

## DEPARTMENT OF COMMERCE

### PROGRAMME OUTCOMES

**PO1: Commerce Knowledge:** After completing Masters of Commerce students would gain a thorough grounding in the fundamentals of Commerce, Finance, Statistics, Taxation, Economy and International Business etc.

**PO2: Student Exposure:** Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals. Students will be able to demonstrate knowledge in setting up a computerized set of accounting books.

**PO3: Individual and Team Work:** Through management function student always work effectively as an individual; and he is also aware; how to do better work in diverse teams being a team leader.

**PO4: Ethics:** Apply ethical principles and commit to professional ethics and complete the responsibility towards society.

**PO5: Entrepreneurship Development:** To develop entrepreneurial spirit among students and to empower students with sufficient knowledge to start up their venture with confidence. Further it also motivates young minds to take up challenges and become employer than seeking employment and to make them aware of the opportunities and support for entrepreneurship in India.

### PROGRAMME SPECIFIC OUTCOMES:

**PSO1:** This course offer a stimulating, challenging as well as a supportive learning environment for our students to encourage autonomous learning and independent thinking making it a relevant fit for market and economy.

**PSO2:** It prepares a student for latest economic challenges, trends and market. It also helps in understanding the commerce, trade, business and provides

**PSO3:** This program focuses on preparing the individual for the modern financial and accounting field. Some of the career options include accounting, marketing and advertising, banking, management consulting, business management, business development, economic analysis, fund management, international business and trade analysis, policy formulation, portfolio management in the private and public sectors.

**PSO4:** It helps in understanding the commerce, trade, business and provides foundation for a fully functional individual fit for a corporate or academia.

**PSO5:** Students are able to understand the Indian Financial System and various principles and theories on which the system is based on.

**PSO6:** It is designed to enable student to understand economy as a whole and as an interdependent chain of activities. It provides in depth national and international perspectives of the economy.

**DEPARTMENT OF COMMERCE**

**M.COM –2 YEARS PROGRAMME**

**PROGRAMME SPECIFIC OUTCOMES:**

PSO1: Students will be able to understand the role of business-men, entrepreneurs, managers, consultants, and the same is required for critical decision making.

PSO2: This course provides a learning environment to the students through students can understand the global and national perspective of the economy.

PSO3: The course will provide the skills required for effective communication, decision making techniques which are useful for day to day routine business problems.

PSO4: The course provides a platform for the researchers to get new dimensions for the economy. Through this programme the students will involve in various co-curricular activities; and demonstrate their practical and theoretical knowledge; and gain practical exposure in corporate world.

PSO5: Students can also acquire practical skills to work as tax consultant, audit assistant and other financial supporting services.

PSO6: Students will be able to do higher education and advance research in the field of commerce and finance.

PSO7: Students are able to understand and develop ethical, logical and professional behavior.

PSO8: It helps the students to demonstrate adequate skills, knowledge and ability to nurture them for tackling the different situations of the life for their overall development.

**MAHARSHI DAYANAND UNIVERSITY ROHTAK**  
**DEPARTMENT OF COMMERCE**  
**Scheme of Examination under CBCS**

**w. e. f Session:2016-17**

**M.Com First Semester**

<b>Sr. No.</b>	<b>Paper Code</b>	<b>Nomenclature of Paper</b>	<b>Theory Marks</b>	<b>Int. Ass.</b>	<b>Total Marks</b>	<b>Time</b>	<b>Credits (C+T+P)</b>
1	16MCO21C1	Accounting Standards and Financial Reporting	80	20	100	3 Hours	4+1+0=5 Credits
2	16MCO21C2	Statistical Analysis for Business	80	20	100	3 Hours	4+1+0=5 Credits
3	16MCO21C3	Managerial Economics	80	20	100	3 Hours	4+1+0=5 Credits
4	16MCO21C4	Computer Application in Business	60	40 (Practical)	100	3 Hours	4+0+1=5 Credits
5	16MCO21D1 16MCO21D2 16MCO21D3	Student must choose one paper from the followings: (i) Entrepreneurship Development or (ii) Business Environment or (iii) Principles of Management	80	20	100	3 Hours	4+0+0=4 Credits

**Details of Credits Per Week**

**M.Com First Semester:**

Core Papers: (04 for Teaching +01 for Tutorial) X 4 = 20 Credits

Discipline Specific Elective Paper: (04 for Teaching only) X 1 = 04Credits

**Total = 24Credits**

**Size of Groups : For Tutorial = 20 Students (one group)**

**For Practical = 15 Students (one group)**

**MAHARSHI DAYANAND UNIVERSITY ROHTAK DEPARTMENT OF  
COMMERCE**

**Scheme of Examination under CBCS**

**w. e. f Session: 2016-17**

**M.Com Second Semester**

<b>Sr. No.</b>	<b>Paper Code</b>	<b>Nomenclature of Paper</b>	<b>Theory Marks</b>	<b>Int. Ass.</b>	<b>Total Marks</b>	<b>Time</b>	<b>Credits (C+T+P)</b>
1	16MCO 22C1	Management Accounting	80	20	100	3 Hours	4+1+0=5 Credits
2	16MCO 22C2	Investment Management	80	20	100	3 Hours	4+1+0=5 Credits
3	16MCO 22C3	Financial Management	80	20	100	3 Hours	4+1+0=5 Credits
4	16MCO22D1 Or 16MCO22D2 Or 16MCO22D3	Student must choose one paper from the followings: (i) International Economics or (ii) Strategic Financial Management or (iii) Organizational Behaviour	80	20	100	3 Hours	4+0+0=4 Credits
5		<b>Foundation Elective Paper</b> (To be chosen From the list of Foundation Elective Papers provided by the University)				3 Hours	2 Credits
6		<b>Open Elective Paper</b> (To be chosen from the list of Open Elective Papers provided by the university)				3 Hours	3 Credits

