

Syllabus

Master of Commerce (M.Com.) Professional in Business Studies

Semester- I

Paper I: F 11

Management Technology

Unit I: Introduction - Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, an overview of planning, organizing and controlling, Is management a science or art?

Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption. Management and administration, Management as a profession, Professionalism of management in India, Management ethics and management culture, Skills required of manager, Classification of skills, Methods of skills development.

Unit II: Management Planning - Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry. Concept of decision making, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

Unit III: Organization - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organization structure.

Authority, Responsibilities and Accountability, Delegation of Authority Barriers to effective delegation, Span of control.

Unit IV: Importance and need for coordination, Principles of coordination, Methods of achieving effective coordination; Meaning of direction, Importance and Principles of direction, Characteristics of good directives. Control - Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations. Brief review of Traditional Techniques & Modern Techniques of Control; Human response to control; Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control.

Suggested Readings:

1. Essentials of Management, Harold Koontz & Heinz, Weihrich, 5th Tata McGraw Hill
2. Management Stoner, Freeman, Gilbert Jr. ,6th ,Prentice Hall
3. Management (A Global Perspective), Heinz Weihrich & Harold Koontz, 10th Tata McGraw Hill
4. A Dictionary of Business 3ed. By Elizabeth Martin – Oxford
5. Fundamentals of Management, Robins ,3rd Pearson Education Asia

Paper II: F 12

Organization Behavior

Unit I:

Organizational Behavior - The nature of organisations: Why do organisations exist? Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Value-added managers, The manager's challenge, Organisational behaviour and the new workplace, Managing the globalisation of work, Managing human rights in the workplace, Managing developments in information technologies, Managing organisational transitions, Managing new forms of Organisation. Biographical characteristics, ability, and learning

Unit II:

Perception: Introduction, Halo effect, Stereotyping, pigeonholing and compartmentalization; Self-fulfilling prophecy; Perceptual mythology; other influences on perception. **Attitudes and values** - Attitudes, Components of attitudes, Attitudes and behavior, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Patterns and trends in values, Managing values and attitudes. **Motivation**- Concepts, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, Social Motivation, Motivation and Health, Role of motivation in human behavior.

Unit III:

Foundations of group behavior - The nature of groups: groups and teams, informal and formal groups, purpose of teams, Teams and team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: group norms, decision-making behaviour, dysfunctional teams, Cohesiveness. **Conflict** - Substantive and emotional conflicts, Levels of conflict, Sources of conflict in organisations, Symptoms of conflict Causes of conflict, Strategies for the management of conflict.

Unit IV:

Organizational Change - Nature, levels and dilemmas of change, Pressures for change, The Domino effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change. **Organizational Development** - Goals of organisational development: Principles underlying organisational development, Ethical aspects of organisational development, The process of organisational development: Action research and organisational development, Organisational development interventions: Organisation-wide interventions, Smaller group and inter-group interventions, Individual interventions. **OD Techniques** - Traditional: Grid Training, Survey Method; Modern: Process Consultation Method, Third Party, Team Building, Transactional Analysis.

Suggested Readings:

1. Organisation Behaviour, Luthans 8th Tata McGraw Hill
2. Organisation Behaviour, Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour 4th Ed. By R. Fincham –Oxford

4. Prentice Hall India Organisational Behaviour: Human Behaviour at Work Newstrom & Davis, 10th, Tata McGraw Hill
5. Organisational Behaviour: Individuals, Groups and Organisation Second Edition (Prentice Hall, 2002)

Paper III: F 13

Quantitative Decision Making

Unit I:

Measures of Central Tendency - Arithmetic Mean, Median, Mode, Comparison of Mean, Median and Mode. **Measures of Dispersion** - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Relative Dispersion: Coefficient of Variance. **Matrices and Markov Chains** - Matrices: Concepts, Laws, Addition, Multiplication using Matrices, Inverse of Matrix, Markov Chains and its application.

Unit II:

Regression and Correlation Analysis - Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate. Correlation: Types, Graphical and Algebraic Method, Coefficient of Determination, Rank Correlation. **Time Series Analysis and Forecasting** - Components of Time Series, Trend, seasonal variation, cyclic variation and irregular variation, Forecasting.

Unit III:

Introduction to Operations Research - Definition, Characteristics, Model, Phases, Indian Companies using Operations Research Techniques, Future Scope of Operations Research Industry, Quantitative Approach to Decision Making. **LPP - Graphical Method** - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions.

Unit IV:

LPP – Transportation - Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel's Approximation Method (VAM); Optimization by Modified Distribution Method (MODI), Assignment Model & Solution

Suggested Readings:-

1. Business Statistics, G. C. Beri (TMH)
2. Quantitative Techniques in Management, N. D. Vohra (TMH)
3. Quantitative Methods For Business, Anderson (Thomson Learning Books)
4. Statistical methods, S.P. Gupta (S Chand)
5. Levin Richard & Rubin David – Statistics for Management (Prentice Hall of India)

Paper IV: F 14

Business Communication

Unit I-

Nature, scope and Functions of Communication

Definition, Objectives, Purpose of communication, Barriers to effective communication. **Communication Process, Principles and Patterns** Sender's Thoughts, Encoding, Decoding, Feedback loop, Noise **Types of communication** Verbal and nonverbal, Upward and downward communication, Lateral and Diagonal Communication, Grapevine- advantages and limitations. **Non Verbal communication** Difference between Verbal & non verbal communication, Importance of Non-verbal communication, Major categories of Non-verbal communication

Unit II-

Public Speaking: Introduction to Public Speaking, Preparing to Speak, Points to Remember **Communication with Media:** Introduction, Written/Visual/Audio media, Letters, Notices, Leaflets, Posters, Manuals, Booklets

Unit III-

Presentation Skills -Various presentation tools, Guidelines of effective presentation – overcoming boredom factors, interactive presentation, Presentation as part of Job Interview, **Resume writing** Resume writing Skills, guidelines for a good resume. Covering letter, Construction and use of electronic resume.

Unit IV-

Listening skills: Art of effective listening- listening skills, Blocks to effective listening, Improving listening skills, Use of silence in communication **Dos and Don'ts of business writing** C's of Communication, Reports-Uses, Types, Characteristics of a Good report

Reference Books:

1. Communication Skill for Effective Management- Dr. Anajali Ghanekar (Everest Publishing House)
2. Business communication- Urmila Rai, S.M. Rai- Himalayas Publishing house.
3. Kapur – Business Correspondence & Communication Skill–(S.Chand & Co.).
4. Effective communication skills – Ravi Aggarwal- Sublime Publications Jaipur
5. Mohan – Developing Communication Skills (Macmillan)

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Semester- II

Paper I: C21

Production Management

Unit I-

Nature and Scope

Production and Operations Management:-Concept, Objectives, Functions, Scope, Problems, Difference between Production and Operations Management. Plant Location, Theories, Factors Influencing Location, Plant Layout:-Concept, Objectives, Factors affecting, Characteristics of Efficient Layout, Techniques, Types,

Unit II-

Material Handling: Concept, Objectives, Relationship between Plant Layout and Material handling. Production Planning and Control: Objectives, Scope, Phases, benefits, Limitations, Techniques.

Unit III-

Quality Control and Quality Assurance

Concept of Quality Management, Inspection and Testing, Quality Control, Control Charts, Acceptance Sampling, Quality Assurance, Total quality Management.

Material Management, Concept, Manufacturing Strategy, Concept of :Purchase Management, Store Management, Supply Chain Management. Coding and Methods of Coding.

Unit IV- Maintenance Management

Objectives, Types of maintenance system, Functions of Maintenance Management, Replacement Policies. Sales Forecasting
Concept, Importance, Objectives, Techniques and Limitations.

Reference Books:

1. Prentice Hall of India, Production and Operations Management by Panneerselvam R.
2. Tata Mcgra, Production and Operations Management by S.N.Chary
3. Oxford Press, Production and Operations Management by Kanishka Bedi
4. Anmol Publication, Production and Operations Management by A.K.Sharma
5. Dorling Kindersley (Indi) P.Ltd. Production and Operations Management by Muhlemann A

Paper II: C22

Financial Management

Unit I:

Introduction - Concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management, Functional areas; Concept of time value of money, Compounding & discounting; Future value of single amount & annuity, present value of single amount & annuity; Practical application of time value technique. **Sources of financing** - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility)

- (a) SHORT TERM: bank finance, commercial paper & trade credit & bills discounting
- (b) INTERNAL: Retained earnings, Depreciation policies.

Unit II:

Capital structure - Concept, meaning, principles & importance. Introduction to Trading on equity, Capital gearing & leveraging, Cost of capital, Cost of different sources of finance, Weighted average cost of capital, Theories of capital structure, concept of optimal capital structure, Computation of leverages, Cost of capital and EBIT-EPS analysis. **Capitalization** - Concept, Theories, Over capitalisation – Concept, Symptoms, causes, Consequences & remedies, Under capitalisation - Concept, causes, Consequences & remedies, Watered Stock, Watered stock Vs Over capitalisation.

Unit III:

Dividend policies –

Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models Stability of dividends – concept and significance. **Working capital** - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements.

Unit –IV:

Capital budgeting - Nature and significance, techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value and profitability index. **Financial institutions** - Need, structure, policies, norms & schemes; Financing procedures, changing role of project appraisal; Overview of operations of NBFC's & Financial Institutions. **Financing of small scale industry** - Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications. **Corporate restructuring** - Reasons & drivers of restructuring, Methods of restructuring- mergers, takeovers, acquisitions, divesting, spin-off, split ups, privatization, buyback & joint ventures.

