



St. Xavier's University, Kolkata

**SYLLABUS FOR FOUR YEAR
BACHELOR OF MANAGEMENT STUDIES (B.M.S)
SEMESTER V**

ACADEMIC YEAR: 2025-2026

MANAGEMENT ACCOUNTING

[Course type: Discipline Specific Core]

BMS SEMESTER V

[4 Credits]

Course Outcomes (COs):

After completing this course, learners will be able to –

- CO1.** Explain the basic concepts of Cost Accounting and Management Accounting.
- CO2.** Identifying key parameters in evaluating product feasibility based on CVP analysis.
- CO3.** Evaluate performance and short-run proposals based on marginal costing principles.
- CO4.** Apply budgeting tools to plan resource allocation and forecast financial performance metrics from a managerial and control perspective.
- CO5.** Analyze material, labour, and overhead variances.

Course Content:

Module No.	Module Name	Topic(s)	Description	No. of Hours Allotted	Marks Allotted	Credit of each Module	Associated Course Outcome(s)
I	Introduction	Concept and usefulness of Management Accounting	Theoretical Framework	5	8%	0.32	CO1
		Cost concepts and Classification of cost					
	Elements of Cost Sheet	Basic Concepts of Material, Labour and Overhead		10	16.67%	0.68	CO1
	Cost sheet	Meaning, Objectives, Numericals (Valuation of closing stock)		5	8%	0.32	CO1
II	Cost-Volume-	Concept of marginal cost	Cost Volume Profit	10	16.67%	0.68	CO2

	Profit (CVP) Analysis	<p>CVP analysis in single product and multi-product firms-assumptions;</p> <p>concepts and computation of contribution, profit-volume ratio; graphical illustrations</p> <p>Break-even analysis-computing and interpreting break-even point, margin of safety, and angle of incidence through numerical problems and graphical illustrations</p>	Analysis				
	Application of Marginal Costing in Decision Making	<p>Significance of marginal analysis in short-run proposals</p> <p>Numerical problems on product-mix decisions, accept-reject decisions (pertaining to special/export orders), make or buy decisions, product line addition and elimination, sell or process further, operate or shut down decisions</p>	Analytical framework for decision-making	10	16.67%	0.68	CO3
III	Budgetary Control	Concepts of budgeting and budgetary control	Planning and allocation of resources	12	20%	0.8	CO4

		Concept and preparation of functional, fixed, and flexible budgets					
		Overview of zero base budgeting.					
IV	Standard Costing	Meaning of standard cost and standard costing	Cost control	8	13.33%	0.52	CO5
		Computation of material and labour variances					
		Analysis and interpretation of variances					

Suggested Readings

- Hanif, M. (2023). *Modern Cost and Management Accounting*. Kolkata, India: McGraw Hill Education (India) Private Limited.
- Goel, R. K., & Goel, I. (2019). *Concept Building Approach to Management Accounting for B.Com(Hons.)*, Delhi, India: Cengage.
- Maheshwari, S. N., & Mittal, S. N. (2019). *Management Accounting*. Delhi, India: Shri Mahaveer Book Depot.
- Shah, P. (2015). *Management Accounting*. Delhi, India: Oxford University Press.
- Singh, S. (2023). *Management Accounting*. Delhi, India: PHI Learning Pvt. Limited.
- Singh, S. K., & Gupta, L. (2021). *Management Accounting: Theory and Practice*. Delhi, India: A. K. Publications.
- Tulsian, P. C., & Tulsian, B. (2023). *Advanced Management Accounting*. Delhi, India: S. Chand.
- Khan, M. Y., & Jain, P. K. (2021). *Management Accounting*. Delhi, India: Tata McGraw Hill Publishing Co.

CO-PO Mapping:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1							
CO2							
CO3							
CO4							
CO5							

* H means High relevance, M means Medium relevance, L means Low relevance.