**Details of Credits Per Week**

**M.Com Second Semester:**

Core Papers : (04 for Teaching +01for Tutorial) X 3 = 15 Credits

Discipline Specific Elective Papers: (04 for Teaching only) X 1 = 04Credits

Foundation Elective Paper: (02 for Teaching only) X 1 = 02Credits

Open Elective Paper: (03 for Teaching only) X 1

= 03 Credits

**Total = 24 Credits**

**MAHARSHI DAYANAND UNIVERSITY ROHTAK DEPARTMENT OF  
COMMERCE**

**Scheme of Examination under CBCS**

**w. e. f Session: 2017-18**

**M.Com Third Semester**

<b>Sr. No.</b>	<b>Paper Code</b>	<b>Nomenclature of Paper</b>	<b>Theory Marks</b>	<b>Int. Ass.</b>	<b>Total Marks</b>	<b>Time</b>	<b>Credits (C+T+P)</b>
1	17MCO 23C1	Portfolio Management	80	20	100	3 Hours	4+1+0=5 Credits
2	17MCO 23C2	Corporate Tax	80	20	100	3 Hours	4+1+0=5 Credits
3	17MCO23DA1 or 17MCO23DA2 or 17MCO23DA3	Student must choose one paper from the followings : (i) Marketing Concepts & Decisions or (ii) Project Management or (iii) Management of Financial Services	80	20	100	3 Hours	4+0+0=4 Credits
4	17MCO23DB1 Or 17MCO23DB2 Or 17MCO23DB3	Student must choose one paper from the followings : (i) International Finance or (ii) Service Marketing or (iii) Advance Cost Accounting	80	20	100	3 Hours	4+0+0=4 Credits
5		<b>Open Elective Paper</b> (To be chosen from the list of Open Electives Papers provided by the university)				3 Hours	3 Credits

**Details of Credits Per Week M.Com**

**Third Semester:**

Core Papers: (04 for Teaching + 01 for Tutorial) X 2 = 10 Credits

Discipline Specific Elective Paper: (04 for Teaching only) X 2 = 08 Credits

Open Elective Paper: (03 for Teaching only) X 1 = 03 Credit

**Total = 21Credits**

**MAHARSHI DAYANAND UNIVERSITY ROHTAK**

**DEPARTMENT OF COMMERCE**

**Scheme of Examination under CBCS**

**w. e. f Session : 2017-18**

**M.Com Fourth Semester**

<b>Sr. No</b>	<b>Paper Code</b>	<b>Nomenclature of Paper</b>	<b>Theory Marks</b>	<b>Int. Ass.</b>	<b>Total Marks</b>	<b>Time</b>	<b>Credits (C+T+P)</b>
1	17MCO 24C1	Cost Accounting Standards & Reporting	80	20	100	3 Hours	4+1+0=5 Credits
2	17MCO 24C2	Corporate Tax Planning and Management	80	20	100	3 Hours	4+1+0=5 Credits
3	17MCO 24C3	Business Research Methods	80	20	100	3 Hours	4+1+0=5 Credits
4	17MCO24DA1 Or 17MCO24DA2 Or 17MCO24DA3	Student must choose one paper from the followings : (i) HumanResourceManagement or (ii) Working Capital Management or (iii) Strategic Management	80	20	100	3 Hours	4+0+0=4 Credits
5	17MCO24DB1 Or 17MCO24DB2 Or 17MCO24DB3	Student must choose one paper from the followings : (i) International Business Environment or (ii) Production Management or (iii) Advance Accounting	80	20	100	3 Hours	4+0+0=4 Credits
6	17MCO24DC1 Or 17MCO24DC2 Or 17MCO24DC3	Student must choose one paper from the followings : (i) Financial Derivatives & Risk Management Or (ii) International Marketing Or (iii) Cost Management	80	20	100	3 Hours	4+0+0=4 Credits

**Details of Credits Per Week**

**M.Com Fourth Semester:**



Core Papers: (04 for Teaching +01 for Tutorial) X 3 = 15 Credits

Discipline Specific Elective Papers: (04 for Teaching only) X 3 = 12 Credits

**Total = 27 Credits**

### **Important Points regarding Papers:**

Core Paper means : Compulsory Papers.

Discipline Specific Elective Paper means : Optional Papers within the Department.

Open Elective Paper means : Paper from list of Open Electives Papers provided by the University.

Foundation Elective Paper means : Paper from list of Foundation Electives Papers provided by the University.

### **Important Points regarding Credits:**

Classroom Lecture of one Hour = One Credit Per Week

Tutorial of one Hour = One Credit Per Week

Practical of two Hours = One Credit Per Week

Project /Dissertation Work of one Hour = One Credit Per Week

For a Two-Years PG Programme, a student should accumulate the total credit score as under:

Semester	Credits					
	Hard Core	Soft Core	Open Elective	Supportive/ Foundation Elective	Project/ Field work/ Dissertation	Total
1 <sup>st</sup>	20-28	0-4	0-6	0-2	-	20-36
2 <sup>nd</sup>	12-24	0-8	0-6	2-4	-	21-36
3 <sup>rd</sup>	0-16	0-20	0-6	0-2	X (=0 or 2 or 4 or 8 or 20)	21-36
4 <sup>th</sup>	0-16	0-20	-	-	Y(=0 or 4 or 8 or 20)	20-36
Minimum Credits required	54 or 74-(X+Y) according to whether $X+Y \leq$ or $> 20$ . (Please see <i>Annexure II</i> )	20-(X+Y) or 0 according to whether $X+Y \leq$ or $> 16$ . (Please see <i>Annexure II</i> )	6	2	X+Y	82

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Accounting Standards and Financial Reporting**

**Paper Code: 16MCO21C1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Accounting Standards: Meaning, Objectives, Benefits, Scope; Stages and Process of Standards settings in India, Accounting Standards issued by ICAI, Compliance and Applicability of Accounting Standards in India, The Companies (Indian Accounting Standards) Rules, 2015

**Unit-II**

International Financial Reporting Standards: Meaning, History, Objectives, Scope; Convergence of Indian Accounting Standards with IFRS: Current Status and Challenges; IASB: History, Objectives, Scope; FASB: History and its Pronouncements. Harmonization in Accounting and Reporting.

**Unit-III**

Financial Disclosures and Reporting: Objectives and Concepts, Developments on Financial Reporting Objectives: True blood Report, Corporate Report, Stamp Report, IASB's and FASB's Conceptual Framework, Corporate Annual Report, Segment Reporting and Interim Financial Reporting.

