

# **Shri Rawatpura Sarkar University, Raipur**



## **Examination Scheme & Syllabus For**

### **MASTER OF COMMERCE I<sup>st</sup> Semester**

(Effective from the session: 2021-22)



**Faculty of Commerce**  
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**Master of Commerce**  
**Semester-I<sup>st</sup>**  
**Examination Scheme**  
**(Effective from the session: 2021-22)**

S.N.	Course Code	Th/ Pr	Subject	Type of Course	Teaching hours per week			TC	Examination Scheme				Total Marks
					L	T	P		Theory		Practical		
									EX	IN	EX	IN	
1	CMC101	Th	Managerial Economics	Core	4	1	-	5	70	30	-	-	100
2	CMC102	Th	Advanced Management Accounting	Core	4	1	-	5	70	30	-	-	100
3	CMC103	Th	Business Statistics	Core	4	1	-	5	70	30	-	-	100
4	CMC104	Th	Ethics, Corporate Governance and Sustainability	Core	4	1	-	5	70	30	-	-	100
5	CMC105	Th	Management Concept and Organizational Behavior	Core	4	1	-	5	70	30	-	-	100
<b>Total Contact hr per week: 20</b>			<b>Total Credit: 25</b>					<b>Total Marks:</b>				<b>500</b>	



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<b>Course Title</b>	<b>MANAGERIAL ECONOMICS</b>				
<b>Course Code</b>	<b>CMC101</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Details</b>	
	<b>4</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>Basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment.</li> </ul>				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision-making processes</li> </ul>				
<b>Course Contents</b>	<p><b>Unit I :</b>  <b>Introduction to Managerial Economics:</b> Scope of Economics, Economic Principles relevant to Managerial Decisions, Relationship of Managerial Economics with Decision Sciences. Market Demand and Supply; Determinants of Demand, Basis for Demand; Direct and Derived demand; Law of Demand, Law of Supply, Market Equilibrium. Consumer Behavior. Supply functions; Firm theory: Objectives of the firm; Theory of the growth of the firm: Marris model.</p> <p><b>Unit II :</b>  <b>Utility analysis:</b> Cardinal and Ordinal utility, Equi-marginal utility. Indifference curve and its properties. Consumer Equilibrium with Cardinal and Ordinal approach, Consumer surplus, Price, Income and Cross Elasticity of Demand, Production Theory: Production Functions with one variable and two variable inputs, Producers' Equilibrium, Expansion Path, Total, Marginal and Average Revenue curve; Law of Diminishing Returns to Factor; Returns to Scale.</p> <p><b>Unit III :</b>  <b>Cost Analysis:</b> Types of Costs; Short Run and Long Run Cost Curves; Economics of Scope and Economies of Scale. Revenue Analysis: Types of Revenue Curves and their applications, Market Structure: Perfect Competition; Assumptions, Price and Output determination in Perfect Competition in Short and Long run.</p> <p><b>Unit IV :</b>  <b>Imperfect Competition:</b> Monopoly-Features; Price and Output decisions; Price Discrimination. Monopolistic Competition: Features; Price and Output decisions; Short and Long run Equilibrium. Oligopoly: Features; Cartels and Collusions (introductory); Kinked Demand curve.</p> <p><b>Unit V :</b>  <b>National income:</b> Concepts, Methods of measuring National Income, Problems in measuring National Income, Circular flow of income and expenditure; Limitations</p>				