Suggested Readings:

1. Financial Management by Ravi Kishore, Taxmann's.
2. Financial Management by S. M. Inamdar, Everest Publishing house, 12th Edition 2004.
3. Financial Management by Sharma & Gupta , Kalyani Publishers.
4. Financial Management by R.M. Srivastav, Kalyani Publishers.
5. Financial Accounting for Management by P. Shah- Pub, by Oxford

Paper III: C23

Marketing Management

Unit-I:

Concepts & Application - Core Concepts of Marketing, Company Orientation towards Market place, New Concepts – E Business, Relationship Marketing; Database Marketing, Functional areas of Marketing. **Marketing Plan** - Steps in the Marketing Process, Nature and contents of a marketing plan, marketing mix. Scanning the Marketing environment; Marketing Research & Demand Forecasting

Unit-II:

Analyzing the Market - Segmenting, Targeting, Positioning and Repositioning; Analyzing Buying Behavior, Analyzing Competition. **Product Management** - Meaning of product, product classification, product levels, product policies, Product life cycle and new product development, Branding & packaging.

Unit-III

Pricing Strategies - Pricing objectives, methods and pricing policies; adopting the price; Initiating and responding to price changes. **Marketing Communication** - Understanding the communication process, Managing advertising; Sales promotion, Public relations and direct marketing.

Distribution Strategy - Channel design and management, Channel dynamics and market logistics, Channels of distribution, Types of channels, Importance of Retailing and wholesaling.

Unit-IV:

Marketing of Services - Nature, Characteristics and Classification of services, Strategies in service marketing, Importance and future of service marketing. **Relationship Marketing & E-business** - New issues – E-Business, Relationship marketing; Globalization, Consumerism, Legal issues and ethics. **Monitoring and Controlling Marketing Efforts** - Evaluating results of marketing strategies implementation and plans, Need and importance of Marketing control, Types of controlling- Operating control, Strategic control, Marketing audit.

Suggested Readings

1. Marketing Management – Planning, Implementation and Control – V. S. Ramaswamy and S. Namakumari - McMillan
2. Marketing Management - P. Kotler - Prentice Hall Inc
3. Marketing Management – Rajan Saxena - Tata McGraw-Hill
4. Introduction to Marketing Management by Adrian Palmer – Oxford University Press.
5. Basic Marketing 15th edition by William D Perreault R, - Tata McGraw-Hill

Paper IV : C24

Human Resource Development

Unit I:

Introduction - Field of HRD: A multi dimensional and new concept, Goals and challenges, Objectives and determinants, Approaches to HRD. **Issues in HRD** - Strategy for HRD: Diversify in work force, exit strategy, competitive advantage and relationship management; Human Resource Planning for diversification, expansion, mergers, acquisitions and takeovers.

Unit II:

Comparative Study of Various HR Disciplines: Comparative study of Human Resource Development, Human Resource Management, Human Capital Management and Personnel Management, case studies. **H.R.D. Culture and Strategies** - HRD culture and practices, Subculture, subsystem, problem, Strategies for adapting changes in external environment, propagation of culture through HRD, Case studies.

Unit III:

HR Information System (HRIS) - Objectives, Concept, significance, limitations, steps in HRIS, Process and application in HRIS, Study of HRIS models. **HR System Design** - HR System Design: Principles and Practices, Machinery and Sub systems of HR system Design, HRD intervention.

HRD in India - Recent Scenario and Changes, HRD Barriers in India, Case study.

Unit IV:

Skill Enhancement Techniques - Total Quality Management (TQM), Knowledge Management, H.R. Restructuring, Reengineering, Quality Circles. **HRD In Different Sectors:** - HRD Organizations, Government Agencies and their role in HRD, Rural development through HRD, Emerging Sectors: I.T. and I.T.E.S.H.R. **Accounting, Research And Audit** - HR accounting and Audit: Need, significance and techniques, HR Valuation, H.R. Research process: Importance and difficulties in HR research.

Suggested Readings

1. Human Resource and Personnel Management, by K Aswathappa, Publisher: McGraw Hill.
2. Strategic Human Resource Management, by Tanuja Agrawal, Publisher: Oxford University Press.
3. Personnel and Human Resource Management: Text and Cases, By P. Subba Rao, Publisher: Himalaya Publishing House.
4. Knowledge Management and the Role of HR by Chris Harman, Publisher: FT Prentice Hall
5. HR Interventions in the Global Competitive Regime: Strategies for Leadership by Charles Xavier, C.S. Adhikary and Ramana Murty, Publisher: Excel Books

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Semester- III

Paper I: C31.

Business Research

Unit I:

Introduction - Meaning, Objectives and Types of research, Research Approach, Research Process, Relevance & scope of research in management. **Research Design** - Features of good Design, Types of Research Design, Basic principles of experimental Design, Use of advanced technology in Research Design, Role of Research analyst.

Unit II:

Sampling Design - Steps in sample Design, Characteristics of a good sample Design, Probability & Non Probability sampling. **Measurement & scaling techniques** - Errors in measurement. Test of sound measurement, Scaling and scale construction technique.

Unit III:

Methods of data collection - Primary data – questionnaire and interviews; Collection of secondary data; Use of computer and Information technology in data collection. **Collection and Processing data** - Field work, Survey Errors, Data coding; Editing and Tabulation.

Analysis of data - Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling.

Unit IV:

Testing of hypothesis - Procedure for hypothesis testing; Use of statistical techniques for testing of hypothesis. **Interpretation of data** - Techniques of Interpretation, Report writing, Layout of a project report, preparing research reports. **Research in management** - General management, Small business innovation research (SBIR), Research in functional areas – marketing, finance, HR and Production, Software Application in SPSS.

Suggested Readings:

1. Zikmund : Business Research Methods, (Thomson Learning Books)
2. Marketing Research, G C Beri third edition (McGraw Hill)
3. Dwivedi – Research Methods in Behaviourial Science (Macmillan)
4. Bennet, Roger : Management Research, ILO, 1993
5. Salkind, Neil J. : Exploring Research, (Prentice – Hall, 1997)

Paper II: c32.

Entrepreneurship Development

Unit I:

Entrepreneurship - Creativity and Innovation, Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship), Theory of Achievement Motivation, McClelland's Experiments, Women Entrepreneur's. **Entrepreneurship Trends** - Strategic Management, Forms of Ownerships, Franchising, Mergers and Acquisitions, Types of Entrepreneurship, Career Planning, Choice of Entrepreneurship as a Career, Cases from Indian Industry.

Unit II:

Business Idea - Identifying & Developing Entrepreneurial Potential, Business Ideas Generation Process, Evaluation of Business Idea. **Business Plan** - The ED Cycle, Building the Business Plan, Venturing an Enterprise, Financial Considerations (Cash Flow Management, Financial Plan, Business Plan). **Entrepreneurial Support Systems** - Activities of SIDBI, EDI, NIESBUD, DIC, NABARD Government policy, Agency supporting entrepreneurial development Industrial estates. **Location and Layout Decisions** - Location decisions for Manufacturing, Retail and Services Business, Layout and Design Considerations, Build, Buy or Lease Decisions.

Unit III:

Entrepreneurship in India - Entrepreneurship Development in India: Issues and Opportunities, Small-Scale Sector in India, The NGO Factor in EDP-INDIA Corporate Social Responsibility (CSR): NGO's in India, Social Responsibility of Entrepreneurs, CSR.

Unit IV:

The Industry and Ancillarization Entrepreneurship & Industry, Ancillarization, Ancillarization in India, Ancillaries & Industrial Development, Ancillary Opportunities in different Economic Sectors: Agro Industries, Logistics, BPO, Banking and Finance, Sub-contracting System, Supplier Organization Network Global Aspect of Entrepreneurship. **Financial incentives** - Backward area benefits, Schemes for educated unemployed, Fiscal incentives, Procurement of industrial equipment, marketing support. **Entrepreneurial behaviour** - Techno economics innovation and entrepreneurship, Socio-psychological factors influencing entrepreneurship development.

Suggested Readings:

1. Entrepreneurship 6 th edition. Robert D Hisrich , Tata McGraw-Hill.
2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.
4. Chary – Business Gurus speaks (Macmillan)
5. S.S. Khanka – Entrepreneurial Development (S. Chand & Co.)

Paper III: F33 FOUNDATION 1 (Any ONE of F33)

Business Law

Unit I:

Administration of law & legal system in India - Introduction to legal aspects of Business in general; Freedom of Trade, Profession and Occupation (Constitutional Provisions). **The Companies Act (1956)** - Definition & characteristics of a company, Company distinguished from partnership, Kinds of Companies, Provisions relating to incorporation, lifting the Corporate Veil.

Unit II:

Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus. Role & duties of promoter, Shares and Debentures – natures, kinds, transfer and transmission; Directors – Powers, position and duties.: Winding Up of the Company - Types of Winding up- Winding up by Court, Voluntary winding up , Winding up under the supervision of court and Conduct of winding up.

Unit III

The Income Tax Act, 1961 - Introduction to Income tax act –Definition of assessee, Residential status of assessee; Definition of Deduction, Rebate, Relief & Exemption; Heads of Chargeable Income for salaried. **Indian Contract Act (1872)** - a) Definition (Sec.2) b) Essential elements of a valid contract c) Competency to enter in contracts (Sec. 11 & 12).d) Consent – Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).Void Agreement (sec 24-30) f) Consequences of breach of contract (sec73-75).

Unit IV:

Intellectual Property Act - Scope, Provisions & overview. **Information Technology Act 2000 & Cyber Law** - Scope, Provisions & overview; Right to Information Act 2005. **Consumer Protection Act** - Scope, Provisions & overview.