**Unit-IV**

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers

Contemporary Issues in Accounting:- Human Resource Accounting, Corporate Social Reporting,

Forensic Accounting and Reporting. Environmental Reporting.

**Course Outcome:-**

CO1: This subject provides detailed insight into accounting regulations and accounting aspects of Companies.

CO2: To know about Stages and Process of Standards settings by ICAI in India along with Compliance and Applicability of Accounting Standards in India.

CO3: To understand the difference between Accounting Standard, IFRS, IASB and FASB and also gain knowledge on Convergence of Indian Accounting Standards with IFRS

CO4: To learn about the IFRS current status and Challenge and also understand the concept of harmonization in Accounting and Reporting.

CO5: It also covers contemporary issues in accounting i.e. Human Resource Accounting, Corporate Social Reporting, Forensic Accounting and Reporting. Environmental Reporting. Segment Reporting and Interim Financial Reporting.

**Suggested Readings:-**

1. Kenneth S. Most, "Accounting Theory", Ohio Grid Inc.
2. JawaharLal, "Corporate Financial Reporting: Theory and Practice" Taxman, 2nd Ed.
3. Vijay Kumar, M.P, "First Lesson on Accounting Standards", Snowwhite.
4. Glautier, H.W.E. And Undordown, B. "Accounting Theory and Practice" (Arnold Heinemann).

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Statistical Analysis for Business**

**Paper Code: 16MCO21C2**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0= 05**

**Course Outcomes:**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Correlation and Regression Analysis: Partial and Multiple Correlation and Regression (Up to three variables); Probability Distribution : Binomial distribution , Poisson Distribution and Normal Distribution: Their applications to Business.

**Unit-2** Statistical Inference:- Test of Hypotheses: Sampling tests – Large and small Sample tests – Z-Test, T-Test.

**Unit-3** Analysis of Variance: Introduction, assumptions, Techniques of Analysis of Variance – one way classification and two way classifications. F-Test.

Non-Parametric Tests: Sign-Test, Wilcoxon Sign – Rank test, Wald – Wolfowitz test, Kruskal Wallis – H Test and The Mann Whitney – U-Test. Median Test, Run Test

**Unit-4** Association of Attributes: Criterion of Independence, Consistency of data (two and three attributes),  $\chi^2$  –Test: Conditions for apply  $\chi^2$  – Test, Yate's correction, Uses of  $\chi^2$  Test, Additive Property of  $\chi^2$ ., Misuse of Chi-Square Test and its limitations.

**Suggested Readings:**

1. Chou-Ya-Lun: Statistical analysis, Holt, Rinchart and winslon.

2. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
3. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
4. Hien, L.W: Quantitative approach to Managerial decisions, Prentice Hall, New Jersey, India, Delhi.
5. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
6. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hall of India, Delhi.
7. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press.
8. Ackaff,R.L. and Sasieni, M.W., Fundamentals of Operations Research, John Wiley and sons Inc., New York 1968.
9. Agee, M.H., Taylor, R.E. and Torgersen, P.E., Quantitative Analysis for Management Decisions, Prentice Hall Inc., Englewood Cliffs, N.J., 1976.

**Course Outcome:-**

- CO1: Will enable the students to understand the Correlation and Regression Analysis, Probability Distribution: Binomial, Poisson and Normal Distribution
- CO2: Will learn the Hypotheses testing, Sampling tests – Large and small Sample tests – Z-Test, T-Test.
- CO3: Analysis of Variance: Techniques of Analysis of Variance – Will help students to understand Parametric and Non-Parametric tests.
- CO4: Will enable the students understand the Association of Attributes, Chi-Square test etc.

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Managerial Economics**

**Paper Code: 16MCO21C3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1 Introduction:** Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Fundamental economic concepts: Consumer Behaviour and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Estimation and Forecasting.

**Unit-2 Theory of Production and Cost:** Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function: Behaviour of Firm under various market situations: Prisoner's Dilemma – Price and Non-price Competition.

**Unit-3 Macro economics:** Meaning, nature and scope; circular flow of income; multiplier, accelerator and marginal efficiency of capital. Economic growth: measurement and determinants. Inflation: definition, types and strategies to counter inflation

**Unit-4** Budgets and budgetary deficits; deficit financing; Public debt operations and its management. Balance of payment management, management of internal and external balance, balance of deficit management; foreign exchange reserves; foreign exchange rate management and its role in managerial decision making; foreign exchange flow. Business cycles and its relevance to managerial economist.

**Course Outcomes:**



- CO1: Will enable the students understand the meaning and nature of managerial economics and also theories of consumer choice
- CO2: Will acquaint the students with production and cost functions
- CO3: Will help students to understand meaning and nature of macro economics and the concept of inflation
- CO4: Will enable the students understand the various macro economic indicators.

**Text Books:**

1. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
2. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
3. Dholkia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press. New Delhi.

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**

**Computer Applications in Business**

**Paper Code: 16MCO21C4**

**Time: 3 hours**

**Max. Marks: 60**

**Credits: 4:0:1= 05**

**Course Outcome:**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 6 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 12 marks each.

**Unit-1**

**Introduction to computer:** Characteristics of computer systems, Various Functional units of computers, Types of computer systems, Introduction to computer Memories: Primary Storage, Secondary storage, Input/Output Devices, Software types: Systems software, Application software, functions of Operating Systems, Computer Networks: Advantages of Networking, Types of Network: LAN, MAN, WAN, Public and Private Network, Data communication Media.

**Unit-II**

**Internet and E-Commerce:** Internet concept and Technologies, Internet applications, Internet Accounts, Extranet and E-Mail, Features of E-Commerce, Elements of E-Commerce, Types of E-Commerce System: B2B,B2C,C2C,C2B,B2Gand G2C, E-commerce technologies, Types of an Electronic Payment System, Security Schemes of an electronic Payment Systems, E-Commerce On-line Services. Electronic data Interchange (EDI): Basics of EDI, Application of EDI, Advantages of EDI.

**Unit-III**

**Word processing:** Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting-text and documents; Sorting and tables; Working with graphics; Introduction to mail merge.

