepts & Cases, Global Business Press.

MC-303 (d) MANAGEMENT OF COST ACCOUNTING

(Centric Paper)

Max. Marks: 100

Ext. Exam: 60

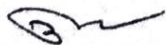
Cont. Eva: 40

- Unit – I** Various cost concepts, Techniques of inventory control methods of wage payment, classification and allocation of overheads.
- Unit – II** Process Accounting, joint product and By product, Equivalent Production and Inter process profit, Operating costing: Transport, Power generation and Hotel operation costing.
- Unit - III** Marginal Costing: Concepts, Break Even Analysis, Applications of Break-even analysis. Use of Marginal Costing in business decision.
- Unit - IV** Budgetary Control: Basic Concepts, Preparation of Functional budgets. Cost Audit : Objectives and Advantages. Preparation of cost Audit Programme, cost Audit note and working papers, process of cost Audit, Cost audit report.
- Unit - V** Standard Costing and Variance Analysis: Basic concepts of standard costing, material, labour and overhead variances and its computation.

Activity based costing, Balanced score card.

Suggested Reading:

- Thakur, K.S., Cost Accounting Theory and Practices, Excel Books, New Delhi.
- P.V. Rathnam, Cost and Management Accounting
- R.S. Kaplan, Advance Management Accounting



MC-303 (e): INVESTMENT MANAGEMENT
(Centric Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Investment : Concept objectives and Types, Investment and speculation, factors of sound investment. Financial Markets : Meaning and types. Investment opportunities available in India.
- Unit - II** Investment process, negotiable and Not negotiable investment, concept of Return and Risk sources, types and measurement of risk. Portfolio Management, Markowitz Model, Capital Assets pricing Model.
- Unit- III** Security Analysis: Fundamental, economic Industry and Technical Analysis. Dow theory, Elliott wave theory, efficient Market Hypothesis.
- Unit - IV** Stock exchange in India: BSE, NSE, O.T.S.C., Interconnection of stock exchange in India, Stock Indices and their computation. SEBI - their powers and functions.
- Unit - V** Emerging Trends in Indian Capital Market Depositories and Scriptless trading. Book Building, Stock tendering scheme, Rolling settlement Green shoe option, Responsibilities and Code of Conduct for Portfolio Manager.

Suggested Readings:

- Peter L. Bernstein, Investment Management- Wiley Frontiers in Finance Series,.
- Robert L. Hagin, Investment Management-.
- Aswath Damodaran, Investment Philosophies-
- Shashi K. Gupta, Investment Management- Security Analysis
- R.P. Rustagi, Investment Management



MC-304 (a) RESEARCH METHODOLOGY

(Generic Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Business Research, Meaning, Nature And Types of Research. Research Process, meaning, Identification, Selection And Formulation of Research Problem, Sources of Research Problem, Variables and types of Variables.
- Unit - II** Meaning of Research Design, Need for Research Design, Features of A Good Research Design, Types of Research Designs - Exploratory, Descriptive, Experimental And diagnostic, Hypothesis - Concept, Sources and Types, Formulation of Hypothesis.
- Unit - III** Concept of sources of Primary Data and Secondary Data and its uses in Research, Questionnaires, Interviews And Surveys. Observation, Contents analysis and measurement Scales, Techniques of Developing Scales, Reliability and validity of Scales.
- Unit - IV** Data Analysis Using Statistical Packages, Hypothesis Testing - Parametric And Non-parametric Tests, Analysis of Differences Between A Single Sample and a population, Analysis of Differences Between Two or more than two levels of An Independent variable, Analysis of Designs with more than one independent variable, Analysis of Relationships, Statistical Inferences for one or two samples. Chi-square Tests, Analysis of Covariance (Ancova) and use of multivariate Analysis in Business Research, Application of SPSS.
- Unit - V** Research Report: Types of Reports and Characteristics of a Research Report, Formulation of Research Report, layout of Research Report, Utility and Limitations of Research Report, Footnote, References and Bibliography.

Suggested Readings:

- Kothari, C.R., Research methodology Methods and Techniques, New Age International Limited Publishers, New Delhi.
- Donald R Cooper and Pamela S Schindler, Business Research methods, Tata McGraw - Hill Company Limited, Noida.
- J.K. Sachdeva, Business Research Methodology, Himalaya Pub. House, New Delhi.