Suggested Readings

1. Bare Acts- Govt. or Private publication
2. Mercantile Law – Shukla – 30th Ed. – S. Chand & Co.
3. Business Law- N. D. Kapoor – S. Chand & Co.
4. Company Law – Singh Avtar, 11th Ed., Eastern Book Co., Lukhnow
5. Business Law – M. C. Kuchhal, 2nd Ed., Vikas Publication House, New Delhi

OR

Paper III: F33 FOUNDATION 1

Public System Management

Unit I: Introduction - Understanding the state of the economy, Government & public welfare, Concept of Public Goods & services, Concept of Public System, Role of

Government in Public System, Types of Public system, Weaknesses & Issues of the Public System in India. Public Enterprise Management - Objectives and Roles of Public Enterprise, Organizational Forms and Working of the Board of Management, Public Enterprise Policy and Reform Measures, Marketing Problems of Public Enterprises;

Unit II: Energy Management - Organisation for Energy Management: Goal setting in Energy Management; Energy crisis, energy use Patterns and scope for Conservation; Energy Audit, Energy Pricing; Non conventional sources of energy; Utilization of solar energy; Biomass as a source of energy; The option of Nuclear energy in the developing countries; Water Resource Management - Objectives and organization of water resource Management; Optimization techniques for water resources projects; Scientific utilization of Agriculture water; irrigation projects; Water crisis management flood and droughts; Water harvesting; Problem relating to supply and timely use of water in cities and towns. Cases: Jalswaraj by Govt. of India, Sardar Sarovar, Bhakra Nangal and Maharashtra Jivan Pradhikaran

Unit III: Management of Education System - Education as Development Priority; Education and Economic growth; International Comparisons; Strategies of Development of Education System; Concept of Investment in Man; Systems of Education in India: Formal, informal, Primary, Secondary and Higher Education;. Management of Telecommunication systems - Role of Telecommunication; Effects of technology and scale on cost of service, Organization, management and financing in Telecommunication; Mobilizing resources for expansion, Impact of Telecommunications on rural development, Cases: BEL, C-DOT, DoT, BSNL and Telecom Commission.

Unit IV: Health Systems Management - System analysis and system dynamics in health care; Health system: Characteristics, Planning methodologies, Goals and functions; Strategic management in health care; Quantitative foundations of health services management; Public Infrastructure Management– Definition; Local, Regional, State and Federal Agencies responsible for infrastructure development and their role in Regional Planning Process; The role of Civic Organizations and Private Sector; Overview of the Infrastructure Management Process. Infrastructure Developments from Road Transport, Railways, Power, Airports and Shipping Ports like PWD, MSRDC, Central Railway, DLF, GMR, GVK, TATA Energy and Reliance Energy etc;

Suggested Readings

1. “Ideas that have Worked” by Department of Administrative Reforms and Public Grievances, 2004, Penguin / Viking, New Delhi
2. "Infrastructure Management: Design, Construction, Maintenance, Rehabilitation, Renovation." Hudson, Haas, and Uddin, McGraw-Hill, 1997
3. Bureau of Public Enterprises. Public Enterprises Survey, 1994-95, New Delhi, 1996
4. Donglass, C. “Energy Technology Handbook”. McGraw Hill, New York. 1977
5. Chaturvedi, T.N. (ed) “Training in Public Administration: The changing Perspectives”. 1989. The Indian Institute of Public Administration, New Delhi
6. Chatuvedi, M.C. and Rogers P. “Water Resources Systems Planning: Some Case Studies for India. Indian Academy of Sciences, Bangalore, 1995.

Paper IV: E34. (Any ONE of E34)

ELECTIVE 1

Applied Operation Research

Unit I:

Game Theory - Terminology, Game Models, Two Person Zero Sum Games and their Solutions, Graphical Method, Algebraic Method, Arithmetic Methods, Methods of Matrices.

Unit II:

PERT/CPM I - Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical Paths and Floats). **PERT/CPM II** - Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM.

Unit III:

Replacement I - Replacement Policies: Equipment Deteriorate Gradually, Time Value of Money Considered. **Replacement II** - Equipment Fail Suddenly (Group Replacement), Staff Replacement. **Sequencing** - Introduction, Terminology & Assumptions, Processing 'n' jobs through 2, 3 and 'm' machines.

Unit IV:

Simulation I - Introduction, Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Queuing Model [M/M/1: (∞ /FCFS)], Simulation of Queuing System. **Simulation II** - Simulation of Inventory System, Simulation of Investment Problems, Advantages and Disadvantages of Simulation, Applications of Simulation.

Suggested Readings:-

1. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
2. Quantitative Techniques in Management by N. D. Vohra – Tata McGraw Hill
3. Operations Research - Panersevam – Prentice Hall of India
4. Operations Research – J. K. Sharma - McMillan
5. Operations Research – Hira and Gupta – S. Chand & Co.

OR

Paper IV: E34

ELECTIVE 1

BUSINESS ENVIRONMENT

Unit I: Political Environment And Economic Systems-History of economic thought and economic systems, Market economy, planned economy, mixed economy, economic growth measuring development and measurement of poverty, Anatomy of Indian economy, Economic reforms of India.

Unit II: Globalization and Business Environment - Globalization-Meaning, Scope, Phases, Indicators, Economic reforms and competitive environment; Business Environment and sector wise analysis-Telecom, Information Technology, Insurance, Banking, Finance, FMCG, (Market Structure, International Scenario, Recent Developments and SWOC Analysis)

Unit III: Industrial Policy- Textiles, Agriculture, Automobile, Chemical, Pharmaceuticals (Market Structure, International Scenario, Recent Developments and SWOC Analysis); Industrial Licensing Policy; Industrial Policy 1991; SSI; Privatization - Modes, Reasons, Problems, Indian Scenario and Difficulties in process; Global Outsourcing- Rationale, India's Perspective.

Unit IV: Economic and Business Environment in SAARC Countries-SAARC Objectives, Structure of Economies In SAARC Region, Brief Country Profile, Economic Environment, Problems And Prospects In Bangladesh, Sri-Lanka, Nepal, Pakistan, India

Suggested Readings:

- 1) Business Environment-Text and Cases-Justin Paul (Tata Mc Graw Hill)
- 2) Business Environment, Fernando, Pearson Education Asia
- 3) Business Environment , Shaikh, Pearson Education Asia
- 4) Business Environment, Saleem, Pearson Education Asia

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Semester -IV

Paper I - C41

International Business

Unit I:

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade; Directional Pattern; Major export commodities- Thrust area commodities- their trend, problems and prospects; Major competitors; Major Import Commodity Group

Unit II:

Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System.

Unit III:

Import Substitution and Export Promotion Policies; Export Incentives; Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure support for Export Promotion; Export Promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions;

Unit IV:

Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Unites and Export and Trading House Schemes; Multilateralism and Bilateralism in India's International Business.

Suggested Readings

1. Bhalla, V.K. International Business Environment and Management. 8th ed., Delhi, Anmol, 2001.
2. Bhashyam, S. Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988
3. Khanna, Sri Ram Export Marketing in India's New Manufacturers, University of Delhi, Delhi, 1986
4. Jain, S.K. Export Performance and Export Marketing Strategies, Commonwealth Pub., Delhi, 1988.
Nayyar, Deepak India's Export and Export Policies in the 1960s. Cambridge University Press, 1976

Paper II : c42

Strategic Management

Unit I:

Strategic management - Introduction to strategic management, Strategic decision making, Strategic management process; Difference between Policy, Strategy and Tactics.
Strategic Intent - Vision, Mission & goals, Preparation of Vision & Mission Statement; Organisational objectives, Hierarchy of objectives & strategies, setting of Objectives.

Unit II:

Internal & Resource analysis - SWOT analysis, Resource analysis-Organisation capabilities & competitive advantage, Value chain analysis; Concept of synergy -Core competency, Competitive analysis - Interpreting the five forces model, Competitors analysis

External analysis - Environment analysis Components of External environment, Components of Internal environment, Environmental scanning. **Industry Analysis** A Framework for industry analysis, Michael Porter's Analysis, Usefulness of industry analysis.

Unit III:

Strategy Formulation (Case study) - Corporate level strategy: Growth-Concentration, Horizontal, Vertical, Diversification- Concentric, conglomerate. Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances, Stability - Pause/proceed with caution, No change, Profit strategies. Retrenchment -Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.

Business Level strategy & Functional level strategy - Business Level strategy- Competitive advantage, Low cost strategy, Differential strategy and Focus strategy, Functional level strategy - Operations strategy, Marketing strategy, Financial strategy, Human Resource strategy.

Unit IV:

Portfolio Approach & analysis - Portfolio analysis, advantages & disadvantages, BCG Matrix General Electric's Business Screen, Life cycle or Arthur D Little matrix, Balance scorecard.

Global strategy - Reasons for globalization, Global expansion strategy, International Portfolio Analysis; Market entry strategy, International strategy & competitive advantage. **Strategic Implementation** - 7 s framework- (separate variables in details), Strategic Business Unit (SBUS), Merits & Demerits of SBU; Leadership, Power & organisation culture.

Suggested Readings:

1. Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication- Macmillan, India.
2. Strategic Management ,9 th Edition – John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
3. Crafting & executive strategy -14 th edition, Arthur A. Thompson Jr, A.J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
4. Management Policy & strategic Management – R.M. Srivastava Publication – Himalaya Publishing House.
5. Global Strategic management – Kamel Mellahi, J. George Frynas, Paul Finlay Publication- Oxford University Press, New Delhi.