**Spread Sheets:** Working with EXCEL-formatting, functions, chart features; Working with graphics in Excel; using worksheets as database in accounting, marketing, finance and personnel areas.

**Presentation with Power-Point:** Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; show time, sound effects and animation effects.

**Unit-IV**

**Accounting Package-Tally (ERP 9):** Features of Tally, Contents of Accounts Info, Menu, Creating Ledgers, Preparation of Vouchers, Inventory Master: Functions in Inventory Information Menu, Inventory Information Menu,

VAT(Value added tax) in Tally, Maintenance of Inventory records, Maintenance of Accounting Books and Final Accounts, Generating and Printing of Accounting Reports.

Introduction to Statistical Packages (SPSS): Features, Formation of table, Types of graph, uses of SPSS.

**Practical Max. Marks:40**

The following areas are to be covered:- Internet Technology-

M.S.Word, PowerPoint , M.S Excel, Tally and SPSS basic commands.

CO1: To know the basics of Computer System, Computer Software & Hardware and Information processing system.

CO2: To understand the differences of types of computer systems, input-output devices, storage devices, communication devices, configuration of hardware devices and their applications.

CO3: To learn about the personal computers, its components, hardware configuration, RAM, factors influencing PC performance, Types of E-Commerce System: B2B,B2C,C2C,C2B,B2Gand G2C, electronic Payment Systems.

CO4: To be familiar with Modern network Technologies i.e. LAN, WAN, MAN, E-mail, Internet technologies, World Wide Web and Internet browsing.

CO5: To get practical learning on M.S.Word, Excel, Power Point, Internet Technology – Applications, manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run etc.

**References**

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
4. Norton, peter: Working with IBM-PC,BPB Publications Delhi.
5. O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.
- 6.Ullman, J.O. Principles of Database Systems, Galgotia Publications, New Delhi.
7. S.anthony raj, Computer applications in Business Himalaya Pubnlishing House,
- 8, T.D.Malhotra, Computer applications in Business Kalyani Pub lishers



**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Principles of Management**

**Paper Code: 16MCO21D3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0= 04**

**Course Outcomes:**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1.** Schools of Management Thought: Scientific, process, human behavior and social system school; Decisions theory school; Quantitative and system school; Contingency theory of management; Managerial skills. Managerial Functions: Planning –concept, significance, types; Organizing-concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; coordinating; control- nature, process, and techniques.

**Unit-2** Motivation: Process of motivation; Theories of motivation- need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

**Unit-3** Leadership: concept; Leadership styles; Theories- trait theory, behavioral theory, Fiedler's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

**Unit-4** Interpersonal and Organisational communication: concept of two-way communication; communication process; Barriers to effective communication types of organisational communication, improving communication, transactional analysis in communication;

CO1: To discuss and communicate the evolution of management and how it will affect future managers.

CO2: To identify and explain the importance of management process and identify some of the key skills required for the contemporary management practices.

CO3: To have the in-depth understanding of the process of motivation and its various theories.

CO4: To make the students to practice the process of management functions: Planning,

Organising, staffing, directing, and controlling.

CO5: To know the various leadership styles to anticipate the consequences of each leadership style.

**Suggested Readings:-**

1. Griffin, Ricky W: ;Organisational Behaviour, Houghton Mifflin co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman: Organizational Behavior, south western college Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of Organisational Behaviour:
4. Utilising Human Resources, Prentice Hall, New Delhi.
5. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**

**Management Accounting**

**Paper Code: 16MCO22C1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

- Unit-I** Management Accounting-An Introduction: Nature & Scope, Financial Accounting vs. Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility; Limitations; Essentials for Success. Management Accountant: Position, Role and Responsibility;
- Unit-II** Budgetary Control: Managerial Control Process; Benefits; Limitations; Installation of the System; Classification of the Budgets; Preparation of different types of Budgets, Performance Budget and Zero-Base Budgeting.  
Lease Financing – Lease or buy decision; Evaluation of Lease methods
- Unit-III** Contemporary issues in Management-Accounting: Value Chain analysis; Activity Based Accounting; Quality Costing; Target and LifeCycle Costing.
- Unit-IV** Decisions Involving Alternate Choices: Cost Concepts Associated with Decision-making; Evaluation Process; Specific Management Decisions – Make or buy; Expand or buy; Expand or Contract; Change vs. Status Quo;.Retain or Replace; Exploring New Markets; Optimum Product Mix; Adding and Dropping a Product.  
  
Responsibility Accounting – Principles; Definition; Types of Responsibility Centers; Pre-requisites; Utility; Problems.  
Reporting to Management- Steps for Effective Reporting; Requisites of Ideal Report; Types of Reports; Uses

**Course Outcomes:**

CO1: To communicate the major management accounting concepts related to functions of planning, directing, controlling and decision making.

- CO2: To make the students able to use management accounting tools for pricing, budgetary control, cost allocation, and performance evaluation as well as the new developments in management accounting knowledge and technique and how to access cost-benefit analysis.
- CO3: To evaluate the costs and benefits of different conventional and contemporary costing systems.
- CO4: To understand the principles, types, centres, and problems of responsibility accounting and the role of a manager in the process of responsibility accounting.
- CO5: To develop the ability among the students to collect, analyse and communicate quantitative and qualitative information to assist management in making effective planning and controlling.

**Suggested Readings:-**

- 1.J.K.Aggarwal, R.K.Aggarwal, M.L.Sharma – Accounting for Managerial Decisions – Ramesh Book Depot., Jaipur.
- 2.R.Kishore – Advance Management Accounting – Taxamn allied Services Pvt. Ltd.
- 3.M.Y.Khan, P.K.Jain – Management Accounting – Tata Mcgraw Hill.
- 4.Horngren, Sundem, Stratton – Introduction to Management Accounting - Pearson Education
- 5.S.N.Mittal – Accounting & Financial Management – Shree Mahavir Book Depot, NaiSarak, New Delhi.
6. Anthony, Robat N., Hawkins and Merchant Management Accounting



**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**

**Investment Management**  
**Paper Code: 16MCO22C2**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Investments: Nature, Scope, Avenues, Elements, Process of Investment; Tax and Transactions Cost in Investment; Risk-Return Analysis- Meaning, Types and Measurement; Time Value of Money; Sources of Financial Information.