MC- 304 (b):INCOME TAX LAW AND PRACTICES
(Generic Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Computation of tax liability of Individual.
- Unit - II** Assessment of HUF and Co-operative society.
- Unit - III** Assessment of partnership firm and computation of tax.
- Unit - IV** Assessment of company and computation of tax.
- Unit - V** Income tax, Authorities Appeal and Revisions, Advanced payment of tax, Tax deducted at sources, PAN, Types of Assessment.

Suggested Readings:

- SripulSachtech, Income Tax Law
- Mahrotra&Mahrotra, Income Tax Law
- Singhani, Income Tax law
- Dr. Modi&Modi, Income Tax Law



MC-304 (c): MANAGERIAL ECONOMICS

(Generic Paper)

Max. Marks: 100


Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Introduction: nature and significance, scope of Managerial Economics, Role and Responsibility of Managerial economics in business. Principles of managerial decision - analysis, concept of micro & macro economics.
- Unit - II** Demand Analysis: Elasticity of demand Theories of demand, Demand Forecasting : Nature Scope & significance, types & methods Demand Forecasting for established products, Demand Forecasting for new products. Test marketing, Opinion pooling, Life cycle.
- Unit - III** Production and Cost Analysis: Production Function, Laws of return, Internal & external economics and Diseconomy. Money cost, Real cost, opportunity cost & other types of cost. Relationship of marginal cost and average cost.
- Unit - IV** Analysis of Revenue & price determination Derivation of marginal and average revenue, Relation between marginal and Average curves. Price determination under perfect competition, Monopoly, monopolistic competition and oligopoly.
- Unit - V** Profit Management: Concept of Profit Difference between Economic profit and accounting profit, Theories of profit, Tools of profit planning. Business Cycles : meaning, Causes, Phases, Theories of Business cycles, Hawtrey, Haywek, Hick and Kalecki.

Suggested Readings:

- Suma Damodaran, Managerial Economics Oxford University Press 2006.
- Thomas. R. Christopher anJ Maurice Charles S Managerial Economics: Concepts and Application Tata McGraw Hill 20065. R.Saravanan&R.Karuppasamy Managerial Economics, science Tech Publications(India) Pvt.Ltd., 2009.
- Pal Sumitra Managerial Economics Macmillan India Ltd 2007.
- G S Gupta Macro Economics Tata McGraw Hill 2006.
- H.Carig Peterson and W.Cris Lewis Managerial Economics Pearson Education 2005.
- P.L.Metha, Managerial Economics, Sultan Chand & Sons



MC- 304 (d): PUBLIC FINANCE
(Generic Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Nature scope and importance of public finance. Difference between public finance and private finance. Role of Public Finance in Economic development.
- Unit - II** Public expenditure - Nature importance classification and principles. Effect of Public expenditure : Public revenue nature, classification and sources.
- Unit - III** Concept of Taxation - objective forms and principles of taxation Indian taxation system, taxable capacity, effect of taxations.
- Unit - IV** Public debt - meaning nature and importance redemption of public debt. Impact of Public debt, debt burden over India.
- Unit - V** Financial Relation between Central and State Government report of latest financial Commissions. Trends of Public expenditure India.

Suggested Readings:

- Modi & Sharma, Public Finance, R.B.D. Jaipur
- V.C. Shinha - Sahitya Bhawan
- K.P. Jain - College Book Depot Agra



MC-304 (e):APPLIED STATISTICS
(Generic Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Statistical System in India – Historical background and present statistical setup, Central Statistical organisation (C.S.O.), National Sample Survey Organisation (NSSO) and State Statistical organisation (SSO).
- Unit - II** National Income Statistics – Meaning, Significance, Methods of calculating national income, Estimation of National income in India, Agriculture Statistics and Industrial Statistics.
- Unit - III** Trade Statistics – Internal trade statistics and foreign trade statistics,
Labour Statistics – types, sources, publication, limitations and suggestions.
Price Statistics – type, importance, uses and limitations, measurement of price statistics by wholesale price index numbers and consumer price index numbers.
- Unit - IV** Population Statistics – Meaning, Characteristics of population statistics, Method of Census, Main features of Indian Census 2011.
Vital Statistics – Meaning and Significance, Measurement of Fertility – Crude Birth Rate, General Fertility Rate (GFR), Specific Fertility Rate (SFR), Total Fertility Rate (TFR), Gross Reproduction Rate (GRR) and Net Reproduction Rate (NRR).
Measurement of Mortality – Crude Death Rate (CDR), Specific Death Rate (Sp.D.R.) and Standardised Death Rate (SDR).
- Unit - V** Role and Organisational Structure; Department of Research and Statistics, RBI, Statistical Branch of Central Board of Direct Taxes, Indian Agricultural Statistics Research Institute (TASRI).
General Shortcomings of Indian Statistics and suggest some measure of eradicate them.

