

Integral University, Lucknow
Department of Commerce & Business Management
STUDY & EVALUATION SCHEME
Choice Based Credit System
M.Com
w.e.f. Session 2020-21

YEAR-II

SEMESTER-III

| S.N. | Subject Code | Course Category | Subject | Period (Per Week) | | | | Evaluation Scheme | | | | Subject Total |
|--------------|--------------|-----------------|--|-------------------|----------|----------|-----------|-------------------|------------|------------|------------|---------------|
| | | | | L | T | P | Credit | Sessional (CA) | | | Exam | |
| | | | | | | | | UE | TA | Total | ESE | |
| 1 | BM541 | Core | Advanced Cost Accounting | 3 | 1 | 0 | 4 | 40 | 20 | 60 | 40 | 100 |
| 2 | BM542 | Core | Corporate Tax Planning & Management | 3 | 1 | 0 | 4 | 40 | 20 | 60 | 40 | 100 |
| 3 | BM543 | Core | Business Environment & Policy | 3 | 1 | 0 | 4 | 40 | 20 | 60 | 40 | 100 |
| 4 | BM544 | Core | Management Accounting & Business Decisions | 3 | 1 | 0 | 4 | 40 | 20 | 60 | 40 | 100 |
| 5 | BM545 | Core | Company Law | 3 | 1 | 0 | 4 | 40 | 20 | 60 | 40 | 100 |
| 6 | BM546 | Core | Business Research Methodology | 3 | 1 | 0 | 4 | 40 | 20 | 60 | 40 | 100 |
| 7 | BM547 | Core | Entrepreneurship & Small Business Management | 3 | 1 | 0 | 4 | 40 | 20 | 60 | 40 | 100 |
| TOTAL | | | | 21 | 7 | 0 | 28 | 280 | 140 | 420 | 280 | 700 |

L - Lecture T – Tutorial P – Practical C – Credit UE– Unit Exams TA – Teacher Assessment

Sessional Total (CA) = UE + TA

Subject Total = Sessional Total (CA) + End Semester Examination (ESE)

M.Com YEAR-II SEMESTER-III

Course Code:**BM541** Title of The Course: **ADVANCED COST ACCOUNTING**

Pre-Requisite: NONE Co-Requisite : NONE

| | | | |
|---|---|---|---|
| L | T | P | C |
| 3 | 1 | 0 | 4 |

Objective: The basic objective of this course is to provide knowledge about the cost accounting

| Course Outcomes | |
|------------------------|--|
| CO 1 | To describe Cost and Cost Accounting, its objective, classification and preparation of cost sheet. |
| CO 2 | To acquire knowledge of accounting treatment of material and labour cost as an element of cost accounting. |
| CO 3 | To develop basic understanding about allocation, apportionment and absorption of overheads. |
| CO 4 | To provide conceptual understanding of various methods of cost accounting. |
| CO 5 | To describe various technique of cost control under cost management. |

| Unit No | Title of The Unit | Content of Unit | Contact Hrs |
|----------------|------------------------------------|---|--------------------|
| 1 | Introduction to Cost Accounting: | Meaning, Nature and Scope of Cost Accounting, Cost Concepts and Classifications Cost, Objectives, Importance and limitations of Cost Accounting, Essentials of a Good Costing System, Installation of Costing system, Methods and Techniques of Costing, Cost Audit, Distinction between Financial and Cost Accounting, Elements of Cost and preparation of Cost Sheet. | 8 |
| 2 | Accounting for Material and Labour | Material – Purchasing process, Centralized and decentralized purchasing, Various Control levels for Stock, Economic Order Quantity, LIFO, FIFO & Weighted Average Price Method, Wastage, Scrap, Defective, Spoilage Obsolete. Labour - Direct & Indirect labour, Time & Motion study, Labour Turnover ,Wage Payment Systems(Timer rate, Piece rate, Taylor, Merrick, Halsey premium, Halseyweir, Rowan premium, Gantt task bonus, Emersion efficiency, Pint scheme, Accelerated premium & Group system), Idle time and over time {Preferably Numerical Questions} | 8 |
| 3 | Accounting for Over heads | Meaning, collection, Classification, Treatment of different overhead items, Allocation & Apportionment, Re- apportionment, Principles of Reapportionment, Methods of Re- Apportionment(Direct, Step, Reciprocal, Simultaneous, repeated Trail & Error) Absorption, Methods for absorption, Under absorption and Over absorption(Causes and Disposal){Preferably Numerical Questions} | 8 |
| 4 | Costing Methods | Single Unit Costing, Operating costing, Job, Batch and Contract costing, Process costing & Service costing {Preferably Numerical Questions} | 8 |
| 5 | Cost Control Account | Meaning of Integral and Non-integral accounts, Types of various Ledgers & Control accounts in cost books, Reconciliation of cost and financial accounts {Preferably Numerical Questions} | 8 |