**Unit-II**

Capital Markets: Secondary and Primary, Public Issue: IPO and other types of issues in Securities in India; Stock-Market: - Stock-Exchanges, Listing of Securities, Trading and Settlement; SEBI- Objectives, Function and Evaluation of its role; Intermediaries in the capital markets (including Depositories).

**Unit-III**

Security Valuation: Bonds/Debentures, Preference Shares, Equity Shares, Options and Futures (With numerical); Security Analysis- Fundamental Analysis(Macroeconomic, Industry and Company analysis), Estimation of Intrinsic Value.

**Unit-IV**

Technical Analysis: Charting techniques, Dow-theory, Moving Average Analysis, Oscillators Moving Average Convergence-Divergence, Relative Strength Index and Rate of Change, Technical Indicators of Breadth, Sentiments), Testing Technical Trading Rules, Evaluation of Technical Analysis, Efficient Market Theory: Random Walk Theory, Forms and Empirical Evidences of Various Forms of EMH.

**Course Outcomes:**

CO1: Will enable the students comprehend the meaning, nature, scope and types of investments

CO2: Will help students understand Capital Market instruments and their operations

CO3: Will lend students ability to make valuation of financial securities

CO4: Will introduce students to the theoretical paradigms of EMH

CO5: Will equip students with skills of fundamental and technical analysis of investments

**Suggested Readings:-**

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.

3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
4. French, Don, Security and Portfolio Analysis, Merrill Publishing Co.
5. Preeti Singh, Investment Management, Himalaya Publishing.
6. Devin S., Portfolio Management, Prentice Hall.
7. Cheney, Muses, Fundamentals of Investments
8. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
9. Chandra, P. Investment Analysis and Portfolio Management. McGraw Hill Education (India) Pvt. Ltd., New Delhi

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**

**Financial Management**

**Paper Code: 16MCO22C3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

**Financial Management:** Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and Other Business Functions,  
**Financial Planning:** Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalization.  
**Time Value of Money:** Introduction, Rationale, Future Value, Present Value, Construction of Present Value Tables and Annuity Tables.  
**Cost of Capital:** Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital.

**Unit – II**

**Leverage:** Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage.  
**Capital Structure:** Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure.  
**Dividend Decisions:** Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends.

**Unit – III**

**Capital Budgeting:** Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria.  
**Risk Analysis in Capital Budgeting :** Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach.  
**Capital Rationing:** Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.

**Unit – IV**

**Corporate Restructuring:** Mergers and Acquisitions, Take Overs, Amalgamation, Leverage Buy-outs, Management Buy Out

Financial Restructuring: Share Split, Consolidation, Cancellation of Paid Up Capital,  
Corporate Failures and Liquidations

**Course Outcome:**

CO1: Will enable the students understand the meaning and nature of financial management and also the concept of cost of capital

CO2: Will acquaint the students with the leverages, capital structure and dividend decisions

CO3: Will help students to understand the detailed concept of capital budgeting decisions with

its various methods and risk analysis pertaining to capital budgeting decisions

CO4: Will enable the students understand the concept of corporate and financial restructuring

**Suggested Readings:**

1. *Apte, P.G. Global Business Finance (ed.2002) T.M.H.New Delhi.*
2. *Buckley, Adrian, Multinational Finance, Prentice Hall, New Delhi.*
3. *Henning, C.N. ,W.Piggot and W.H.Scott. Financial Management, McGrawHill (Intl. Edition).*
4. *Shappro , Alan C. Financial Management, Prentice Hall of India, New.Delhi.*
5. *Sharan,V. Financial Management, Prentice Hall of India, New Delhi.*
6. *Bhalla, V.K. Financial Management, Text & Cases, AnmolPublications,New Delhi.*

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**  
**International Economics**

**Paper Code: 16MCO22D1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0= 04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit 1**

An introduction to International economics, International trade and Protection; Essential : Ricardo and comparative advantage, factor price equalization and trade, standard trade models and country welfare, Market imperfection and trade.

**Unit 2**

International factor movements; international labour mobility, international capital flows,; multinational firms and FDI; Tariffs and non-tariffs barriers to trade, strategic trade policies, Political economy of trade, WTO, Preferential Trading Arrangements, Custom unions and economic integration.

**Unit 3**

International macroeconomics-an introduction, National income accounting and Balance of payments, Asset approach to exchange rate determination, Price Levels and the Exchange Rate in the Long Run, Output and the Exchange Rate in the Short Run.

**Unit 4**

Fixed exchange rate regime, The international monetary system, International capital markets and emerging markets

**Course Outcome:**

- CO1: Will enable the students understand the meaning and nature of International economics, International trade and Protection.
- CO2: Will acquaint the students with the International factor movements, multinational firms and FDI, Political economy of trade, WTO.
- CO3: Will help students to understand the International macroeconomics, National income accounting and Balance of payments.
- CO4: Will enable the students understand the concept of international monetary system and International capital markets.

**Suggested Readings:-**

1. Krugman, Paul, and Obstfeld, Maurice. 2008. International Economics: Theory and Policy. Addison Welsey
2. Chang, Ha-Joon. 2002. Kicking Away the Ladder: Development Strategy in Historical
3. Perspective. London: Anthem Press

4. Stiglitz, Joseph. 2002 (or 2003). Globalization and Its Discontents. New York: W.W. Norton & Company
5. Shaikh, Anwar. 2003. "Globalization and the Myth of Free Trade," to be found at <http://homepage.newschool.edu/~AShaikh/>.



**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**  
**Organisational Behaviour**

**Paper Code: 16MCO22D3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0=04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

- Unit-1** Organisational Behavior: concept and significance; Relationship to other fields ;OB Model, ethics and ethical behaviour in organizations. Learning: meaning and definition, process, theories of learning, OB in learning organization.
- Unit-2** Attitude: meaning and definition, components, functions, formation, changing of attitude, prejudice and attitude. Personality: meaning and definition, the big five personality model, the Myers-Briggs Type Indicator, additional work related aspects of personality.
- Unit-3** Perception: meaning and definition, process, factors influencing perception, perceptual errors or distortions.  
Group Dynamics and Team Development: Group dynamics- definition and importance, types of groups, group formation, group development, group performance factors, group norms, group status, group size, cohesiveness, social loafing. Team: types, team composition factors, team development.
- Unit-4.** Organisational Conflict: Dynamics and management; sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.  
Organisational development: Concept; Need for change, resistance to change; Theories of planned change; organisational diagnosis; OD intervention.