Paper III: F43. (FOUNDATION 2) (Any one of F43)

Managerial Economics

Unit I: Nature and fundamental concepts and basis techniques of managerial economics - Analysis of Demand, Significance, estimation of demand; Elasticity of Demand, Techniques and Importance of Demand forecasting; Basic Mathematical Problems related to demand estimation and elasticity of demand. **Production & Cost Analysis** - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale.

Unit II: Objectives & Equilibrium of the Firm - Market Structures- Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly - kinked demand curve and cartels, Mathematical Problems on profit maximization and Price & Output determination under various market structures.

Pricing in practice - Cost plus pricing, incremental pricing, transfer pricing and price discrimination.

Unit III: Market failure - Concept, Symptoms and Reasons, Concept of Asymmetric Information; Market intervention by Government-Rationale for Intervention. **National Income Accounting** - Concept & measurement; Determination of Income & Employment; Concept of multiplier; Inflation and Deflation, types, causes and control of inflation. **Macroeconomic policy** - Monetary and fiscal- objectives and Instruments; Effectiveness of Monetary & Fiscal Policy with respect to Indian Economy

Unit IV: Business cycles - Concept, Causes & Impact, Measures to control Business cycles.

External Sector Dynamics - Justification for International Trade, Foreign Capital flows & Balance of Payment-Methods top correct Disequilibria; Exchange Rate: Fixed & Flexible; Convertibility of Rupee (Current & Capital Account).

Economic Environment of Business - Factors determining Economic environment of Business, Present scenario of Indian Economy.

Suggested Readings:

1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial Economics, Dwidevi, TMH
3. Managerial economics in a Global economy, Dominick Salvatore, 2006, Thomson learning Press
4. Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi
5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House

OR

Paper III: F43. (FOUNDATION 2) (Any one of F43)

Supply Chain Management

Unit I: Introduction to SCM - Building Blocks of a Supply Chain Network, Performance Measures, Decisions in the Supply Chain World, Models for Supply Chain Decision-Making. Supply Chain Inventory Management - Economic Order Quantity Models, Reorder Point Models, Multiechelon Inventory Systems

Unit II: Mathematical Foundations of Supply Chain Solutions - Use of Stochastic Models and Combinatorial Optimization in: Supply Chain Planning, Supply Chain Facilities Layout, Capacity Planning, Inventory Optimization, Dynamic Routing and Scheduling, Understanding the "internals" of industry best practice solutions. competitive advantages through supply chain management - a new paradigm for customer centric Organisation, corporate profitability through supply chain management, maximising shareholder value through supply chain management.

Unit III: : Logistic Management - Strategic Practices of logistic management, strategic management of supply chain for reduction in inventory, supply chain analysis. Vendor Partnership in supply chain - Supplier role in integrated supply chain, strengthening supply chain. IT Enabled supply chain - IT Enabled supply chain management strategy, managing supply chain using SAP R/3 and Lotus Notes.

Unit IV: Internet Technologies and Electronic Commerce in SCM - Relation to ERP, E-procurement, E-Logistics, Internet Auctions, E-markets, Electronic business process optimization, Business objects in SCM. Integrated Supply Chain - An integrated approach for effective management, distribution channel design, optimising the supply chain

Suggested Readings

1. Chopra, S, and P. Meindl, 2004, Supply Chain Management Strategy, Planning and Operation, 2nd edition, Pearson Education (ISBN 81-297-0172-3).

2. Raghuram, G. and N. Rangaraj, 2000, Logistics and Supply Chain Management: Cases and Concepts, Macmillan, New Delhi
3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 2nd Edition, Irwin, McGraw-Hill.
4. Shapiro, J., 2001, Modelling the Supply Chain, Duxbury Thomson Learning.
5. N. Viswanadham. Analysis of Manufacturing Enterprises. Kluwer Academic Publishers.

Paper IV: E44. (Any one of E44)

ELECTIVE 2

Business Ethics

Unit I:

Ethics - An introduction, Concept of ethics, Values & Ethics – Meaning & Types of Values, Ethical Action–Morals, Morality, Moral development pyramid, Beliefs, Religiousness and Law.

Ethical Decision Making - Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory, Aristotle’s Virtue based ethics and Narrative based ethics – Case studies on inspirational life stories of individuals.

Unit II:

Business Ethics - Ethics in Business – Myth & Reality, The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India.

Organizational Ethics - Organizations& Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages, implementation Professionalism and professional ethics code.

Business & Society - Business & its stakeholders, Social Responsibility – Concept of CSR, Public Policy approach & role of NGO, Environmental Ethics – concerns, issues & case studies.

Unit III:

Corporate Governance - Objectives , issues, features, Corporate Governance codes – Cadbury report, CII recommendations ,Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading, Case studies – Tata Finance, Enron case & UTI case.

Ethical Issues in Marketing - Introduction; Principles of Ethical Marketing; Ethical approaches to buyer- seller relationship; Ethics in Pricing; Ethics in product labeling and packing; Ethics in dealership decision; Ethics in promotion; Social and Ethical criticism of Advertising & Media, Ethics in Marketing research; Green Marketing; Alcohol and Tobacco Promotion.

Unit IV:

Ethical Issues in HRM - The Ethical Organisation in the Boundary less World Ethics in Recruitment and Selection, the Employment Interview, Nepotism. Occupational Testing and Psychometric Instruments: an Ethical Perspective; Ethics and Equality – Gender Bias, Sexual Harassment, Discrimination, Affirmative Action HRM and Employee Well-Being - Civil Liberties, Flexible Working Patterns, Presenteeism and the Impact of Long Working Hours on Managers, Dichotomy, Professional Loyalty The New Pay: Risk and Representation at Work; Conditions of Worth and the Performance Management Paradox; Employee Participation and Involvement.

Ethical Issues in IT - Ethical Issues in IT & ITES – Privacy, Accuracy, Accessibility, Property, Security Threats, Computer crimes & Preventing it, Software Piracy & Hacking, Internet Crimes & Computer Abuse, Ethics for IT Professionals & Its users. Ethics in Intellectual Property Rights, Designs, Patents, Trademarks, Copyrights.

Suggested Readings:

1. Business Ethics – Concept & Practice - B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
5. Business Ethics, C S V Murthy, Himalaya Publishing House

OR

Paper IV: E44.

ELECTIVE 2

Financial Services Management

Unit I: Financial System- Financial markets [Money, Debt and Equity Markets]-structure, regulatory bodies- Role and functions–(RBI, IRDA, PFRDA and SEBI); Role and functions (NSCCL, NSDL, CDSL.)

Unit II: Banking Services and Operations -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Role of RBI vis-a-vis other commercial banks, Introduction to Bank Deposits, Types of Deposit Accounts, Common guidelines of opening and operating accounts and KYC, Deposit Insurance, Principles of Lending and Loan Policy, Basics of Loan Appraisal, Credit decision-making and Review, Types of Advances- lien, pledge, hypothecation, mortgage, and charge, Management of Non Performing Assets; Bank Investment Policy, Statutory Reserve Requirements, Non-SLR Requirements, Concept of PLR, Base rate.

Unit III: Insurance Services - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance. Medi-Claim and health insurance products - Salient features, Tax treatment. General Insurance Products - Salient features.

Unit IV: Mutual Funds – Organization Structure, Classification of Funds –Types of Funds – Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Real-Estate Funds; Calculation of NAV;

Systematic Investment Plans; Concept of Cost Averaging and Value Averaging; AMFI; AGNI. Recent developments in the Mutual Fund industry.

Suggested Readings:

1. Strategic Financial Management – Dr. J.B. Gupta – Taxmann’s, New Delhi
2. Financial Management – Rajiv Shrivastava , Anil Misra – Oxford Higher Education
3. Financial Management- Ravi Kishore, Taxmann’s, New Delhi.
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
5. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
6. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
7. Options Futures and other Derivatives – John C. Hull, PHI-EEE, 2011
8. Financial Institutions and Markets – L. M. Bhole – 4th Edition
9. Reference Material of NCFM from www.nseindia.com
10. Reference Material of NISM Mutual Fund Module from www.nseindia.com

Master of Commerce (M.Com.) Professional in Business Studies

QUESTION PAPER PATTERN

Total Marks : 80

Time: Three Hrs

N.B.) All Questions carry equal marks. (Twenty each)

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|---------------|-------------------|
| Q. 1 : | Unit – I |
| OR | |
| Q. 2 : | Unit – I |
| Q. 3 : | Unit – II |
| OR | |
| Q. 4 : | Unit – II |
| Q. 5 : | Unit – III |
| OR | |
| Q. 6 : | Unit – III |
| Q. 7 : | Unit – IV |
| OR | |
| Q. 8 : | Unit – IV |

Master of Commerce (M.Com.) Professional in

ACCOUNTING

Syllabus

SEMESTER – I

PAPER – I: F11.

ADVANCED AUDITING AND INCOME TAX - I

Objective: To acquaint the students with the practical approach of Auditing & Income Tax.

1. Auditing – Definition, History, Objects and Importance of Auditing. Classification of Expenses – General rules regarding determination of Capital and revenue expenses.
2. Different types of Audit – Conduct of Audit, preparation for Audit, Audit programme, Audit working papers.
3. Audit Sampling – Need of Sampling under Audit. Audit in depth .Vs. test Checking methods of selection of samples of Audit.
4. Audit of profit and loss A/c and Balance sheet Audit (Theory and numerical).
5. Income Tax : Introduction, meaning, definitions – person, income, previous year and assessment year.