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	of national income accounting; Government deficit and trade deficit; Measuring the cost of living; Natural rate of unemployment and Inflation.
<b>Course Outcomes</b>	<p>On completion of this course, the student should be able to:</p> <ul style="list-style-type: none"><li>• Describe the nature and scope of managerial economics, demand analysis and growth model of the firm.</li><li>• Learn the techniques of production function and cost analysis.</li><li>• Comprehend the market forms and apply the pricing techniques to determine the price of factors of production.</li><li>• Apply the knowledge of national income accounting and cost of living measurement in real world situations.</li><li>• Assimilate the product and financial market equilibrium and decipher monetary and fiscal policies.</li><li>• Describe the trade cycles in the open economy and exchange rate determination</li></ul>
<b>Text Books</b>	<ul style="list-style-type: none"><li>• Dr V C Sinha &amp; Dr Ritika Sinha, Managerial Economics, SBPD Publications.</li></ul>
<b>Reference Books</b>	<ul style="list-style-type: none"><li>• Salvatore, D. &amp; Rastogi, Siddhartha K. Managerial Economics-Principals and Worldwide Applications. Oxford University Press.</li><li>• Dwivedi D.N., Managerial Economics, Vikas Publishing House, New Delhi.</li><li>• Ahuja, Amit. Managerial Economics (Analysis of Managerial Decision Making), 9th Edition. India, S Chand Limited</li><li>• Managerial Economics. India, McGraw-Hill Education (India) Pvt Limited.</li></ul>



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<b>Course Title</b>	<b>ADVANCED MANAGEMENT ACCOUNTING</b>				
<b>Course Code</b>	<b>CMC102</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>4</b>	<b>1</b>	<b>-</b>	<b>5</b>	
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>Various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making.</li> </ul>				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>The objective of this course is to equip the students with the knowledge of concepts, methods and techniques of management accounting and enable them to use various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making</li> </ul>				
<b>Course Contents</b>	<p><b>Unit – I</b>  <b>Management Accounting:</b> Nature and functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant. Cost concepts and classifications. Activity Based Costing (ABC): Concept and Uses; Flow of Costs in ABC; Traditional Costing System vs. ABC.</p> <p><b>Unit – II</b>  <b>Variable and Absorption Costing:</b> Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements. Cost-Volume-Profit (CVP) Analysis - Contribution Margin; Break - Even Analysis: Profit volume (P/V) Analysis; Multiple Product Analysis; Optimal use of Limited Resources.</p> <p><b>Unit – III</b>  <b>Relevant Information and Short-Run Managerial Decisions:</b> Managerial decision making: Decision making process; Differential analysis; Types of managerial decisions – Make / Buy, Add /Drop, Sell/ Process Further, Operate/Shutdown, Special Order. Product-Mix, Pricing Decisions.</p> <p><b>Unit – IV</b>  <b>Budgeting:</b> Nature and functions; Preparation of different types of budgets;. Fixed versus Flexible Budgeting. Standard Costing, - Concept, advantages; Types of standards; Variance analysis: Materials, Labour, Overheads, Sales variances, Managerial uses of variances.</p> <p><b>Unit – V</b>  <b>Responsibility Accounting and Divisional Performance Measurement:</b> Advantages and disadvantages of divisionalisation; Concept of responsibility accounting, Responsibility centres: Cost centre, Revenue centre. Profit centre, Investment centre; Responsibility performance reporting; financial measures of performance, Non- financial performance measures.</p>				



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<b>Course Outcomes</b>	<p>After completing the course, the student will be able to:</p> <ul style="list-style-type: none"><li>• Identify differences between various forms of accounting—Financial, Managerial and Cost and the role of a Management Accountant.</li><li>• Identify cost according to their associated activities and apply costing techniques for computing cost of products or services.</li><li>• Prepare income statements using variable costing and absorption costing.</li><li>• Make various managerial decisions on the basis of learning about concepts and issues involved therein.</li><li>• Prepare different forms of budgetary statements, identify and control cost at a responsibility center assigned to a manager, analyze and report performance of the assigned responsibility center.</li></ul>
<b>Text Books</b>	<ul style="list-style-type: none"><li>• Dr B K Mehta, Management Accounting, SBPD.</li><li>• Dr J B Gupta, Advanced Management Accounting, Taxmann's.</li></ul>
<b>Reference Books</b>	<ul style="list-style-type: none"><li>• Balakrishnan, Ramji, Sivaramakrishnan, K. &amp; Sprinkle, Geoffrey B. (2008). Managerial Accounting. John Wiley and sons</li><li>• Lal, Jawahar (2016). Advanced Management Accounting, Text, Problems and Cases. S. Chand &amp; Co., New Delhi. Unit(s)</li><li>• Hilton, Ronald W. (2011). Managerial Accounting. McGraw Hill Education.</li></ul>