Evaluation Plan:**CIA Plan**

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	50	20%	20	
Other Component	Group/ Individual	05	5%	05	
Attendance	Individual	05	5%	05	
Total				30	

End-Semester Examination

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (B)	PO (Rubrics)
End-Semester	Individual	100	70%	70	

Full Marks (A + B) = 100 Pass Marks 40

Entrepreneurship Development**Discipline Specific Core****4 Credits****Paper Code:****Course Outcomes:**

At the end of this course, students will be able to:

CO1: Remember and understand an overview of entrepreneurship development.

CO2: Demonstrate the capacity to lead a team and collaborate with others effectively.

CO3: Build the creative abilities that are essential for an individual to succeed as an entrepreneur.

CO4: Analyze and understand the evolving business environment, and the role of entrepreneurship in today's business environment.

CO5: Required to think critically and strategically about entrepreneurship issues, which will enable them to develop (apply) their decision-making and analytical skills.

Suggested Reading:

1. Burns, P. (2007). *Entrepreneurship and Small Business*. Palgrave Macmillan.
2. Drucker, P. F. (2006). *Innovation and Entrepreneurship: Practice and principles*. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to generation: Life*

cycles of the family business. Boston: Harvard Business School Press.

4. *Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.*
5. *Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.*

Module No	Module Name	Topic(s)	Description	No of hours allotted	Marks allotted	Credit of each module	Associated course outcome (CO)
1	Entrepreneurial Management	<ul style="list-style-type: none"> • Introduction about entrepreneur • Entrepreneurship: Concept • Entrepreneur: Functions, Qualities, Entrepreneur vs. Manager, • Corporate Entrepreneurship: Concept, Intrapreneur vs. Entrepreneur; • Features, Hans Schollhammer Classification 	Introduction to entrepreneurship	10	15%	0.66	CO1
2	Theories and Models of Entrepreneurship	<ul style="list-style-type: none"> • Clarence Danhoff's Classification • David Holt's Model of the Creative Process Theories of Entrepreneurship	Overview of Theories and Models of Entrepreneurship	4	10%	0.66	CO3, CO4
3	Creativity & Innovation in Entrepreneurship	<ul style="list-style-type: none"> • Creativity: Stimulating creativity, organizational actions that enhance/ hinder creativity • Innovation: Sources of innovation in business; Concept of windows and corridors • IPRs: An Overview (Patent, Trademark, Copyright, Interpersonal Skills) 	An overview of the relationship among creativity, innovation, and entrepreneurship	10	20%	0.67	CO ₁ , CO ₂
4	Social Entrepreneurship	<ul style="list-style-type: none"> • Social Entrepreneurship: Concept and Relevance • Social Entrepreneurs: Characteristics and Functions • Social Entrepreneurship Organizational Matrix • Innovation and Entrepreneurship in the social context 	Concept, characteristics, and function of entrepreneurship in the social context	12	20%	0.67	CO ₂ , CO ₄

CO – PO Mapping:

		<ul style="list-style-type: none"> •Comparison of business entrepreneurship and social entrepreneurship 					
5	Succession Planning in Family Business	<ul style="list-style-type: none"> •Family Business: Concept, culture, and evolution of family-based firms, structure, types of family-based firms •Managing family businesses: Family and shareholder relationships, Reasons for conflict and conflict resolution in family businesses, managing leadership, succession planning, and continuity • Role of Women and their involvement in family-run businesses 	Overview of Entrepreneurship in Family Business	12	20%	0.67	CO3, CO4, CO5
6	Feasibility Studies and Developing Business Plan	<ul style="list-style-type: none"> •Feasibility Studies: Concept and Stages (Pre-startup stage, Startup stage, Early growth stage, Late Growth Stage) •Business Plan: Format, Development of a B-plan • Concept of Business Model Canvas • Start-up and early-stage venture issues in creating and sustaining non-profit organizations 	Introduction to conceiving and developing business plan	12	15%	0.67	CO4, CO5