References Books:

M.N. Arora, A textbook of cost and management Accounting, 2021, India, New Delhi

Khan & Jain, Management Accounting, Tata McGraw-Hill, 2016, India New Delhi

Pandey I.M., Management Accounting, Vikas publications, 2019, India, New Delhi

Jain S.P. & Narang K.L: Accounting Theory & Management Accounting, Kalyani, 2020, India Haryana.

Bhattacharyya S.K. & Dearden J., Accounting for Management, Vikas Publications, 2016, India New Delhi

| PO-PSO | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| CO | | | | | | | | | |
| CO1 | 2 | 2 | 1 | 1 | 1 | - | 2 | 2 | 2 |
| CO2 | 2 | - | 1 | 1 | 2 | 2 | 2 | 2 | 1 |
| CO3 | 2 | 2 | 2 | - | 1 | 2 | - | 2 | 1 |
| CO4 | - | 2 | - | 1 | 2 | - | 2 | 2 | - |
| CO5 | 2 | 2 | 1 | - | 3 | 2 | - | 2 | 1 |

M.Com YEAR-II SEMESTER- III

Course Code: **BM542** Title of The Course: **CORPORATE TAX PLANNING & MANAGEMENT**

Pre-Requisite: NONE Co-Requisite: NONE

| | | | |
|---|---|---|---|
| L | T | P | C |
| 3 | 1 | 0 | 4 |

Objective: To develop the knowledge of the concept of Tax Planning.

| Course Outcomes | |
|-----------------|---|
| CO 1 | Imbibe conceptual knowledge of tax planning and its related terms. |
| CO 2 | Understand the significance of tax planning in formation of organization. |
| CO 3 | Understand the tax for corporate and NRI's. |
| CO 4 | Understand the investment and capital gain and its tax implication. |
| CO 5 | Understand the tax for leverage analysis. |

| Unit No | Title of The Unit | Content of Unit | Contact Hrs |
|---------|-------------------|---|-------------|
| 1 | Introduction | Meaning of Tax planning, Tax avoidance, Tax evasion and Tax management, Objectives of Tax planning, Concept of diversion of income and application of income, Ethical question, Recognized methods of Tax planning — Tax holidays, Deductions, Reliefs & Rebates. | 8 |
| 2 | Tax Planning | Tax Planning through form of Business Organization — Individual, HUF, Firm, LLP (Limited Liability Partnerships), Association of Persons/Body of Individual | 8 |
| 3 | Corporate Tax | Tax planning for companies, Cooperatives, NRI & Trusts {Preferably Numerical Questions} | 8 |
| 4 | Tax Planning | Specific Areas of Tax planning — Tax planning in respect of capital gains, Investment income, Structure of salaries {Preferably Numerical Questions} | 8 |
| 5 | Tax Consideration | Tax consideration in respect of specific decisions, Own or lease an asset, Make or Buy, Financial Leverages — Share V/s Debentures, Export V/s Domestic Sales | 8 |

References Books:

Mehrotra H.C: Income Tax Law & Accounts; Sahitya Bhawan, Agra, 2014, India New Delhi

Dinker Pagare: Income Tax Law and Practice; Sultan Chand & Sons, New Delhi, 2016, India

Girish Ahuja and Ravi Gupta: Systematic approach to income tax; Sahitya Bhawan Publications, New Delhi 2018, India, New Delhi