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<b>Course Title</b>	<b>BUSINESS STATISTICS</b>				
<b>Course Code</b>	<b>CMC103</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>4</b>	<b>1</b>	<b>0</b>	<b>5</b>	
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>Important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.</li> </ul>				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>The objective of this course is to provide an understanding for the graduate business student on statistical concepts to include measurements of location and dispersion, probability, probability distributions, sampling, estimation, hypothesis testing, regression, and correlation analysis, multiple regression and business/economic forecasting</li> </ul>				
<b>Course Contents</b>	<p><b>UNIT – I</b></p> <p>Statistics Meaning &amp; Definitions, Significance, Scope &amp; Limitations of Statistics, Statistical Investigation. Process of Data Collection, Primary and Secondary Data, Method of Sampling, Preparation of Questionnaire Classification and Tabulation of Data, Preparation of Statistical Series and its types. Sampling Distributions and Estimation: Sampling concepts; Types of sampling techniques; Sampling distribution of means and proportions; Central Limit Theorem. Point and interval estimation; Properties of a good estimator; Confidence intervals for means; Confidence intervals for proportions; Sample size determination. Measurement of Central Tendency- Mean, Median, Quartile, Mode, Geometric Mean and Harmonic Mean.</p> <p><b>UNIT – II</b></p> <p>Desperation and Skewness, Correlation and Regression Analysis: Simple and partial correlation analysis; Rank correlation; Simple and multiple linear regression analysis (involving up to three variables).</p> <p><b>UNIT – III</b></p> <p>Theory of Probability and Probability Distributions: Approaches to calculation of probability. Marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions - Binomial, Poisson, and Normal. Statistical Decision Theory: Decision-making process. Payoff and Regret tables. Decision rules under risk and uncertainty; Expected value approach and EVPI; Marginal analysis; Decision-tree analysis.</p> <p><b>Unit – IV</b></p> <p>Hypothesis Testing: Steps of hypothesis testing. One and two-tailed tests. Type I and type II Errors; Power of a test; Calculation and use of p-value. One Sample Tests: Means and proportions. Two-sample Tests: Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of</p>				



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	<p>difference between proportions.</p> <p><b>Unit – V</b></p> <p>Analysis of Variance and Non-Parametric Tests: F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit. Sign test, One-sample runs test.</p>
<b>Course Outcomes</b>	<p>The successful completion of this course shall enable the students:</p> <ul style="list-style-type: none"><li>• To develop an understanding of the theory of probability, rules of probability and probability distributions.</li><li>• To comprehend the decision making process under uncertainty using statistical tools.</li><li>• To become aware of the concepts in sampling, sampling distributions and estimation.</li><li>• To understand the meaning and process of hypothesis testing including one-sample and two-sample tests.</li><li>• To appreciate the importance and application of non-parametric tests in hypothesis testing.</li><li>• To apply correlation and regression analysis including both simple and multiple correlation and regression in the real life case situations using available software packages.</li></ul>
<b>Text Books</b>	<ul style="list-style-type: none"><li>• Dr S M Shukla, Statistical Analysis, Sahitya Bhawan Publications, Agra.</li><li>• Digambar Patri, Kalyan Publishers, New Delhi.</li></ul>
<b>Reference Books</b>	<ul style="list-style-type: none"><li>• Gupta B.N., Statistics, Sahitya Bhawan Agra.</li><li>• Black, K. (2012), Applied Business Statistics, 7ed. Wiley</li><li>• Vohra, N. D., Business Statistics. McGraw Hill Education (India) Pvt. Ltd.: New Delhi.</li><li>• Aczel, A. D., Sounderpandian, J. Saavanan, P. &amp; Joshi, R. (2012). Complete Business Statistics. McGraw Hill Education (India) Pvt. Ltd.: New Delhi.</li><li>• Nagar K.N. Statistics Meenakshi Prakashan (Hindi &amp; English)</li></ul>