**Course Outcomes:**

CO1: Students will gain a comprehensive understanding of the concept of Organisational Behaviour and Relationship to other fields and Learning.

CO2: Students will understand about the Attitude, changing of attitude and aspects of personality.

CO3: Students will learn about the Perception, factors influencing perception, Group Dynamics and Team Development.

CO4: Will enable the students to learn about Organisational Conflict, its Dynamics, Traditional and modern approaches to conflict and Organisational development.

### **References**

1. Griffin, Ricky W: ;OrganisationalBehaviour, Houghton Mifflin co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman:
3. Organizational Behavior, south western college Publishing, Ohio.

4. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of Organisational Behaviour:
5. Utilising Human Resources, Prentice Hall, New Delhi.
6. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York
8. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
9. Robbins, Stephen P, and Mary Coulter: management, Prentice hall, New Delhi.
- 10 Robbins, Stephen P: Organizational Behavior, Prentice hall., New Delhi.
11. Steers Richard m. and J. Stewart black: organizatiojnalBehavior, Hrper Collins college Publishers, New York.
- 12 Sukla, Madhukar:UnderstandingOrganisations:Organisation Theory and Practice in India, Prentice Hall, New Delhi.

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Portfolio Management**  
**Paper Code: 17MCO23C1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0=05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Portfolio: Meaning and Benefits, Rationale of Diversification in Investments, Portfolio Risk and Return: Meaning and Measurement; Strategic Asset Allocation,; Portfolio Selection: Markowitz's model (Efficient Market Frontier); Risk less lending and Borrowings.

**Unit-II**

Sharpe's Single Index Model: Empirical Analysis and Sharpe's Optimal Portfolio; Capital Asset Pricing Model (including SML and CML): Assumptions, Empirical evidence on CAPM(with numerical) and Limitations.

**Unit-III**

Factor Models; Arbitrage Pricing Theory; Performance Evaluation: Treynor Ratio, Sharpe Ratio, Jensen Ratio,  $M_2$  Measure, Style Analysis, Risk Adjusted Measures of Return; Techniques of Portfolio Revision

**Unit-IV**

Behavioural Finance: Heuristic-Driven Biases, Frame Dependence, Emotional and Social Influences and Market inefficiency; Strategies of the Great Masters: Benjamin Graham, Warren Buffett, John Templeton, Peter Lynch, George Soros, David Dreman, Charles Ellis and Indian Money Monarchs; Basic guidelines for Investment Decisions.

**Course Outcomes:**

CO1: Students will gain a comprehensive understanding of the concept of Portfolio and its allied aspects

CO2: Students will gain skills of building Portfolio with the help of Markowitz's model, Sharpe's Index Model and Capital Assets Pricing Model

CO3: Students will understand main techniques of Portfolio performance evaluation  
CO4: Will enable the students comprehend the premise of Behavioural Finance

CO5: Will equip students with strategies of Great Masters in the sphere of investment management

**Suggested Readings:-**

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
4. French, Don, Security and Portfolio Analysis, Merrill Publishing Co.
5. Preeti Singh, Investment Management, Himalaya Publishing.
6. Devin S., Portfolio Management, Prentice Hall.
7. Cheney, Muses, Fundamentals of Investments
8. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
9. Chandra, P. Investment Analysis and Portfolio Management. McGraw Hill Education (India) Pvt. Ltd., New Delhi

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Corporate Tax**

**Paper Code: 17MCO23C2**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0=05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Meaning of company; Types of companies; Residential status and incidence of tax on companies. Computation of Income of company under various heads; general provisions applicable to companies for computation of gross total income.

**Unit-II**

Deductions from gross total income as applicable to companies, computation of tax for various types of companies, Provisions of MAT; Assessment of Insurance Companies.

**Unit-III**

Assessment of Charitable / Educational Institutions/ Religious Trust and Political Parties; Assessment of Non- Residents and advance ruling for non-residents.

**Unit-IV**

Assessment of cooperative societies, Assessment of discontinued business, Double taxation relief.

**Course Outcome:**

CO1: Student will learn the keywords of Corporate Tax and how the residential status of Corporate Sector is being determined.

CO2: Student will gain with the provisions regarding determination income under various heads.

CO3: Student will become familiar with the provisions of income tax regarding assessment of charitable trust, education institutions, political parties, co-operative societies and income of non- residents.

CO4: Students will know about the unilateral relief in case of double taxation relief.

CO5: Students will become familiar with the basic mechanism of Income Tax Act with special reference to assessment of cooperative sectors.

**Suggested Readings:**



1. Direct Tax Law & Practice: Dr V.K.Singhania and Dr.KapilSinghania, Taxmann Publications.
2. Income Tax Law & Practice: Dr.H.C.Mehrotra&Dr.S.P.Goyal, SahityaBhawan Agra.
3. Direct Tax Law & Practice: B.B.Lal, Konark Publication, Delhi.
4. Service Tax and VAT: V.S.Datey, Taxmann Publication

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Marketing Concepts and Decisions**

**Paper Code: 17MCO23DA1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0=04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Introduction: Concept, nature, scope and importance of marketing. Understanding concepts of Relationship Marketing, Integrated Marketing, Internal and Marketing Performance Marketing. Marketing the Customer Value: The Value Delivery, Value Chain, Core Competencies. Strategic Marketing Planning: Corporate and Division Strategic Planning, Business Unit Strategic Planning.

**Unit-2** Market Analysis and Selection: Marketing environment-Macro and Micro Components and their impact on marketing decisions; Market segmentation and Targeting; Buyer behaviour; Consumer decision making process. Creating Customer Value, Satisfaction and Loyalty.