Income exempt from tax, revenue and capital receipts.

Residential Status. Income from salary (Theory and Numerical).

REFERENCE BOOKS :-

1. *Auditing – Jain, Khandelwal, Pareek, Ramesh Book Dept., Jaipur, New Delhi.*

2. *A. Hanbook of Practical Auditing – B. N. Tondon, S. Sudharsanam, S. Sundharabhau.*
3. *Contemporary Auditing – Kamal Gupta, Tata Mc Graw, Hill Publishing Company Limited, New Delhi.*
4. *Auditing – Theory and Practice – Arun Kumar, Rachana Sharma, Atlantic Publishers and Distributors.*
5. *Auditing – Theory and Practice – Dr. N. K. Sharma – Shree Niwas Publications, Jaipur (India).*
6. *Principles and Practice of Auditing – R. G. Saxena, Himalaya Publishing House.*
7. *Income Tax for beginners – Dr. V. K. Jain, Seth Publishers, Mumbai.*
8. *Income Tax Law and Practice – Bhagwati Prasad – Wiely Publications, New Delhi.*
9. *Direct Taxes Law and Practice – Singhanian V. K., Singhanian Kapil, Singhanian Monica, Taxman publications, New Delhi.*

PAPER – II : F12

ADVANCED FINANCIAL ACCOUNTING - I

Objective: To create awareness among the students about advanced accounting issues & practices.

1. Nature and functions of advanced financial accounting, accounting conventions and accounting principles. (Theory)
2. Accounting standards – Nature, meaning and objective of accounting standards, scope and limitations of accounting standards, international accounting standard adopted in India. (Theory)

3. Hire purchase Accounting – Repossession – partial and complete repossession, hire purchase stock and debtors method. (Numerical)
4. Departmental accounts. (Numerical)
5. Insurance claim (claims of stock, assets and loss of profit). (Numerical)

REFERENCE BOOKS :-

1. *Advanced Accounting – M.C. Shulka, T.S. Grewal, S.C.Gupta.*
2. *Accountancy – 1 – Prof (Dr.) P. C. Tulsian.*
3. *Financial accounting – S. K. Paul.*
4. *Financial Accounting – Belverd e. Needles, Jr- All India Publishers & Distributors Regd.*
5. *Financial Accounting – A simplified Approach – Dr. Naseem Ahmed – Atlantic Publishers & distributors.*
6. *Financial Management – My. Y. Khan, P.K. Jain Tata McGraw Hill publishing company Limited, New Delhi.*

PAPER III: F13.

ADVANCED COST ACCOUNTING - I

Objective: To acquaint the students with the practical approach of Cost Accounting based on theoretical approach of the subject and also to make aware the students regarding significance of Cost Accounting in controlling the costs.

1. Cost Accounts – Definition, objects, aims, functions, scope, advantages & limitations, Cost, Costing & Cost Accounting,

- Characteristics of a good costing system, methods of costing.
(Theory)
2. Design and installation of a cost system.
Overheads collection, classification & allocation. (Theory)
 3. Single output/unit costing. (Numerical)
 4. Tender/Quotation/Estimation in costing. (Numerical)
 5. Reconciliation of profit / loss of cost & financial Books.
(Numerical)

REFERENCE BOOKS :-

- 1) *Practical costing (Self-tutor) – Gauri Shankar, Himalaya Publishing House.*
- 2) *Cost Accounting – Principles & Practice – S.P. Jain & K.L. Nrang – Kalyani Publishers.*
- 3) *Rathnam’s simplified costing Advisor – P.U. Rathnam Kitab Mahal*
- 4) *Professional Cost Accounting – S.L. Kolhi – Himalaya Publishing House.*
- 5) *Advanced Cost Accounting – J. Madegowda – Himalaya Publishing House*
- 6) *Cost Accounting – Principles & Practice – M. L. Agrawal – Sahitya Bhavan – Agra.*

PAPER – IV: F14

ADVANCED MANAGEMENT ACCOUNTING - I

Objective: To prepare the students regarding application of management Accounting in decision making functions and use of various tools & techniques of management Accounting as per the requirement.

1. Origin and growth of management accounting, meaning scope, significance, limitations and function of management accounting. Difference between financial, cost and management accounting. (Theory)
Management Accountant – Functions, duties and status.
2. Financial Markets – Money market, capital market, corporate debt market, international capital market, stock market, derivatives market, mutual funds, depositories. (Theory)
3. Working Capital Management – Components, Nature, Kinds of Working Capital, dangers of inadequate and excessive working capital, determinants of working capital, working capital requirement forecast various methods and schedule of changes in working capital. (Numerical)
4. Methods of Ranking investment proposals – Pay back period, average rate of return, replacement decision, evaluation of project. (Numerical)
5. Analysis of Financial Statement :- Comparative and trend analysis. (Theory and Numerical)

REFERENCE BOOKS :-

1. *Management Accounting – Nisar Ahmad, Anmol Publications Pvt. Ltd., New Delhi.*
2. *Management Accounting and Financial Analysis – Ravi M. Kishore, Taxmann Allied Services (P) Ltd., New Delhi.*
3. *Management Accounting – Dr. A.K. Vashisht, Dr. J.S.Paricha, Abhishek Publications, Chandigarh.*
4. *Accounting for Management – Dr. Jawahar Lal, Himalaya Publishing House.*

5. *Management Accounting – R. S. N. Pillai, Bagavathi, S. Chand and Company Ltd., New Delhi.*
6. *Management Accounting and Financial Analysis – Board of studies, the institute of chartered accounts of India.*
7. *Management Theory and Practice (Text and Cases) P. Subba Rao, Assisted by Venkatram Tej Kumar, Himalaya Publishing House.*

SEMESTER – II

PAPER – I: C21

ADVANCED AUDITING AND INCOME TAX - II

Objective: To acquaint the students with the practical approach of Auditing & Income Tax.

1. Qualification, disqualifications, appointment and removal of auditor, special qualities of auditor. Vouching – Need, importance and general practice in vouching, methods to be adopted for vouching of revenue and capital expenditure.
2. Vouching of Impersonal Ledger – Steps in vouching of impersonal ledger, outstanding expenses, prepaid expenses, accrued incomes, wages and salaries, taxes and insurance, commission to agents and contingent liabilities.
3. Valuation and verification of assets and liabilities. (Theory and Numerical)
4. Investigation – Meaning and importance of investigation. Difference between Audit and Investigation. Investigation procedure in different cases like Admission in firm, purchase of

running business, cases of tax evasion etc. (Theory and Numerical).

5. Income Tax : Income from House property (Theory and Numerical) Meaning – TAN, PAN
Deductions under section : 80C, 80G & 80L.

REFERENCE BOOKS :-

1. *Auditing – Jain, Khandelwal, Pareek, Ramesh Book Dept., Jaipur, New Delhi.*
2. *A. Hanbook of Practical Auditing – B. N. Tondon, S. Sudharsanam, S. Sundharabhau.*
3. *Contemporary Auditing – Kamal Gupta, Tata Mc Graw, Hill Publishing Company Limited, New Delhi.*
4. *Auditing – Theory and Practice – Arun Kumar, Rachana Sharma, Atlantic Publishers and Distributors.*
5. *Auditing – Theory and Practice – Dr. N. K. Sharma – Shree Niwas Publications, Jaipur (India).*
6. *Principles and Practice of Auditing – R. G. Saxena, Himalaya Publishing House.*
7. *Income Tax for beginners – Dr. V. K. Jain, Seth Publishers, Mumbai.*
8. *Income Tax Law and Practice – Bhagwati Prasad – Wiely Publications, New Delhi.*
9. *Direct Taxes Law and Practice – Singhania V. K., Singhania Kapil, Singhania Monica, Taxman publications, New Delhi.*

PAPER – II: C22

ADVANCED FINANCIAL ACCOUNTING -II

Objective: To create awareness among the students about

advanced accounting issues & practices.

1. Accounting organisations – ICAI, ICFAI, ICSI. (Theory)
2. Social Accounting and Human Resource Accounting. (Theory)
3. Valuation of goodwill and shares – Need and methods of valuation of goodwill and shares. (Numerical)
4. Single entry system – Ascertainment of profit under single entry system and conversion of single entry into double entry system. (Numerical)
5. Account for non-profit making organisations. (Numerical)

REFERENCE BOOKS :-

1. *Advanced Accounting – M.C. Shulka, T.S. Grewal, S.C.Gupta.*
2. *Accountancy – I – Prof (Dr.) P. C. Tulsian.*
3. *Financial accounting – S. K. Paul.*
4. *Financial Accounting – Belverd e. Needles, Jr- All India Publishers & Distributors Regd.*
5. *Financial Accounting – A simplified Approach – Dr. Naseem Ahmed – Atlantic Publishers & distributors.*
6. *Financial Management – My. Y. Khan, P.K. Jain Tata McGraw Hill publishing company Limited, New Delhi.*

PAPER III: C23

ADVANCED COST ACCOUNTING -II

Objective: To acquaint the students with the practical approach of Cost Accounting based on theoretical approach of the subject and

also to make aware the students regarding significance of Cost Accounting in controlling the costs.