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<b>Course Title</b>	<b>ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY</b>				
<b>Course Code</b>	<b>CMC104</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Details</b>	
	<b>4</b>	<b>1</b>	<b>--</b>	<b>5</b>	
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>knowledge and skills for building professional boards, stakeholder engagement and shareholder activism</li> </ul>				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>The course aims to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship. The course will also provide about necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.</li> </ul>				
<b>Course Contents</b>	<p><b>Unit – I</b></p> <p>Concepts and Framework: Company and stakeholders; Ownership and control; Theories and development of corporate governance; Models: Types and basis of adoption; Principals of corporate governance, Implications of corporate scams; Global corporate governance movement, Boards and Directors: Role of Board; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, Lead director; Building professional boards – directors selection, executive compensation and stock option, Directors' training and competence, Board diversity, board evaluation; Boards oversight of CEO.</p> <p><b>Unit – II</b></p> <p>Stakeholders and Shareholder: Shareholders rights and responsibilities; Differential voting rights; Voting mechanism; Class action Suit; Rights of minority shareholders; Activism – exit or voice, shareholder proposals, Institutional activism, stewardship code, foreign institutional investors, proxy advisory firms; Corporate social responsibility- meaning and models; CSR and strategy, CSR in India; Sustainability- Role of company in sustainable development, sustainable reporting, disasters and liability, integrated reporting; Responsible investing</p> <p><b>Unit – III</b></p> <p>Board Committees and Risk Management: Internal control; IT governance; Reliability of financial statements; Audit and auditors: Selection, rotation and role; Board committees, Audit committee: Composition and role; Risk management; Related party transactions.</p> <p><b>Unit – VI</b></p> <p>Ethics: Meaning and importance; Ethical theories and business decisions; Business ethics; Code of ethics - development and implementation; Ethical dilemma in decisions; Whistle blowing - meaning, types, regulations; Whistle blower policy-</p>				



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	<p>structure and execution; Insider trading: meaning, prohibition, trading plan, code and policy; Crony capitalism and corporate funding</p> <p><b>Unit – V</b></p> <p>Corporate Governance in Special Companies: Family controlled firms- stages, convergence of ownership and control; Family governance; Family splits and succession planning; Role of Department of Commerce, University of Delhi 40 independent directors; Multinational enterprises-global, local and transnational approach; OECD guidelines; SMEs, benefits and evaluation.</p> <p>Secretarial Practices: Secretarial audit, board processes; Board and shareholder meetings: Procedure for convening a meeting, drafting notices and proposals; Conducting the meeting; Electronic meetings; Recording and distribution of minutes; Corporate reporting: Preparing board report; Corporate governance report; CSR report; Business responsibility report; Electronic distribution</p>
<p><b>Course Outcomes</b></p>	<p>The successful completion of this course shall enable the student:</p> <ul style="list-style-type: none"> <li>• To create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.</li> <li>• To appreciate the accountability of corporations towards its stakeholders and society and to create an integrated value framework for sustainability.</li> <li>• To serve as an effective board member, build professional boards and as senior managers contribute to strengthening board performance.</li> <li>• To know about rights and responsibilities of shareholders.</li> <li>• To build and monitor systems that has strong internal control to prevent corporate frauds.</li> <li>• To appropriately address ethical issues such as conflicts of interest and insider trading.</li> <li>• To conduct board and company meetings and prepare corporate reports.</li> </ul>
<p><b>Text Books</b></p>	<ul style="list-style-type: none"> <li>• Shukla S.M. Company Adhinyam S/B Agra</li> <li>• Nowlakha Jain &amp; Tirpathi Company Law, Universal- Agra</li> </ul>
<p><b>Reference Books</b></p>	<ul style="list-style-type: none"> <li>• Companies Act, 2013, Parliament of India</li> <li>• Sharma, J., P, (2016). Corporate Governance, Business Ethics and CSR</li> </ul>