Chandra, Mahesh, S.P. Goyal and D.C. Shukla, "Income Tax Law and Practice", Pragati Prakashan, Delhi, 2015, India

Singhania, V.K., "Income Tax Law and Practices", Taxmann Publication.2018, India New Delhi

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | 3 | 1 | - | 1 | 1 | 3 | 2 | 2 | 1 |
| CO2 | 2 | - | 1 | 1 | 1 | 2 | 2 | 2 | 1 |
| CO3 | 2 | 2 | 0 | 1 | 0 | 2 | 2 | 2 | 1 |
| CO4 | 2 | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 1 |
| CO5 | 2 | 1 | 1 | 1 | 0 | 2 | 2 | 2 | 1 |

M.Com YEAR-II SEMESTER-III

Course Code: **BM543** Title of The Course: **Business Environment & Policy**

Pre-Requisite: NONE Co-Requisite: NONE

| | | | |
|---|---|---|---|
| L | T | P | C |
| 3 | 1 | 0 | 4 |

Objective: The course develops ability to understand and scan business environment, analyze opportunities and take decisions.

| Course Outcomes | |
|------------------------|--|
| CO 1 | To demonstrate the understanding of the concept, nature and scope of business environment and basic philosophies of various economic systems and their impact on business. |
| CO 2 | To demonstrate the understanding of relationship between govt. and business, industrial policy and its legal aspects and LPG and role of public sector enterprises. |
| CO 3 | To demonstrate the understanding of social responsibility of business, consumerism, consumer protection and FDI and Its impact. |
| CO 4 | To demonstrate the understanding of Indian financial system and financial policy. |
| CO 5 | To demonstrate the understanding of international financial system. |

| Unit No | Title of The Unit | Content of Unit | Contact Hrs |
|----------------|------------------------------------|--|--------------------|
| 1 | Introduction | Theoretical framework: Concept, significance and nature of Business Environment, elements of environment, internal and external, changing dimensions of Business environment. Economic system and their impact on business | 8 |
| 2 | Business and Economic Environment | Relationship between business and government, Industrial policy and legal framework relating to business: IDRA and other Acts, Liberalization/Globalization and its impact. Role of public sector in Indian Business. | 8 |
| 3 | Business and Social Environment | Business and society, social responsibility of business, Consumer rights, consumerism and business, foreign capital and technology. | 8 |
| 4 | Business and Financial Environment | Financial Policy, Money and Capital markets – Instruments and Institutions, Stock Exchanges etc. and other financial institutions. | 8 |
| 5 | Business & Institutions | Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System. | 8 |

References Books:

Paul Justin – Business Environment text & Cases, McGraw Hill Edu, 9th Edition

Cherunilam – Business Environment, Himalaya Publishing House, 2017.

K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, 2011.

Ahmad Faisal& Alam – Business Environment: Indian & Global perspective, PHI learning, 3rd Edition.

Kuchhal, S.C. – Industrial Economy of India,2009

| PO-PSO CO | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|----------------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| CO1 | 1 | 2 | 1 | 2 | - | 1 | - | 2 | - |
| CO2 | 2 | 2 | 2 | - | 1 | 2 | - | 3 | 3 |
| CO3 | 3 | - | 1 | 2 | 3 | - | 2 | 1 | 1 |
| CO4 | 3 | 2 | 2 | 1 | 1 | 2 | 1 | 3 | 3 |
| CO5 | 2 | 1 | - | 3 | 2 | 2 | 2 | 1 | 1 |

M.Com YEAR-II SEMESTER-III

Course Code : **BM544** Title of The Course: **MANAGEMENT ACCOUNTING & BUSINESS DECISIONS**

Pre-Requisite : NONE Co-Requisite : NONE

| | | | |
|---|---|---|---|
| L | T | P | C |
| 3 | 1 | 0 | 4 |

Objective : To impart basic understanding of Management Accounting and using Financial Information in Various Business Situations and Business Decision Making.