**Unit-3** Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life-cycle: strategic implications; New product development and consumer adoption process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies

**Unit-4** Promotion Decisions; Communication process; Promotion mix, advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Distribution Channels and Physical Distribution Decisions: Nature, functions and types of distribution channels; distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Decision – areas in the Management of Physical Distribution.

Course Outcome:-

CO1: To know the concept of Marketing, and problems in marketing.

CO2: To understand the basis for market segmentation, Branding, trade-mark and product life cycle.

CO3: To be familiar with Pricing & Distribution channel factors affecting choice of a distribution channel.

CO4: To learn the New Product planning & development, branding, Packaging and labelling, Pricing Decisions and strategies.

CO5: Understanding the product Promotion, their Complexities and issues and advertising

**SUGGESTED READINGS:**

1. Kotler, Keller, Koshy and Jha, Marketing Management-A South Asian Perspective, Pearson
2. Paul Baines; Chris Fill; Kelly Page and Piyush K Sinha. Marketing (Asian Edition). Oxford
3. V.S. Ramaswamy and S Namakumari. Marketing Management. Macmillan

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Management of Financial Services**  
**Paper Code: 17MCO23DA3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Evolution of Financial Services: Indian Financial System. Formal Financial system and Informal Financial System; Financial Institutions –Banking Companies and Non-Banking Companies.  
Securitisation: Concept, Players and Process of Securitisation. Securitisation structure, Securitisation Instruments, Developments in Securitisation.

**Unit – II**

Credit Rating: Concept of Credit Rating, Meaning, Definition, Scope, Need and Importance of Credit Rating, Types of Credit Rating, Kinds of Instruments rated, credit rating symbols,

Credit Rating Agencies in India – CRISIL, CARE, ICRA and Fitch India, Process of Credit Rating and Methodology adopted by Indian Credit Rating Agencies, Services rendered by Credit Rating Agencies.

**Unit-III**

Depository: An overview of the Depository System, Meaning, scope, importance, features. Eligibility criteria for a depository, Right and obligations of Depositors, Records Maintained by the Depositories, Services and functions of Depository. NSDL-System, Procedure and Practices, Core Services and Special Services

**Unit – IV**

Other Financial Services: Leasing, Merchant Banking, Hire Purchase and Installment System, Consumer Finance, Credit Cards, Mutual Funds, Commercial Papers, Forfeiting, Counter Trade, Financial Journalism.

**Course Outcome:**

CO1: This subject prepares the students in understanding financial system and its history, operating procedure, and its relevance in Import & Export.

CO2: To gain knowledge on Financial Markets - Money and capital markets, Money market instruments and Recent trends in Indian money markets & capital-market

CO3: To learn about the Process of issuing securities in primary and secondary market.

CO4: To differentiate between Hire Purchase and Leasing and to understand the problems and prospects of leasing Industry in India.

CO5: To provide exposure to students regarding Venture Capital, guidelines and initiative of venture capital in India.

**Suggested Readings:**

1. Bhalla V.K. "*Management of Financial Services*": Anmol Publication - 4th edition, New Delhi.
2. Dharmaraj E "*Financial Services* ". S. Chand New Delhi.
3. NatrajanGorden "*Financial Markets & Services*", 3rd Ed Himalaya Publishing House, New Delhi.

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Advanced Cost Accounting**

**Paper Code: 17MCO23DB3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1**

Inventory system: turnover of material: ABC analysis; VED analysis; JIT, aims and objectives of JIT, Methodology in implementation of JIT, Impact of JIT on Production Price. JIT's effect on costing system. Material Requirement Planning (MRP-I), aims, methodology, methods of Operations, Requirement for Implementation of MRPI, MRPI and Inventory Management. Zero Inventory system.

**Unit-2**

Manufacturing resource planning (MRP II), Evolution, essential elements. Enterprise resource planning (ERP), Lean Accounting, Back flush Costing, Conditions for adopting Back flush Costing, different types of back flush Costing, Accounting for Variances, disposition of variances, difficulties in backflus costing, backflus costing in JIT system.

**Unit-3**

Process Costing; Work in Progress, Inter process Profits, by Products and Joint Products. Uniform costing, Concept, Scope of Uniform costing, Need for Uniform Costing, Inter firm comparison, Need for Inter Firm Comparison. Requirements of an Inter firm Comparison scheme, Types of Comparison.

**Unit-4**

Cost records, Integral system, preparation of accounts under integral system. Non-integral system, preparation of accounts under non-integral system. Benefits and limitations of integral and non-integral systems.

**Course Outcomes:**

CO1: To understand importance of cost accounting and financial accounting for preparing management accounting.

CO2: Demonstrate knowledge about various financial decision based on management accounting.

CO3: Better understanding of the variance concept.

CO4: Understand the concept of cost-volume-profit

**SUGGESTED READINGS:-**

1. Saxena and Vashishtha: Advanced Cost Accounting; Sultan Chand and Sons, Delhi.
2. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
3. Ravi M. Kishore : Cost Management – Taxman Publications, Delhi.
4. Jain, S.P, K.L.Narang : Advanced Cost Accounting. Kalyani Publications, Delhi.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**COST ACCOUNTING STANDARDS AND REPORTING**

**Paper Code: 17MCO24C1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0 =05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Institute of Cost Accountants of India: Introduction, objectives. Cost accounting standard board: Introduction, objectives and functions. Generally accepted cost accounting principles: introduction, conceptual framework, objectives, scope, nature of content and format, Cost Accounting Standards(CAS): need and statutory recognition of CAS. Overall recommendations of B. B. Goyal expert committee.

**Unit-II**

Outlines of CAS: Classification of cost (CAS-1), Overheads (CAS- 3), Material cost (CAS-6), Employee cost (CAS-7), Direct expenses (CAS -10), Administrative overheads (CAS-11),Repairs and maintenance cost (CAS-12), cost of service cost center (CAS – 13) , Selling and distribution overheads (CAS-15) ,Depreciation and amortization ( CAS – 16) , Research and development costs ( CAS-18) , joint costs (CAS-19) .

Introduction, objectives, scope, definition and explanation of terms used, principles of measurement, assignment of cost, presentation and disclosure of CAS: capacity determination (CAS-2), cost of production for captive consumption (CAS-4), Determination of average (equalized) cost of transportation (CAS-5), cost of utilities ( CAS-8).