MC-401: STRATEGIC MANAGEMENT

(Core Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

UNIT - I Course Overview; Course Objectives; Evolution of Business Strategy & Policy, Business Strategy & Policy : Strategic Vision & Mission; Establishing Objectives; Crafting A Strategy, Analysis of the External Environment; Methods for scanning the external environment Structural Analysis; Porters Principles of Industry Competition, Strategic Management process.

Unit - II Evaluating Company Resources And Competitive Strengths : Swot Analysis, Situational Analysis in Health Sector, Michael Porters Value Chain Approach to Operational Analysis; HRM; The Difference between Traditional cost Accounting & Activity Based Cost Accounting, Internal Growth Strategies; External Acquisition Growth; Disinvestments; Grand Strategies of Disinvestments; Retrenchment.

Unit - III Positioning of the Business Portfolio : Strategic Business Units; Product Life - Cycles; The Experience Effect; A Matrix Representation for the Business Portfolio The BCG Methods; Evaluating the strategies of Diversified Companies; Using A Nine - Cell Matrix To Simultaneously Portray Industry Attractiveness And Competitive Strength; Strategic - Fit Analysis; Resource Fit Analysis.

Unit - IV Strategy And Competitive Advantage : The Five Generic competitive strategies; low-cost provider Strategies; Differentiation Strategies; The Strategy of being A best cost provider; Focused Or Market Niche Strategies; Cooperative Strategies; Alliances An Competitive Advantage, A Framework for implementing Strategy; The Principal Strategy-Implementing Tasks; Leading the implantation Process; Building A Capable organization; matching Organization Structure to strategy; Organization Design; Types of Organization Structures.

Unit - V Strategic Evaluation And Control: Importance of Strategic Evaluation; barriers In Evaluation; Designing Strategic Control Systems : Using A Balanced Scorecard Approach to measure Performance.

Suggested Readings:

- AzharKazmi, Business Policy, Tata McGraw Hill, New Delhi.
- Thomas L. Wheelen and J. David Hunger, Strategic Management and Business Policy, Pearson Education, New Delhi.

MC-402: INSURANCE PRINCIPLES AND PRACTICES

(Core Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Introduction of Insurance - Definition need, characteristics, Importance, functions, Principles, Scope and Limitations. Classification and organisation of Insurance, Insurance Organization in India.
- Unit - II** Insurance Contract - Essentials, provisions of contract, Types of Insurance Contracts, Relationship between compensation and Life Insurance Contract, Double Insurance, Re-insurance, Ordinary Contract and Insurance contract.
- Unit - III** Life Insurance - Introduction, features significance legal rules for Life Insurance contracts, Annuity Classification and conductum of Life Insurance packages - Nomination, Surrender, Computation of presences - Net and Gross premium, Valuation, Disinbetion of Profit & Management.
- Unit - IV** Marine Insurance - Introduction Need, Importance essential elements of marine Insurance Contract, Valuation clause, Assignment clause, General Survey Losses, Special Losses of marine claim of Losses Procedure.
- Unit - V** Fire Insurance - Introduction essential elements of fire insurance.

Suggested Readings:

- M.N. Mishra & S. B. Mishra, Insurance Principles and Practice
- M.C. B.S. Garg Bodla K. Pal, Mahesh Chand Garg, Insurance Management: Principles and Practices- India Insurance Report- Dharmendra Kumar, Rahul Singh.

3

MC- 403 (a): MANAGEMENT OF SALE PROMOTION & ADVERTISING

(Central Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

Unit – I Introduction:

Concept, Scope, Objectives and Functions of advertising. Role of advertising in marketing mix and the advertising process. Legal ethical and social aspect of advertising.

Unit - II Pre-Launch Advertising Decision :

Determination of target audience, Advertising media and their choice. Advertising measures. Layout of advertisement and advertising appeal, Advertising copy.

Unit - III Promotional Management :

Advertising department, Role of advertising agencies and their selection, Advertising budget, Evaluation of Advertising effectiveness.

Unit - IV Personal Selling :

Meaning and Importance of personal selling, Difference between personal selling, Advertising and sales promotion, Methods and procedure of personal selling.