1. Cost concept Analysis & Cost Behaviour. (Theory)
Materials and Inventory cost control and Labour control. (Theory)
2. Cost ascertainment, cost control & cost reduction. (Theory)
Cost Audit and the provisions of company Act regarding cost Audit. (Theory)
3. Process costing – Abnormal loss & gain, equivalent production, joint process. (Numerical)
4. Machine- Hour – Rate. (Numerical)
5. Methods of wage payment and incentive plans. (Numerical)

REFERENCE BOOKS :-

- 1) *Practical costing (Self-tutor) – Gauri Shankar, Himalaya Publishing House.*
- 2) *Cost Accounting – Principles & Practice – S.P. Jain & K.L. Nrang – Kalyani Publishers.*
- 3) *Rathnam’s simplified costing Advisor – P.U. Rathnam Kitab Mahal*
- 4) *Professional Cost Accounting – S.L. Kolhi – Himalaya Publishing House.*
- 5) *Advanced Cost Accounting – J. Madegowda – Himalaya Publishing House*
- 6) *Cost Accounting – Principles & Practice – M. L. Agrawal – Sahitya Bhavan – Agra.*

PAPER – IV: C24

ADVANCED MANAGEMENT ACCOUNTING -II

Objective: To prepare the students regarding application of management Accounting in decision making functions and use of

various tools & techniques of management Accounting as per the requirement.

1. Capitalisation – Concept, consequences of errors in capitalization over, under and fair capitalisation, capital gearing, cost of capital. (Theory)
2. Budgets and Budgetary Control – Concept of Budget and Budgetary control. Importance, scope and limitations of budgetary control. Functions of budget committee. Organisation of budgetary control, classification of budgets. (Theory)
3. Preparation of production, sales, flexible and master budget. (Numerical).
4. Capital Budget, Concept and procedure of capital budgeting. (Theory)
5. Cash control and cash management – Determinants of cash balance, managing cash collections and disbursements. Utilization and investment of surplus funds. Preparation of cash budget. (Theory and Numerical)

REFERENCE BOOKS :-

1. *Management Accounting – Nisar Ahmad, Anmol Publications Pvt. Ltd., New Delhi.*
2. *Management Accounting and Financial Analysis – Ravi M. Kishore, Taxmann Allied Services (P) Ltd., New Delhi.*
3. *Management Accounting – Dr. A.K. Vashisht, Dr. J.S.Paricha, Abhishek Publications, Chandigarh.*
4. *Accounting for Management – Dr. Jawahar Lal, Himalaya Publishing House.*

5. *Management Accounting – R. S. N. Pillai, Bagavathi, S. Chand and Company Ltd., New Delhi.*
6. *Management Accounting and Financial Analysis – Board of studies, the institute of chartered accounts of India.*
7. *Management Theory and Practice (Text and Cases) P. Subba Rao, Assisted by Venkatram Tej Kumar, Himalaya Publishing House.*

SEMESTER – III

PAPER – I: C31

ADVANCED AUDITING AND INCOME TAX - III

Objective: To acquaint the students with the practical approach of Auditing & Income Tax.

1. Audit of Share capital – All transactions relating to issue, premium, call, forfeiture and reissue of shares. Transfer and transmission of shares. Preliminary expenses, prospectus, underwriting and issue of Bonus shares. (Numerical and Theory)
2. Cost and management audit – Introduction to cost audit, cost auditor, appointment and qualification of cost auditor, cost audit report. Need and importance of management audit. Provisions regarding appointment, remunerations, compensation for loss of office for Director and Managing Director.
3. Audit reports – Clean and qualified report, essentials of good report, preparation of audit reports. Audit of mechanized and computerized accounts. Audit through the computer. New trends in auditing.

4. Audit of Banks – Provisions regarding Banking Regulations Act, 1949. Steps in Bank Audit.
5. Income Tax : Income from Business and Profession
(Numerical)
Depreciation (Theory)

REFERENCE BOOKS :-

1. *Auditing – Jain, Khandelwal, Pareek, Ramesh Book Dept., Jaipur, New Delhi.*
2. *A. Hanbook of Practical Auditing – B. N. Tondon, S. Sudharsanam, S. Sundharabhau.*
3. *Contemporary Auditing – Kamal Gupta, Tata Mc Graw, Hill Publishing Company Limited, New Delhi.*
4. *Auditing – Theory and Practice – Arun Kumar, Rachana Sharma, Atlantic Publishers and Distributors.*
5. *Auditing – Theory and Practice – Dr. N. K. Sharma – Shree Niwas Publications, Jaipur (India).*
6. *Principles and Practice of Auditing – R. G. Saxena, Himalaya Publishing House.*
7. *Income Tax for beginners – Dr. V. K. Jain, Seth Publishers, Mumbai.*
8. *Income Tax Law and Practice – Bhagwati Prasad – Wiely Publications, New Delhi.*
9. *Direct Taxes Law and Practice – Singhania V. K., Singhania Kapil, Singhania Monica, Taxman publications, New Delhi.*

PAPER – II: C32

ADVANCED FINANCIAL ACCOUNTING- III

Objective: To create awareness among the students about

advanced accounting issues & practices.

1. Financial statement analysis – Nature and scope of statement analysis, analysis by management, creditors, investors and other types of analysis, static analysis and dynamic analysis, limitations of analysis and trend analysis. (Theory)
2. Agricultural farm accounting. (Theory)
3. Profit prior to incorporation. (Numerical)
4. Reorganization and reconstruction of companies. (Numerical)
5. Liquidation of companies. (Numerical) Liquidators final statement of account.

REFERENCE BOOKS :-

1. *Advanced Accounting – M.C. Shulka, T.S. Grewal, S.C.Gupta.*
2. *Accountancy – 1 – Prof (Dr.) P. C. Tulsian.*
3. *Financial accounting – S. K. Paul.*
4. *Financial Accounting – Belverd e. Needles, Jr- All India Publishers & Distributors Regd.*
5. *Financial Accounting – A simplified Approach – Dr. Naseem Ahmed – Atlantic Publishers & distributors.*
6. *Financial Management – My. Y. Khan, P.K. Jain Tata McGraw Hill publishing company Limited, New Delhi.*

PAPER – III: F33 Foundation 1 (Any one of F33)

ADVANCED COST ACCOUNTING- III

Objective: To acquaint the students with the practical approach of Cost Accounting based on theoretical approach of the subject and

also to make aware the students regarding significance of Cost Accounting in controlling the costs.

1. Organisation & management of costing department.
Functional departments and their interrelationship. (Theory)
2. Cost Reports & cost statements. (Theory)
3. Marginal costing as a tool for management and its application in decision making. (Numerical)
4. Job, Batch & contract costing. (Numerical)
5. Operating costing with special reference to Transport and Hotel and Hospital costing. (Numerical)

REFERENCE BOOKS :-

- 1) *Practical costing (Self-tutor) – Gauri Shankar, Himalaya Publishing House.*
- 2) *Cost Accounting – Principles & Practice – S.P. Jain & K.L. Nrang – Kalyani Publishers.*
- 3) *Rathnam’s simplified costing Advisor – P.U. Rathnam Kitab Mahal*
- 4) *Professional Cost Accounting – S.L. Kolhi – Himalaya Publishing House.*
- 5) *Advanced Cost Accounting – J. Madegowda – Himalaya Publishing House*
- 6) *Cost Accounting – Principles & Practice – M. L. Agrawal – Sahitya Bhavan – Agra.*

OR

PAPER – III: F33 Foundation 1 (Any one of F33)

Public System Management

Unit I: Public Goods & services, Concept of Public System, Role of Government in Public System, Types of Public system, Weaknesses & Issues of the Public System in India. Public Enterprise Management - Objectives and Roles of Public Enterprise,

Organizational Forms and Working of the Board of Management, Public Enterprise Policy and Reform Measures, Marketing Problems of Public Enterprises;

Unit II: Energy Management - Organisation for Energy Management: Goal setting in Energy Management; Energy crisis, energy use Patterns and scope for Conservation; Energy Audit, Energy Pricing; Non conventional sources of energy; Utilization of solar energy; Biomass as a source of energy; The option of Nuclear energy in the developing countries; Water Resource Management - Objectives and organization of water resource Management; Optimization techniques for water resources projects; Scientific utilization of Agriculture water; irrigation projects; Water crisis management flood and droughts; Water harvesting; Problem relating to supply and timely use of water in cities and towns.

Unit III: Education as Development Priority; Education and Economic growth; International Comparisons; Strategies of Development of Education System; Concept of Investment in Man; Systems of Education in India: Formal, informal, Primary, Secondary and Higher Education;. Management of Telecommunication systems - Role of Telecommunication; Effects of technology and scale on cost of service, Organization, management and financing in Telecommunication; Mobilizing resources for expansion, Impact of Telecommunications on rural development, Cases: BEL, C-DOT, DoT, BSNL and Telecom Commission.

Unit IV: System analysis and system dynamics in health care; Health system: Characteristics, Planning methodologies, Goals and functions; Strategic management in health care; Quantitative foundations of health services management; Public Infrastructure Management– Definition; Local, Regional, State and Federal Agencies responsible for infrastructure development and their role in Regional Planning Process; The role of Civic Organizations and Private Sector; Overview of the Infrastructure Management Process. Infrastructure Developments from Road Transport, Railways, Power, Airports and Shipping Ports like PWD, MSRDC, Central Railway, DLF, GMR, GVK, TATA Energy and Reliance Energy etc;

Suggested Readings

1. "Ideas that have Worked" by Department of Administrative Reforms and Public Grievances, 2004, Penguin / Viking, New Delhi
2. "Infrastructure Management: Design, Construction, Maintenance, Rehabilitation, Renovation." Hudson, Haas, and Uddin, McGraw-Hill, 1997
3. Bureau of Public Enterprises. Public Enterprises Survey, 1994-95, New Delhi, 1996
4. Donglass, C. "Energy Technology Handbook". McGraw Hill, New York. 1977
5. Chaturvedi, T.N. (ed) "Training in Public Administration: The changing Perspectives". 1989. The Indian Institute of Public Administration, New Delhi
6. Chatuvedi, M.C. and Rogers P. "Water Resources Systems Planning: Some Case Studies for India. Indian Academy of Sciences, Bangalore, 1995.