| Course Outcomes | |
|-----------------|--|
| CO1 | To describe the meaning, scope, role and limitation of management accounting and highlight its difference with other branches of accounting. |
| CO2 | To provide conceptual understanding of valuation of business income along with analysis and interpretation of financial statement. |
| CO3 | To understand the mechanism of statements of change in financial position of a concern. |
| CO4 | To evaluate the investment decisions and their feasibility in long term projects and to provide better understanding of budget and its classification. |
| CO5 | To provide conceptual understanding of marginal and standard costing in short term financial decision. |

| Unit No | Title of The Unit | Content of Unit | Contact Hrs |
|---------|---|--|-------------|
| 1 | Introduction | Management Accounting – Meaning, Definition, Nature, Scope, Limitations; Difference between Management Accounting and Financial Accounting and Cost Accounting; Role of Management Accounting. Role of Management Accountant, Reporting to Management | 8 |
| 2 | Business Income | Business Income: Valuation, Disclosure and Transparency. Understanding and Measuring Financial Position. Analysis and Interpretation of Financial Statements, Uses & Importance of Analysis, Horizontal, Vertical and Dimensional analysis. | 8 |
| 3 | Statement of Changes in Financial Position: | Mechanism of Fund Flow, Uses of Fund Flow in Financial Accounting. Mechanism of Cash Flow and Uses of Cash Flow Data in Decision Making. Non Financial Measures of Performance Balanced Score Card, Lead V/s Lag Indicators. | 8 |
| 4 | Capital Budgeting | Meaning, Definition, Characteristics, Nature, Objectives, Process of Capital Budgeting, Capital Budgeting Decisions, Investment Decisions and Methods of Ranking Investment Proposals and their practical applications, Budgets: Functional Budgets; Cash Budgets; Flexible Budget; Budgetary Control; Zero Base Budgeting; Performance Budgeting. | 8 |
| 5 | Short Term Financial Decision and Profit Planning | Marginal Cost; Break-even Analysis; Marginal Costing as Decision Technique; Absorption Costing; Marginal Costing Vs. Absorption Costing. Standard Costing – Concept, Advantages, Limitations; Analysis of Variances – Material, Overhead, Labour. Human Resource Accounting – Concept, Rationale, Need. | 8 |

References Books:

Ashish, K. Bhattacharya: Principles and Practice of Cost Accounting, PHI, 2014, India New Delhi

Ashish, K. Bhattacharya: Cost Accounting for Business Managers, Elsevier, 2016, India New Delhi

Khan and Jain: Management Accounting, THM, 2014, India, New Delhi

Jain S.P. & Narang K.L: Accounting Theory & Management Accounting, Kalyani, 2015, India Haryana.

Bhattacharyya S.K. & Dearden J., Accounting for Management, Vikas Publications, 2016, India New Delhi

| <u>PO-PSO</u> CO | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | POS2 | PSO3 | PSO4 |
|---------------------|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | 2 | 2 | 1 | 1 | 1 | 1 | - | 2 | 1 |
| CO2 | 1 | 3 | 2 | 2 | - | 1 | - | 1 | 2 |
| CO3 | 2 | - | - | 1 | 2 | 2 | - | 1 | 1 |
| CO4 | - | 2 | - | 2 | 1 | 3 | 2 | - | 1 |
| CO5 | 2 | - | 2 | 1 | 2 | 1 | 3 | 3 | 2 |

M.Com YEAR-II SEMESTER- III

Course Code: **BM545** Title of The Course: **COMPANY LAW**

Pre-Requisite : NONE Co-Requisite : NONE

| | | | |
|---|---|---|---|
| L | T | P | C |
| 3 | 1 | 0 | 4 |

Objective : The basic objective of this course is to provide the knowledge of concepts of company Act 2013 to the students.

| Course Outcomes | |
|-----------------|--|
| CO 1 | To discuss the details about formation of Company and the various documents which are required for its formulation like prospectus, shares, capital etc. |
| CO 2 | To discuss about various types of shares, its purchase and transfer. |
| CO 3 | To discuss the details about dividend, its payment, declaration and penalties in case of nonpayment. |
| CO 4 | To discuss the role of directors, their power, authorities, qualification etc. |
| CO 5 | To discuss the laws related inquiry, investigation, prevention of oppression and winding up process etc. |