UNIT - V Sales Management :

Concept of sales management, Objectives and Functions of sales management, Sales Organization, Management of sales force and Sales force objectives, Sales force recruitment, selection, training, compensation and evaluation.

Suggested Readings:

- R.R. Still, Sales Management - Decision Strategies & Cases
- J.C. Sinha, Principles of Marketing & Salesmanship
- K.R. Balan, Marketing & Sales Management
- D.A. Aaker, Advertising Management
- M. Mohan, Advertising Management: Concepts & Cases.

**MC- 403 (b):MANAGEMENT OF RURAL & AGRICULTURAL MARKETING
(Centric Paper)**

**Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40**

Unit - I Rural Marketing:

Image of Indian rural marketing and Approach to rural markets of India, Rural consumer and demand dimensions and Market segmentations, Channels of distribution and physical distribution, Product Management, Marketing communication and sales force tasks.

Unit - II Agricultural Marketing:

Concept, Nature, Scope and Subject matter, Classification of agricultural products and their difference with manufactured goods.

Agriculture market - Meaning, Components, Dimensions and Classification.

Market structure - Dynamics of market structure, Components of market structure and Market forces.

Unit - III Market Management and Channel Strategy:

Modern marketing Management and agricultural products, Structured organized markets - commodity exchange and produce exchange, Cash market, Forward dealing, Exchange market, Speculative market, Channels of distribution for consumer goods, Agricultural consumer goods and Agricultural raw materials.

Unit - IV Regulated Market in India:

Regulated market, Genesis of regulated market in India, Limitations in present marketing regulations, Advantages and Limitations of regulated market, Organization of regulated market, Future of regulated markets and Regulated markets in India.

Unit - V Marketing of Farm Product:

Packaging - Packing and Packaging, Packing materials. Transportation-Advantages, Means of transport and Transportation cost. Grading and Standardization - Meaning, Type, Criteria, Labeling and Specification, Storage, Warehousing, Processing and Selling.

Suggested Readings:

- RajaniVohra, Seema Chopra, Rural and Agricultural Marketing .
- ManoharLalJalan, Marketing of Agricultural inputs, Published by Himalaya Publishing House (Delhi). 1988.
- T.P.GopalSwamy, Rural Marketing published by Wheeler publishings (New Delhi) 1998.



MC-403 (c): INTERNATIONAL MARKETING

(Centric Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** International Marketing : Meaning, scope, Nature and Significance. International Marketing Environment - Internal and External, International Market, Orientation, Identification and Selection of foreign market, Functions and qualities of an Export management.
- Unit - II** Export Organization : Meaning, affecting factors and types, Overseas Product Development : It's concept and methods, Pricing and its factors, Methods of Pricing, Price quotation.
- Unit - III** Direct Trading and Indirect Trading : Meaning and methods, Methods of Payment in International Marketing.
- Unit - IV** Export Credit : Meaning, Nature, Influencing factors and significance, methods of Export Credit, Export Credit and Finance in India. Risk in Export Trade, Role of the Export Credit Guarantee, Corporation of India Limited, The Export-Import Bank of India.
- Unit - V** Export and Import Procedure, Documentation in foreign trade, Bilateral and Multilateral Trade Agreements, Its meaning objective, types and significance, SAARC, Role of WTO in Foreign Trade.

13

MC- 403 (d): INSTITUTIONAL ACCOUNTING
(Centric Paper)

Max. Marks: 100

Ext. Exam: 60

Cont. Eva: 40

- Unit - I** Accounting for Holding Company (with one subsidiary company only)
- Unit - II** Accounts relating to Bank and Insurance Company (General & Life Insurance).
- Unit - III** Double Accounts System - need, purpose form of presentation of final Account of Electricity Companies. Gas, Water & Railway Company.
- Unit - IV** Government Accounting, Local Government. (Municipalities & Panchayat), Accounting for co-operative societies
- Unit - V** Inflation Accounting, Human Resources Accounting.

Suggested Readings:

- R.G. Gupta & M Radhaswamy, Sultan Chual & Sons
- A Mukherjee, M. Hanif, Tata Macgraw
- Khandelwal & Khanjwal, Ramesh Book Depot.
- S.M. Shukla. Special A/c. Sahitya Bhawan .
- Shukla & Gerrewal Ad-A/c.