ELECTIVE -1

ADVANCED MANAGEMENT ACCOUNTING – III

Objective: To prepare the students regarding application of management Accounting in decision making functions and use of various tools & techniques of management Accounting as per the requirement.

1. Financial Statements – Nature, forms, functions and limitations of financial statements, essentials of good financial statement.
(Theory)
 2. Security Exchange Board of India (SEBI) – Management, Role, functions of SEBI in Indian Capital Market, Stock Exchange, role and functions of Stock Exchange.
 3. Return on capital employed – Introduction, meaning, use of return on capital employed, advantages of return on capital employed.
(Numerical)
 4. Funds Flow Analysis - The concepts of fund, advantages, limitations of fund flow statement and cash flow statement.
(Theory and Numerical)
 5. Cash Flow Analysis – The concepts of cash, advantages, limitations of cash flow statement and cash flow statement.
(Theory and Numerical)
- Difference between F.F.S. and C.F.S. (Theory)

REFERENCE BOOKS :-

1. *Management Accounting – Nisar Ahmad, Anmol Publications Pvt. Ltd., New Delhi.*
2. *Management Accounting and Financial Analysis – Ravi M. Kishore, Taxmann Allied Services (P) Ltd., New Delhi.*
3. *Management Accounting – Dr. A.K. Vashisht, Dr. J.S.Paricha, Abhishek Publications, Chandigarh.*
4. *Accounting for Management – Dr. Jawahar Lal, Himalaya Publishing House.*
5. *Management Accounting – R. S. N. Pillai, Bagavathi, S. Chand and Company Ltd., New Delhi.*
6. *Management Accounting and Financial Analysis – Board of studies, the institute of chartered accounts of India.*
7. *Management Theory and Practice (Text and Cases) P. Subba Rao, Assisted by Venkatram Tej Kumar, Himalaya Publishing House.*

OR

PAPER – IV: E34

ELECTIVE -1 BUSINESS ENVIRONMENT

Unit I: Political Environment And Economic Systems-History of economic thought and economic systems, Market economy, planned economy, mixed economy, economic growth measuring development and measurement of poverty, Anatomy of Indian economy, Economic reforms of India.

Unit II: Globalization and Business Environment - Globalization-Meaning, Scope, Phases, Indicators, Economic reforms and competitive environment; Business Environment and sector wise analysis-Telecom, Information Technology, Insurance, Banking, Finance, FMCG, (Market Structure, International Scenario, Recent Developments and SWOC Analysis)

Unit III: Industrial Policy- Textiles, Agriculture, Automobile, Chemical, Pharmaceuticals (Market Structure, International Scenario, Recent Developments and SWOC Analysis); Industrial Licensing Policy; Industrial Policy 1991; SSI; Privatization - Modes, Reasons, Problems, Indian Scenario and Difficulties in process; Global Outsourcing- Rationale, India's Perspective.

Unit IV: Economic and Business Environment in SAARC Countries-SAARC Objectives, Structure of Economies In SAARC Region, Brief Country Profile, Economic Environment, Problems And Prospects In Bangladesh, Sri-Lanka, Nepal, Pakistan, India

Suggested Readings:

- 5) Business Environment-Text and Cases-Justin Paul (Tata Mc Graw Hill)
- 6) Business Environment, Fernando, Pearson Education Asia
- 7) Business Environment , Shaikh, Pearson Education Asia
- 8) Business Environment, Saleem, Pearson Education Asia

SEMESTER – IV

PAPER – I: C41

ADVANCED AUDITING AND INCOME TAX – IV

Objective: To acquaint the students with the practical approach of Auditing & Income Tax.

1. Audit of Divisible profit and Dividend Ascertainment of profit. Provisions in company act regarding declaration of dividend. Depreciation and Reserves. (Theory and Numerical)
2. Civil and Criminal Liabilities of Auditor. Liabilities under Companies Act, Liabilities under Income Tax, Liabilities under Consumer Protection Act.
3. Features of Government Audit, objectives of Government Audit, Efficiency cum Performance Audit, Public Accounts Committee, comparison between Government Audit and Independent Financial Audit.
4. Audit of insurance companies, Legal provisions relevant to audit of general insurance companies, forms and content of revenue accounts. Audit of cooperative society – special features of audit of cooperative societies. Audit of multi-state cooperative societies.
5. Income Tax : Capital Gain, Income from other sources.
(Theory and Numerical)

REFERENCE BOOKS :-

1. *Auditing – Jain, Khandelwal, Pareek, Ramesh Book Dept., Jaipur, New Delhi.*
2. *A. Hanbook of Practical Auditing – B. N. Tondon, S. Sudharsanam, S. Sundharabhau.*
3. *Contemporary Auditing – Kamal Gupta, Tata Mc Graw, Hill Publishing Company Limited, New Delhi.*
4. *Auditing – Theory and Practice – Arun Kumar, Rachana Sharma, Atlantic Publishers and Distributors.*
5. *Auditing – Theory and Practice – Dr. N. K. Sharma – Shree Niwas Publications, Jaipur (India).*
6. *Principles and Practice of Auditing – R. G. Saxena, Himalaya Publishing House.*
7. *Income Tax for beginners – Dr. V. K. Jain, Seth Publishers, Mumbai.*
8. *Income Tax Law and Practice – Bhagwati Prasad – Wiely Publications, New Delhi.*
9. *Direct Taxes Law and Practice – Singhania V. K., Singhania Kapil, Singhania Monica, Taxman publications, New Delhi.*

PAPER – II: C42

ADVANCED FINANCIAL ACCOUNTING – IV

Objective: To create awareness among the students about advanced accounting issues & practices.

1. Accounting System – purpose and nature, relation of accounting system to management functions, steps in construction of accounting system, use of system, internal control and its

importance, periodic reports, functions of accounting reports.
(Theory)

2. Pay roll accounting, Computerized accounting, Inflation Accounting, Accounting for fixed assets. (Theory)
3. Final accounts of Joint Stock companies. (Numerical)
4. Holding company accounts. (Numerical)
5. Accounts of Banking Companies. (Numerical)

REFERENCE BOOKS :-

1. *Advanced Accounting – M.C. Shulka, T.S. Grewal, S.C.Gupta.*
2. *Accountancy – I – Prof (Dr.) P. C. Tulsian.*
3. *Financial accounting – S. K. Paul.*
4. *Financial Accounting – Belverd e. Needles, Jr- All India Publishers & Distributors Regd.*
5. *Financial Accounting – A simplified Approach – Dr. Naseem Ahmed – Atlantic Publishers & distributors.*
6. *Financial Management – My. Y. Khan, P.K. Jain Tata McGraw Hill publishing company Limited, New Delhi.*

PAPER – III: F43 (Any one of F43)

Foundation 2

ADVANCED COST ACCOUNTING - IV

Objective: To acquaint the students with the practical approach of Cost Accounting based on theoretical approach of the subject and

also to make aware the students regarding significance of Cost Accounting in controlling the costs.

1. Role of cost in capital investment decision. (Theory)
2. Uniform costing and Inter-firm comparison. (Theory)
Research and Development cost. (Theory)
3. Standard costing and variance analysis as a tool for management. (Numerical)
4. Integrated cost accounts. (Numerical)
5. Cost – volume – profit analysis. (Numerical)

REFERENCE BOOKS :-

- 1) *Practical costing (Self-tutor) – Gauri Shankar, Himalaya Publishing House.*
- 2) *Cost Accounting – Principles & Practice – S.P. Jain & K.L. Nrang – Kalyani Publishers.*
- 3) *Rathnam's simplified costing Advisor – P.U. Rathnam Kitab Mahal*
- 4) *Professional Cost Accounting – S.L. Kolhi – Himalaya Publishing House.*
- 5) *Advanced Cost Accounting – J. Madegowda – Himalaya Publishing House*
- 6) *Cost Accounting – Principles & Practice – M. L. Agrawal – Sahitya Bhavan – Agra.*

OR

PAPER – III: F43 (Any one of F43)

Foundation 2

Managerial Economics

Unit I: Nature and fundamental concepts and basis techniques of managerial economics - Analysis of Demand, Significance, estimation of demand; Elasticity of

Demand, Techniques and Importance of Demand forecasting; Basic Mathematical Problems related to demand estimation and elasticity of demand.

Unit II: Production & Cost Analysis - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale.

Unit III: Objectives & Equilibrium of the Firm - Market Structures- Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly - kinked demand curve and cartels, Mathematical Problems on profit maximization and Price & Output determination under various market structures.

Pricing in practice - Cost plus pricing, incremental pricing, transfer pricing and price discrimination.

Unit IV: Market failure - Concept, Symptoms and Reasons, Concept of Asymmetric Information; Market intervention by Government-Rationale for Intervention. **National Income Accounting** - Concept & measurement; Determination of Income & Employment; Concept of multiplier; Inflation and Deflation, types, causes and control of inflation. **Macroeconomic policy** - Monetary and fiscal- objectives and Instruments; Effectiveness of Monetary & Fiscal Policy with respect to Indian Economy

Unit V: Business cycles - Concept, Causes & Impact, Measures to control Business cycles.

External Sector Dynamics - Justification for International Trade, Foreign Capital flows & Balance of Payment-Methods to correct Disequilibria; Exchange Rate: Fixed & Flexible; Convertibility of Rupee (Current & Capital Account).