| Unit No | Title of The Unit | Content of Unit | Contact Hrs |
|---------|-------------------------------|---|-------------|
| 1 | Introduction | Formation of companies, Memorandum of association, Article of association, Incorporation of Companies, Effect of Registration, Commencement of Business, Rules of alteration on Memorandum and Articles; Prospectus: Public offer and private placement, Deemed prospectus, Shelf Prospectus, Red Herring Prospectus, Liabilities and punishment on misstatement in Prospectus | 8 |
| 2 | Share | Kinds of Share Capital, Voting Rights, Payment of Dividends, Application of Share Premium, sweat Equity Shares, Issue and redemption of preference shares, transfer and transmission of securities, Further issue of shares, Issue of bonus shares, power of Companies, Powers of company to change share capital and purchase of own securities, prohibition of acceptance of other deposits from public | 8 |
| 3 | Share Dividend | Declaration and payment of dividends; declaration of dividends, Unpaid dividends, Investors education and protection fund, Right of dividends, Punishments on failure of declaration of dividends; Accounts and audit of companies. | 8 |
| 4 | Appointment and Qualification | Appointment and Qualification of directors, Manner of selection, Directors Identification Number (DIN), Appointment of additional directors, Nominee directors, Alternate directors, Duties, removal, resignation of directors; Qualification and disqualification of director; Corporate Social Responsibility (CSR) | 8 |
| 5 | Inspection | Inspection, Inquiry and investigation; Prevention of oppression and mismanagement; Winding up of companies | 8 |

References Books:

Gulshan J. J., Business Law Including Company Law, New Age International Publisher, 2014, India New Delhi

The Companies Act 2013 – Professional Book Publishers

Singh Avtar, Principles of Mercantile Law, Eastern Book Company, 2014 , India, New Delhi

Anil Kumar, Company Law, Taxmann Publication, 2017, India Haryana.

Kapoor and Dhamija, Principles of Mercantile Law, 22nd Edition, Taxmann

| PO/PSO/CO | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|-----------|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | | 2 | - | 2 | -- | 1 | - | 2 | - |
| CO2 | 2 | 2 | 2 | - | - | - | - | 3 | 3 |
| CO3 | - | - | - | 2 | 3 | - | 2 | - | - |
| CO4 | - | - | 2 | - | - | 2 | - | 3 | 3 |
| CO5 | 2 | - | - | - | 2 | 2 | 2 | - | - |

M.Com YEAR-II SEMESTER-III

Course Code: **BM546** Title of The Course: **BUSINESS RESEARCH METHODOLOGY**

Pre-Requisite : NONE Co-Requisite : NONE

| | | | |
|---|---|---|---|
| L | T | P | C |
| 3 | 1 | 0 | 4 |

Objective : The course is designed to provide sufficient theoretical inputs to conduct varied types of researches relating to different problems of industry and business for accurate prediction, decision and control action

| Course Outcomes | |
|------------------------|--|
| CO 1 | To describe the meaning and role of Business Research Methodology. |
| CO 2 | To formulate the research problem and understanding the major research designs. |
| CO 3 | To determine data sources and learn the art of designing a questionnaire. |
| CO 4 | To enable students to analyze data using various techniques and to learn how to communicate the results and follow up. |
| CO 5 | Ability to prepare a research report. |

| Unit No | Title of The Unit | Content of Unit | Contact Hrs |
|----------------|---|--|--------------------|
| 1 | Introduction | Nature, scope and significance of Business Research Methodology, Scientific Methods of Research, Research-Process, Research Design. | 8 |
| 2 | Research Problem | Selection and formulation of Research Problem, Defining the scope and significance, Research Methodology, Hypotheses. | 8 |
| 3 | Collection, Tabulation and Analysis of Data | Types of Data and their characteristics, Methods of Data Collection Questionnaire, Schedules, Interview, Observation, Sources of Secondary Data, Analysis of data through Statistical Tools. | 8 |
| 4 | Interpretation of Data | Different statistical techniques of data analysis, testing hypothesis – chi square test, t-test, f-test, Z test, Interpretations | 8 |
| 5 | Preparation of Report | Report writing- Steps in report writing, Layout of research reports, types of report, mechanics of writing research report &Precaution. | 8 |

References Books:

Manoj Dixit, Research Methodology, New Royal Book Co., Lucknow,2013

Anderson, Durason and Poole – Thesis and Assignment, Wiley Eastern Ltd.2015

Pauline, V. Young – Scientific Social Surveys and Research, Prentice Hall of India,2007

Kothari, C.R. – Research Methodology : Methods and Techniques, Wiley Eastern,2009

Redman and Mory – The Romance of Research,2006

| PO-PSO | | | | | | | | | |
|---------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
| CO1 | 2 | 2 | 1 | 2 | 1 | 3 | 3 | 2 | 2 |
| CO2 | 3 | 1 | 1 | 2 | 1 | 2 | 2 | 1 | 3 |
| CO3 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| CO4 | 2 | 2 | 1 | 2 | - | 2 | 2 | - | 2 |
| CO5 | 2 | 1 | - | 2 | 1 | 3 | - | 1 | 1 |

M.Com YEAR-II SEMESTER- III

Course Code : **BM547** Title of The Course: **Entrepreneurship & Small Business Management**

Pre-Requisite : NONE Co-Requisite : NONE

| | | | |
|---|---|---|---|
| L | T | P | C |
| 3 | 1 | 0 | 4 |

Objective : The basic objective of this course is to develop understanding of basic concepts in the area of entrepreneurship and also highlight the role and importance of entrepreneurship for economic development.

| Course Outcomes | |
|-----------------|--|
| CO 1 | To be familiarized with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities. |
| CO 2 | To understand the concept of entrepreneurial development and how far different institutions have helped in the overall development of Entrepreneurship. |
| CO 3 | To understand the concept of entrepreneurial development and how far different institutions have helped in the overall development of Entrepreneurship. |
| CO 4 | To know the importance of rural entrepreneurship and how rural entrepreneurship can help in the overall economic development of India. |
| CO 5 | To make students aware how small business are formed in the light of the legal and regulatory framework in India. |

| Unit No | Title of The Unit | Content of Unit | Contact Hrs |
|---------|----------------------------------|--|-------------|
| 1 | Introduction | Concept of entrepreneur, Distinction between entrepreneur and manager, Functions of an entrepreneurs. Concept and nature of entrepreneurship, Role of entrepreneurship in economic development. | 8 |
| 2 | Development of Entrepreneurship | Emergence of entrepreneurial class in India, Environmental factors affecting entrepreneurship, Location mobility of entrepreneurs, Entrepreneurship development programme, Institutions for Entrepreneurship development and Entrepreneurial performance in India. | 8 |
| 3 | Entrepreneurial Motivation | Concept and theories of motivation, Motivation for starting enterprises, Testing Entrepreneurial motivation, developing achievement motivation and entrepreneurial behavior. | 8 |
| 4 | Rural Entrepreneurship | Meaning of Rural Entrepreneurship, need for Rural Entrepreneurship, rural industrialization in retrospect, problem of Rural Entrepreneurship and development of Rural Entrepreneurship | 8 |
| 5 | Establishing a Small Enterprises | The startup process, project identification, selection of the project, project formulation, assessment of project feasibility, analysis of project, preparation of project report, selection of site/location and legal consideration. | 8 |

References Books:

Robert Hisrich, Michael Peters and Dean Shepherd: Entrepreneurship (TMH) The 9th Edition
 Gupta, V.B.&N.P.Srinivasan: Entrepreneurial Development (Sultan Chand& Sons) Edition 2011
 Vasant Desai: Management of a Small Scale Industry (Himalaya publishing house) Edition 2012
 Vasant Desai: Management of a Small Scale Industry (Himalaya publishing house) Edition 2009
 Gupta, V.B.&N.P.Srinivasan: Entrepreneurial Development (Sultan Chand& Sons) Edition 2008

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | - | 1 | - | 2 | - | - | 1 | 1 | 2 |
| CO2 | - | 1 | - | 1 | - | - | - | 1 | - |
| CO3 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 3 | 1 |
| CO4 | 1 | 3 | 1 | - | - | 1 | 2 | 1 | 1 |
| CO5 | 1 | 1 | 2 | 2 | 1 | 3 | 1 | - | 1 |