CO/PO	PO1 (Critical thinking)	PO2 (Effective Communication)	PO3 (Social Interaction)	PO4 (Effective citizenship)	PO5 (Ethics)	PO6 (Environment and Sustainability)	PO7 (Self-directed and Life-long Learning)
CO1	M					M	
CO2	H					H	
CO3			H	H			
CO4		M	M		M	M	M

CO5	M			M			H

CIA Plan (out 50 marks)

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	50	20%	20	CO1, CO2
Other Component	Individual/Group	05	5%	05	CO3, CO4
Attendance	Individual	05	5%	05	
Total				30	

End Semester Examination

Evaluation Components	Mode	Full Marks	% Weightage	Scale Value (B)	PO (Rubrics)
End Semester	Individual	100	70%	70	CO1, CO2, CO3, CO4, CO5

Leadership Development

Total Credit 4 Full Marks

100

Discipline Specific Core

Paper Code:

Course Outcomes:

CO1: To understand and gain conceptual knowledge of Leadership

CO2: To demonstrate an understanding of the current leadership theories, framework and its applicability in modern organizations.

CO3: To analyse the impact of effective leadership perspectives on organizational performance

CO4: To Reengineer the mindset of students which will help them to become an effective leader

CO5: To analyse the current issues in leadership.

Module No	Module Name	Topics	Description	No of Hours Allotted	Marks Allotted	Credit of each module	Associated Course Outcome
I	Introduction to Leadership	Concept, Definitions, Types of Leadership and its Scope	This module outlines the core concepts and scope of leadership, key traits and skills, vision and motivation, and the influence of personality and culture on effective leadership.	8	10%	0.53	CO1
		Key Leadership Traits and Skills by Katz, Building Leadership Vision, Inspiration and Momentum of Leadership					
		Interactional Framework of Leadership, Role of Personality in Leadership, Five Factor Model of Personality in Leadership					
		Impact of Culture on Leadership – Hofstede’s Cultural Dimensional Framework					
II	Perspectives on Leadership: Classical to Contemporary Approaches	Classical Foundation of Leadership, Contingency and Situational Perspectives, Contemporary and Relational Leadership Perspectives, Value Based and Ethical Leadership Approaches	This module explores classical, contingency, situational, contemporary, and values-based leadership approaches and their relevance to effective leadership.	12	20%	0.80	CO2

III	Leadership Development, Succession and Followership		This module focuses on leadership development and effectiveness, succession planning processes, and the role of followership in building sustainable leadership capacity.	16	25%	1.07	CO3
	Part A – Leadership Development	About Leadership Development, Characteristics and its types, Assessing Leadership Effectiveness, Developing Leadership Pipeline					
	Part B – Succession Planning	Understanding concept, importance and dimensions of succession planning, Succession Planning Models and Choosing a suitable successor					
	Part C – Followership	Essential Qualities of an Effective Follower, Types of Followers & Followership Behaviour					
IV	Leadership & Culture	Leadership at various organizational levels, Traits of Leaders in High Performing Organisation, Creative Productivity Oriented Culture, Managing Culture vs Leadership Culture,	This module examines leadership roles across organizational levels, key traits of high-performing leaders, and the influence of leadership and culture on team commitment	16	25%	1.07	CO4

		Leadership Commitment in Teams	and performance.				
V	Inclusive Leadership: Diversity, Equity, and Identity Perspectives	Concept and Importance of diversity in Leadership	This module explores the significance of diversity in leadership, examines leadership traits across gender, culture, and social identities, and addresses barriers, bias, equity, and inclusive leadership practices.	8	20%	0.53	CO5
		Leadership Traits across gender, culture and social identities					
		Barriers to diversity in leadership roles					
		Understanding bias, inclusion and equity in Leadership, Building inclusive and diverse leadership practices					

Suggested Readings:

- a) Deb, I. (2025). *Leadership Development: Building Competencies for the Future of Management*. Taurean Publishers.
- b) DuBrin, A. J., Dalglish, C., & Miller, P. (2022). *Leadership* (2nd Asia-Pacific ed.). John Wiley & Sons Australia.
- c) Lussier, R. N., & Achua, C. F. (2018). *Effective leadership* (3rd ed.). Cengage Learning.
- d) Northouse, P. G. (2020). *Leadership: Theory and practice* (6th ed.). SAGE Publications.
- e) Rao, V. S. P. (2020). *Management: Text and cases*. Excel Books.
- f) Yukl, G. (2022). *Leadership in organizations* (6th ed.). Pearson Education.

CO-PO Mapping:

CO/PO	PO1 (Critical Thinking)	PO2 (Effective Communication)	PO3 (Social Interaction)	PO4 (Effective Citizenship)	PO5 (Ethics)	PO6 (Environmental and Sustainability)
CO1	M					M
CO2	H					H

CO3			H	H		
CO4		M	M		M	M
CO5	M			M		

**Evaluation Plan:
CIA Plan**

Evaluation Components	Mode	Full Marks	% Weightage	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	20	20%	20	
Other Component	Group /Individual	5	5%	05	
Attendance	Individual	5	5%	05	
Total				30	

End Semester Examination

Evaluation Components	Mode	Full Marks	% Weightage	Scale Value (A)	PO (Rubrics)
End Semester	Individual	70	70%	70	CO1, CO2, CO3, CO4, CO5

Total Marks = 30 + 70 = 100

BUSINESS LAW

[Course type: Minor]

[4 credits]

Course Outcomes (CO):

After completing this course, the student will be able to:

CO1: Remember and recall the fundamental principles of contract law, including essential elements, and identify the modes of discharge of contract and remedies for breach.

CO2: Analyze contracts of sale under the Sale of Goods Act and understanding the rights and obligations of the parties, along with the concepts of Caveat Emptor, conditions, and warranties.

CO3: Examine the legal framework governing the formation and dissolution of partnerships in India, and understand the rights, duties, and the registration and dissolution processes.

CO4: Evaluate the legal mechanisms of LLP business, including incorporation, conversion, amalgamation, winding-up, and its differences from other business entities.

CO5: Apply the principles of the Negotiable Instruments Act on Promissory note, Bill of Exchange and Cheque, including endorsements, crossing, and remedy for dishonour.

Course Content:

Mod No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome
1.	THE INDIAN CONTRACT ACT, 1872: GENERAL PRINCIPLES OF CONTRACT LAW	Contract - Meaning, Characteristics and kinds of contract – void, voidable, illegal, quasi, contingent etc.; Essentials of a valid contract: Offer and Acceptance; Contractual Capacity; Free consent; Consideration etc.; Various modes of discharge of contract; Breach & remedies for breach of contract.	Key Components of a Contract	20	30 %	1.2	CO1
2.	THE SALE OF GOODS ACT, 1930	Meaning of Contract of sale; Difference between Sale and Agreement to sell; Doctrine of Caveat Emptor; Conditions and Warranties; Meaning and rights of an Unpaid seller against the goods and the buyer.	Seller's Obligations and Legal Rights	10	20%	0.8	CO2

3.	PARTNER SHIP LAWS	<p>Definition of Partner and Partnership; Characteristics of Partnership; Types of Partners; Registration of Partnership Firm; Rights and Duties of Partners; Implied Authority of a Partner; Modes of Dissolution of a Partnership.</p> <p>Salient Features of Limited Liability Partnership (LLP); Differences between: LLP and Partnership, LLP and Company. LLP Agreement; Partners and Designated Partners; Incorporation document; Incorporation of LLP; Conversion, Amalgamation and Winding up of LLPs.</p>	The Indian Partnership Act, 1932 and, The Limited Liability Partnership Act, 2008	20	30%	1.2	CO3, CO4
4.	THE NEGOTIA BLE INSTRUM EN TS ACT,1881	<p>Meaning, Characteristics and types of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque; Holder and Holder in Due Course and their Privileges; Types of Indorsements; Types</p>	Meaning, Characteristics, and types of Negotiable Instruments	10	20%	0.8	CO5

		of Crossing and Dishonour of Cheque and its consequence.					
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Suggested Readings