MC- 404 (a): STRATEGIC FINANCIAL MANAGEMENT

(Generic Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** Strategic Financial Management - Concept, Objectives components and goals. Capital structure, Trade off model EPS analysis - ROI - ROE analysis. Cost volume Profit analysis and operating leverage. Financial leverage an effect on shareholders return.
- Unit - II** Financial Aspects of supply chain management and Distribution chain management. introduction. Strategic Vendor Management. Analytical Approaches for Inventory cost Analysis. Strategic Product Pricing.
- Unit - III** Financial Aspects of Corporate Restructuring. Concept, objective scope; Importance.
- Unit - IV** Ethical Aspects of strategic Financial Management. Meaning, Concept & components. Ethical brand Equity Entrepreneurship and Ethical F.M.
- Unit - V** Mutual Funds. Regulatory framework. Evaluation of various schemes of mutual funds.

Suggested Readings:

- I.M. Pandey, Financial Management, Vikas Publication.
- G.P. Jakhotiya, Strategic Financial Management, Ramesh Book.
- S.P. Gupta : Financial Management (Hindi)
- V.K. Bhalla : Instrument Management S. Chand & Sons.
- Preeti Singh : Instrument Management, Himalayan
- P.V. Kulkarni : Financial Management
- Khan & Jain : Financial Management

MC- 404 (b): ECONOMICS LEGISLATION
(Generic Paper)

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

- Unit - I** The industries Development and Regulation Act 1951
 Consumer protection Act 1986
- Unit - II** Essential Commodities Act 1953
 The standard of weight and measures Act 1976
- Unit - III** Foreign Trade (Development and Regulation Act 1992)
 Foreign contribution (Regulation Act 1976).
- Unit - IV** Securities and exchange Board of India Act 1992.
 Industrial companies (Special Provision Act).
- Unit - V** Copyright Act 1957
 Trade and Merchandise mark Act 1958. Registration Act 1988

Suggested Readings:

- *Robert W. Emerson J.D. (2009), Business Law – 5th Edition*
- *Kenneth W. Clarkson, Roger LeRoy Miller, and Frank B. Cross (2010) , Business Law: Text and Cases – 12th Edition Legal, Ethical, Global, and Corporate Environment*
- *Mercantile Law 2 Vols. Set- Arun Kumar.*

3

**MC- 404 (c): FOREIGN TRADE POLICIES – DOCUMENTATION AND
PROCEDURE**

(Generic Paper)

**Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40**

- Unit - I** Foreign Trade Policy - Need, objectives, significance rationale types of documentation, obtaining export and import licence.
- Unit - II** Processing an export order, pre-shipment inspection and quality control.
- Unit - III** Foreign Exchange and GR Formalities Excise and Custom Clearance of export cargo.
- Unit - IV** Shipment of goods and port procedures customs clearance of import cargo.
- Unit - V** Post shipment formalities and procedures claiming duty drawbacks and other benefits.

Suggested Readings:

- India's Foreign Trade, Anmol Publications.
- R K Sen, S Pan, Foreign Direct Investment and Trade in India Deep & Deep Publications.

3

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**MC- 404 (d): GOODS AND SERVICE TAX
(Generic Paper)**

Max. Marks: 100
Ext. Exam: 60
Cont. Eva: 40

Unit - I Introduction of GST- Constitutional framework of Indirect tax before GST. Concept of GST, Objectives and purpose of GST, Need of GST. Salient features of GST. Structure of GST(SGST, CGST, UTGST and IGST)

Unit - II Levy and collection of GST-Tax reforms and GST in India, supply of goods and service - Place of Supply within state, Interstate, Impact and export, Time of Supply, Valuation of GST, Valuation rules, Tax rate, and Composition scheme.
Custom duty, concept, classification, valuation of custom duty, practical problems relating to custom duty.

Unit - III Input Tax credit- eligible and Non-eligible input tax credit, Appointment of credit and blocked credit, Tax credit in respect of capital goods -Recovery of excise tax credit, Transfer of Input credit, TDS, TCS reverse charge Mechanism, Job work.

Unit - IV Registration procedure of GST, Person liable and not liable for registration, Goods and Service Tax network (GSTN), Salient features of GSTN, Amendments, cancellation and Revocation of registration, Return of GST, Calculation of GST.

Unit - V GST council, GST benefits, GST Authorities, Rights and Duty of GST Authority, GST Refund, Appeal, Revision and Settlement, Penalties and offences.

Suggested Readings:

- GST E-Way Bill Samasyaen Evam Samadhyan - Hindi, C.A. Arpit Haldia & C.A. Megha Haldia
- GST Manual with GST Law Guide- TAXMANN.

32