Economic Environment of Business - Factors determining Economic environment of Business, Present scenario of Indian Economy.

Suggested Readings:

1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial Economics, Dwidevi, TMH
3. Managerial economics in a Global economy, Dominick Salvatore, 2006, Thomson learning Press
4. Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi
5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House

PAPER – IV: E44 (Any one of E44)

ELECTIVE -2

ADVANCED MANAGEMENT ACCOUNTING – IV

Objective: To prepare the students regarding application of management Accounting in decision making functions and use of

various tools & techniques of management Accounting as per the requirement.

1. Management Reporting – Meaning of reporting and reports, essentials of Ideal report, designing and installation of a reporting system. Types of reports, reports to shareholder and board of directors. Use of reports to management.
2. Management Audit – Proprietary Audit, systems audit, responsibility audit, efficiency audit, performance audit, social audit, human resource audit.
3. Ratio Analysis – Meaning, utility, need, role, significance and limitations of ratio analysis. Profitability, liquidity and financial ratios. (Numerical)
4. Financial leverages – Meaning and importance. Operating, financial and combined leverages, effects of leverages on returns. (Numerical)
5. Capital Structure Theories :- Traditional and M.M. Hypothesis – without taxes and with taxes, determining capital structure in practice. (Theory and Numerical)

REFERENCE BOOKS :-

1. *Management Accounting – Nisar Ahmad, Anmol Publications Pvt. Ltd., New Delhi.*
2. *Management Accounting and Financial Analysis – Ravi M. Kishore, Taxmann Allied Services (P) Ltd., New Delhi.*
3. *Management Accounting – Dr. A.K. Vashisht, Dr. J.S.Paricha, Abhishek Publications, Chandigarh.*
4. *Accounting for Management – Dr. Jawahar Lal, Himalaya Publishing House.*

5. *Management Accounting – R. S. N. Pillai, Bagavathi, S. Chand and Company Ltd., New Delhi.*
6. *Management Accounting and Financial Analysis – Board of studies, the institute of chartered accounts of India.*
7. *Management Theory and Practice (Text and Cases) P. Subba Rao, Assisted by Venkatram Tej Kumar, Himalaya Publishing House.*

OR

PAPER – IV: E44 (Any one of E44)

ELECTIVE -2

Financial Services Management

Unit I: Financial System- Financial markets [Money, Debt and Equity Markets]-structure, regulatory bodies- Role and functions–(RBI, IRDA, PFRDA and SEBI); Role and functions (NSCCL, NSDL, CDSL.)

Unit II: Banking Services and Operations -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Role of RBI vis-a-vis other commercial banks, Introduction to Bank Deposits, Types of Deposit Accounts, Common guidelines of opening and operating accounts and KYC, Deposit Insurance, Principles of Lending and Loan Policy, Basics of Loan Appraisal, Credit decision-making and Review, Types of Advances- lien, pledge, hypothecation, mortgage, and charge, Management of Non Performing Assets; Bank Investment Policy, Statutory Reserve Requirements, Non-SLR Requirements, Concept of PLR, Base rate.

Unit III: Insurance Services - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance. Medi-Claim and health insurance products - Salient features, Tax treatment. General Insurance Products - Salient features.

Unit IV: Mutual Funds – Organization Structure, Classification of Funds –Types of Funds – Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Real-Estate Funds; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging; AMFI; AGNI. Recent developments in the Mutual Fund industry.

Suggested Readings:

11. Strategic Financial Management – Dr. J.B. Gupta – Taxmann’s, New Delhi
12. Financial Management – Rajiv Shrivastava , Anil Misra – Oxford Higher Education
13. Financial Management- Ravi Kishore, Taxmann’s, New Delhi.
14. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
15. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
16. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
17. Options Futures and other Derivatives – John C. Hull, PHI-EEE, 2011

18. Financial Institutions and Markets – L. M. Bhole – 4th Edition
19. Reference Material of NCFM from www.nseindia.com
20. Reference Material of NISM Mutual Fund Module from www.nseindia.com

QUESTION PAPER PATTERN

ADVANCED AUDITING AND INCOME TAX –I, II, III & IV

OF

SEMESTER – I, II, III & IV

- N. B.:**1) Attempt all five questions.
2) All questions carry equal marks. (i.e. 16 marks each)
- Unit 1) Theory or Theory (Auditing)
Unit 2) Theory or Theory (Auditing)
Unit 3) Numerical (Income Tax) **Or** Numerical (Income Tax)
Unit 4) Numerical (Auditing) **Or** Numerical (Auditing)
Unit 5) a) (Auditing) – Theory
b) (Income Tax) – Theory (8 x 2)
- Or**
- a) (Auditing) – Theory (8 x 2)
b) (Income Tax) – Theory

QUESTION PAPER PATTERN

ADVANCED FINANCIAL ACCOUNTING - I, II, III & IV

ADVANCED COST ACCOUNTING - I, II, III & IV

ADVANCED MANAGEMENT ACCOUNTING - I, II, III & IV

OF

SEMESTER – I, II, III & IV

N. B.:1) Attempt all five questions.

2) All questions carry equal marks. (i.e. 16 marks each)

Unit 1) Theory or Theory

Unit 2) Theory or Theory

Unit 3) Numerical **Or** Numerical

Unit 4) Numerical **Or** Numerical

Unit 5) Numerical **Or** Numerical

QUESTION PAPER PATTERN For

F33(Foundation 1) Public system management (SEMESTER –III)

F43(Foundation 2) Managerial economics (SEMESTER –IV)

E34 (Elective –1) Business Enviroment (SEMESTER –III)

E44 (Elective –2) Financial services Management (SEMESTER- IV)

{Setting of these question papers & pattern of question paper shall be common for MCom (prof) in Business studies & accounting specialization as the syllabus for above papers is kept same in both the cases}The paper pattern shall be as indicated in Business studies group.

Absorption Scheme MCom (Professional) CBCS 2016

It is notified for general information of all concerned that the failure students of **MCom (Professional) (Semester pattern old course)** shall be absorbed in the **New course (CBCS pattern)** introduced from the session 2016-2017 examination with the following scheme.

1. There is no change in the subjects & syllabus of **Semester-I & Semester-II in (CBCS New course)**. So the failure students of **Semester-I & Semester-II (old course)** may appear in the respective new course papers.
2. Those who have completed & passed or have ATKT in **MCom (Professional) first year (Semester- I & Semester- II)** as per **Old course** are eligible for admission in the **MCom (Professional)-Semester -III New course scheme (CBCS Semester pattern)**.
3. Failure students of **MCom (Professional) Second year (Semester- III) old course** should clear their **backlog** papers upto **Summer-2018 exam (Last Chance)**. If they fail to pass in **Summer-2018** attempt they will have to appear in parallel papers of **New course CBCS scheme** as per absorption scheme indicated in **Appendix- I (A,B)**.

Failure students of **MCom (Professional) Second year (Semester-IV) old course** should clear their **backlog** papers upto **Winter-2018 exam (Last Chance)**. If they fail to pass in **Winter -2018** attempt they will have to appear in parallel papers of **New course CBCS scheme** as per absorption scheme indicated in **Appendix- I (A,B)**.

Note: The students of old course who will appear in parallel papers of **New course CBCS scheme**, will get the marks updated in old course marksheets only.

Appendix- I (A)

The students of **MCom (Professional) second year old Business Studies group** will have to appear for the parallel papers of **new CBCS Business Studies group** as below.

MCom (Professional) Part- II (Business Studies)

Sr. No.	Subjects (Old Course) Semester -III	Subjects (New Course) (CBCS semester pattern) Semester -III
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1	Business Research	Business Research C 31
2	Entrepreneurship development	Entrepreneurship development C 32
3	Applied Operations research	E 34 ELECTIVE 1 Applied Operations research
4	Business Law	Business Law F 33
MCom (Professional) Part- II (Business Studies)		
Sr. No.	Subjects (Old Course) Semester -IV	Subjects (New Course) (CBCS semester pattern) Semester -IV
1	International Business	International Business C 41
2	Strategic Management	Strategic Management C 42
3	Business Ethics	E 44 ELECTIVE 2 Business Ethics
4	Managerial Economics	Managerial Economics F 43

(B)

The students of **MCom (Professional) second year old old Accounting group** will have to appear for the parallel papers of **new CBCS Accounting group** as below.

MCom (Professional) Part- II (Accounting group)

Sr. No.	Subjects (Old Course) Semester -III	Subjects (New Course) (CBCS semester pattern) Semester -III
1	Advanced Auditing & Income Tax Paper - III	C 31 Advanced Auditing & Income Tax Paper - III

2	Advanced Financial Accounting Paper- III	C 32 Advanced Financial Accounting Paper- III
3	Advanced Cost Accounting Paper- III	F 33 Advanced Cost Accounting Paper- III
4	Advanced Management Accounting Paper- III	E 34 Elective 1 Advanced Management Accounting Paper- III

MCom (Professional) Part- II (Accounting group)

Sr. No.	Subjects (Old Course) Semester -IV	Subjects (New Course) (CBCS semester pattern) Semester -IV
1	Advanced Auditing & Income Tax Paper - IV	C 41 Advanced Auditing & Income Tax Paper - IV
2	Advanced Financial Accounting Paper- IV	C 42 Advanced Financial Accounting Paper- IV
3	Advanced Cost Accounting Paper-IV	F 43 Advanced Cost Accounting Paper-IV
4	Advanced Management Accounting Paper-IV	E 44 Elective 1 Advanced Management Accounting Paper-IV