1. M.C. Kuchhal and Vivek Kuchhal – *Business Law*, Vikas Publishing House, New Delhi.
2. Avtar Singh – *Business Law*, Eastern Book Company, Lucknow.
3. Ravinder Kumar – *Legal Aspects of Business*, Cengage Learning.
4. S.N. Maheshwari and S.K. Maheshwari – *Business Law*, National Publishing House, New Delhi.
5. S.K. Aggarwal – *Business Law*, Galgotia Publishers Company, New Delhi.
6. Bhushan Kumar Goyal and Jain Kinneri – *Business Laws*, International Book House.
7. Sushma Arora – *Business Laws*, Taxmann Publications.
8. Akhileshwar Pathak – *Legal Aspects of Business*, McGraw Hill Education.
9. P.C. Tulsian and Bharat Tulsian – *Business Law*, McGraw Hill Education.

Please Note: Refer to the latest textbooks and bare acts incorporating the most recent amendments.

CO-PO Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2			H	H	M		
CO3	M			L			
CO4	M				H		
CO5			L				

*H means High Relevance, M means Medium Relevance, L means Low Relevance

Evaluation Plan:

CIA Plan

Evaluation Components	Mode	Full Marks	%Weightage (in100marks)	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	50	20%	20	
Other Component (based on assignment/presentation/activity sheets, etc.)	Individual/ Group	05	5%	05	

Attendance	Individual	05	5%	05	
Total				30	

ENDSEMESTER EXAMINATION

Evaluation Components	Mode	Full Marks	% Weightage (in 100marks)	Scale Value (B)	PO (Rubrics)
End Semester	Individual	100	70%	70	CO1,CO2, CO3,CO4, CO5

Full Marks (A+B) =100

Pass Marks 40

CSR and Business Ethics

Discipline Specific Core

4 Credits

Paper Code:

Course Outcomes:

At the end of this course, students will be able to

1. **Understand Business Ethics** – To introduce the fundamental principles, significance, and need for ethics in corporate decision-making.
2. **Analyze Ethical Theories** – To explore various ethical approaches, including Friedman’s Economic Theory, Kant’s Deontological Theory, and Utilitarianism by Mill and Bentham, and their application in business.
3. **Examine Indian Ethical Perspectives** – To understand Indian ethos, values, work ethics, and Gandhian principles such as trusteeship, truth (Satya), and non-violence (Ahimsa) in management.
4. **Corporate Social Responsibility (CSR) Frameworks** – To explore CSR principles, legal and ethical obligations of businesses towards stakeholders, and strategies for sustainable development.
5. **Impact of Economic Reforms** – To assess the evolution of business ethics and CSR practices in Indian industries following the economic liberalization of 1991.

Module No	Module Name	Topic(s)	Description	No of hours allotted	Marks allotted	Credit of each module	Associated course outcome (CO)
1	Introduction to Business Ethics	Business Ethics – Concept, Characteristics, Significance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos,	Business Ethics –	15	25%	1	CO1, CO2, CO5
		Sources of Ethics, Impression of Business Ethics, code of Ethics- Principles for formulating ethical codes, Ethical Management Program, and Ethics Oversight Committee.	Sources of Ethics, Concept of Corporate Ethics, code of Ethics-				
		Various approaches to Business Ethics - Ethical theories, including Friedman's Economic Theory, Kant's Duty-Based (Deontological) Theory, and the Utilitarianism Theory of Mill and Bentham.	Various approaches to Business Ethics -				