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<b>Course Title</b>	<b>MANAGEMENT CONCEPT AND ORGANISATIONAL BEHAVIOUR</b>				
<b>Course Code</b>	<b>CMC105</b>				
<b>Course Credits</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>TC</b>	
	<b>4</b>	<b>1</b>	<b>-</b>	<b>5</b>	
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>• Knowledge for nature of management, organization, and managing an organization.</li> </ul>				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To develop theoretical and practical understanding of different components of individual and group behavior in organizational setting</li> </ul>				
<b>Course Contents</b>	<p><b>Unit – I</b></p> <p><b>Nature of Management:</b> Social Responsibility Ties of Business, Manager and Environment Levels in Management, Managerial Skills, Planning, Steps in Planning Process, Scope and Limitations, Short Range and Long Range Planning, Flexibility in Planning, Characteristics of a sound Plan, Management by Objectives (MBO), Policies and Strategies, Scope and Formulation; Decision Making, Techniques and Processes.</p> <p><b>Unit – II</b></p> <p><b>Organising:</b> Organisation Structure and Design, Authority and Responsibility Relationships, Delegation of Authority and Decentralisation, Interdepartmental Coordination, Emerging Trends in Corporate Structure, Strategy and Culture, Impact of Technology on Organisational design, Mechanistic vs Adoptive Structures, Formal and Informal Organisation.</p> <p><b>Unit – III</b></p> <p><b>Perception and Learning:</b> Personality and Individual Differences, Motivation and Job Performance, Values, Attitudes and Beliefs, Stress Management, Communication Types-Process, Barriers, Making Communication Effective.</p> <p><b>Unit – IV</b></p> <p><b>Group Dynamics:</b> Leadership, Styles, Approaches, Power and Politics, Organisational Structure, Organisational Climate and Culture, Organisational Change and Development.</p> <p><b>Unit – V</b></p> <p><b>Comparative Management Styles and approaches:</b> Japanese Management Practices Organisational Creativity and Innovation, Management of Innovation, Entrepreneurial Management - Benchmarking - Best Management Practices across the world, Select cases of Domestic &amp; International Corporations, Management of Diversity.</p>				



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<b>Course Outcomes</b>	<p>After completing this course the students will be able to:</p> <ul style="list-style-type: none"><li>• Understand the theoretical development of organizational behavior and its importance in managing people at the work place.</li><li>• Understand the behaviour of the people as individual and members of the group.</li><li>• Understand the foundation of group dynamics and the nature of conflict and its management.</li><li>• Distinguish between manager, boss and a leader and learn the theories of leadership.</li><li>• Understand different types of organizational structures, organizational climate and to know the importance of organizational culture apart from learning how to deal with change and stress.</li></ul>
<b>Text Books</b>	<ul style="list-style-type: none"><li>• R C Agrawal &amp; S Agrawal, Management Concept and Organisational Behavior, SBPD Publication.</li></ul>
<b>Reference Books</b>	<ul style="list-style-type: none"><li>• Management Process and Organisational Behaviour (For BCom (Hons.)), GGSIP University, Delhi). N.p., S. Chand Publishing.</li><li>• Management Process &amp; Organisational Behaviour. India, Vrinda Publications (P) Limited, 2008.</li><li>• MANAGEMENT &amp; ORGANIZATIONAL BEHAVIOUR. N.p., Tata McGraw-Hill Education.</li></ul>