		<p>Examine Indian Ethical Perspectives - The Gandhian philosophy in management and the concept of trusteeship, highlighting the significance and applicability of the trusteeship principle in contemporary business. Gandhi's principles of truth (Satya) and non-violence (Ahimsa), along with the evolution of new ethical values in Indian industries following the economic reforms of 1991.</p>	<p>Examine Indian Ethical Perspectives</p>				
2	<p>Indian Ethical Practices and Corporate Governance</p>	<p>Ethical considerations - in marketing and advertising, human resource management, finance and accounting, production, information technology, as well as intellectual property rights, including copyrights and patents.</p>	<p>Ethics in different management area.</p>	15	25%	1	CO1, CO3

		Corporate governance – concept, significance, historical development, and fundamental principles.	Corporate Governance:				
		The regulatory framework of corporate governance in India - including SEBI guidelines and Clause 49, the functions of the audit committee, the responsibilities of independent directors, stakeholder protection measures, and the evolving roles of corporate boards.	Regulatory Framework of Corporate Governance in India -				
		Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences	Implementation and causes of failure				
3	Introduction to Corporate Social Responsibility	Corporate Social Responsibility (CSR) – concept, extent, significance, and relevance in modern society. The Companies Act and Section 135.	Corporate Social Responsibility -	15	25%	1	CO3, CO4

		<p>Corporate Philanthropy – Frameworks for implementing CSR, key factors influencing CSR initiatives, and notable CSR awards in India.</p>	<p>Corporate philanthropy -</p>				
		<p>CSR in Indian corporations – Legal regulations and guidelines, performance assessment, and the future outlook of CSR in India.</p>	<p>CSR and Indian Corporations -</p>				
		<p>CSR reporting – basic components</p>					
		<p>The involvement of NGOs and global organizations - in CSR, and the incorporation of CSR into business operations.</p>	<p>Role of NGOs and International Agencies -</p>				
4	Areas of CSR and CSR Policy -	<p>CSR responsibilities toward various stakeholders, including shareholders, creditors, financial institutions, government entities, consumers, employees, workers, local communities,</p>	<p>CSR responsibilities towards Stakeholders -</p>	10	16.67 %	0.67	CO4, CO5

		and society at large..					
		CSR and environmental concerns.	CSR and Environment				
		Developing a CSR Policy – Key Influences on CSR Policy and the Contribution of HR Professionals	Designing CSR Policy-				
		CSR through Triple Bottom Line in Business					
		CSR and Sustainable Development					
5	Ethics and privacy in the digital age	Moral responsibilities of individuals and organizations. Ethical dilemmas in AI, big data, and social media Role of digital literacy and awareness	Ethics and privacy in the digital age	05	8.33%	0.33	CO4 CO5
				60	100	4	

Suggested Reading:

Books and references

1. S.K.Bhatia, Business Ethics and Corporate Governance
2. William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publishing Company.
3. Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India
4. R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi
5. Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.

6. Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.

CO – PO Mapping:

CO/PO	PO1 (Critical thinking)	PO2 (Effective Communication)	PO3 (Social Interaction)	PO4 (Effective citizenship)	PO5 (Ethics)	PO6 (Environment and Sustainability)	PO7 (Self-directed and Life-long Learning)
CO1	M					M	M
CO2					M	H	M
CO3	H		M				
CO4		M	H	H	H	H	
CO5	H			H	H	H	H

CIA Plan (out 50 marks)

Evaluation Components	Mode	Full Marks	% Weightage (in 100 marks)	Scale Value (A)	PO (Rubrics)
CIA Written Test (WT)	Individual	50	20%	20	CO1, CO2
Other Component	Individual/Group	05	5%	05	CO3, CO4, CO5
Attendance	Individual	05	5%	05	
Total				30	

End Semester Examination

Evaluation Components	Mode	Full Marks	% Weightage	Scale Value (B)	PO (Rubrics)
End Semester	Individual	100	70%	70	CO1, CO2, CO3, CO4, CO5