**Unit-III**

Introduction, objectives, scope, definition and explanation of terms used, principles of measurement, assignment of cost, presentation and disclosure of CAS: packing material cost (CAS-9), pollution control cost(CAS -14) , Interest and financing charges (CAS-17) , Royalty and technical know – how fee (CAS-20) , Quality control ( CAS-21), Manufacturing cost (CAS-22).Latest amendments and development in CAS.

Cost auditor –appointment, eligibility, remuneration, rights and responsibilities, functions, appointing authorities.

**Unit-IV**

Cost Audit: nature, scope, advantages of cost audit, genesis of cost audit in India, types of cost audit, relevance of cost audit, usefulness of cost audit, difference between cost audit and cost investigation.



Cost audit standards : CAS 101 – planning on audit of cost statement, CAS -102 – cost audit documentation , CAS 103 – overall objectives of independent cost auditor , CAS -104 knowledge of business, its process and the business environment.

Cost accounting records, general features of cost accounting records, companies ( cost records and audit ) rules 2014.

Course Outcome:-

CO1: Demonstrate domain knowledge in Cost accounting standard, Generally accepted cost accounting principles, CAS need and statutory recognition.

CO2: Better knowledge about the CAS, Cost auditor –appointment, eligibility, remuneration, rights and responsibilities etc.

CO3: Understanding the Outlines of CAS, CAS-1, CAS- 3, CAS-6, CAS-7, CAS -10, CAS-11, CAS- 12 etc.

CO4: Getting the deep knowledge about the Cost Audit, Cost accounting records

**SUGGESTED READINGS: -**

1 Cost and Management Audit, ICAI, New Delhi.

2 Cost and Management Accounting, ICAI, New Delhi.

3 Cost Management, SP Jain and Narang, Kalayani Publications, New Delhi.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Corporate Tax Planning and Management**

**Paper Code: 17MCO24C2**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0 =05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Corporation Tax: Meaning of tax, Tax evasion, Tax avoidance, Tax planning, Tax management, Need for tax planning, Precautions in tax planning, Limitations of tax planning. Tax planning for new business: Tax planning with reference to location, nature and different forms of organization of new business.

**Unit-II**

Tax provisions relating to free trade zones, infrastructure sector, backward areas. Tax issues relating to amalgamations: Meaning and types of amalgamation, Tax incentives of amalgamation to amalgamating company, amalgamated company and shareholders of amalgamating company. Tax planning with reference to amalgamation of companies.

**Unit-III**

Tax Planning and Financial Management Decisions: Tax Planning relating to capital structure decisions, Dividend policy, Inter corporate Dividends, Bonus share and Bonus debentures, Tax planning in respect of own or lease. Tax planning regarding Managerial Remuneration.

**Unit-IV**

Tax planning and Financial Management Decisions: Tax planning in respect of sale of assets used for scientific research, Make or buy decisions, Repair replace, Renewal or renovation of an asset, Shut down or continue decisions. Tax planning in respect of selling in domestic or foreign market . Tax planning in respect of Tax Incentives to Exporters.

**Course Outcomes:**

CO1: Students will know about the difference between Tax evasion, Tax avoidance, Tax planning and Tax management.

CO2: Students will aware about the Income Tax Insensitive provided to the industrial undertakings established for the development of Infrastructure facilities and backward area.

CO3: Student will learn about the provisions of Income Tax Act during taking of financial decisions.

CO4: Student will gain with the provisions regarding various issues involved with the assets used in business.

CO5: Student will become familiar with the provisions of Income Tax Act regarding assessment of corporate sector in India.

***Suggested Readings:***

1. *Corporate Tax Planning & Management by H.C. Mehrotra& S P Goel, SahityaBhawan, Agra*
2. *Simplified Approach to Corporate Tax Planning & Management: Dr.GirshAhuja&Dr. Ravi Gupta, Bharat Law House, New Delhi*
3. *Corporate Tax Planning & Management by V K Singhanian&MonciaSinghanian, Taxmann Publications, New Delhi.*
4. *Corporate Tax Planning & Management by RajveePuri& Puja Gaur, NirupamSahityaSadan, Agra.*

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Business Research Methods**

**Paper Code: 17MCO24C3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0 =05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Introduction to Business Research: Defining Research; Types of Research-Basic and Applied Research; Process of Research; Features of a Good Research Study; Research Applications in Business Decisions.

Formulation of the Research Problem and Development of the Research Hypotheses: Problem Identification and definition; Process of Problem Identification; Developing a research proposal; Formulation of the Research Hypotheses

**Unit-2** Research Design: The Nature of Research Designs; Process of Formulation of Research Design; Classification of Research Designs: Exploratory, Two-tiered, Experimental and Descriptive

Research Design for Hypothesis Testing or Experimental Research Studies: Concept and Classification of Experimental Designs; Validity in Experimentation; Factors affecting Internal Validity of Experiment; Factors affecting External Validity of Experiment; Methods to Control Extraneous Variables and Environments of Conducting Experiments.

**Unit-3** Data Collection Methods: Classification of Data; Research Applications of Secondary and Primary Data; Secondary data sources and usage; Online data sources; Qualitative Method of Data Collection: observation method, Content Analysis, Focus Group Method, Personal Interview Method and Projective Techniques; Primary data collection methods-questioning techniques, online surveys; Questionnaire Design Procedure.

Sampling Plan: Universe, Sample vs Census; Sample Frame and Sampling Unit; Sampling Design; Sampling Techniques; Sample size Determination; Sampling and Non-Sampling Errors.

**Unit-4** Report Writing : Meaning, Functions and Types of Research Report, Steps of Planning Report Writing, Research Report Structure, Principles of Writing, Guidelines for Effective Documentation, Writing and Typing the Report, Research Briefings: Oral Presentation.

Presentation of Results: Descriptive Presentation, Graphic Presentation, Diagrams, Pictures and Maps, Tabular Presentation, Difficulties in Presentation.

**Course Outcomes:**

CO1: Understand a general definition of research design.

CO2: Be able to identify the overall process of designing a research study from its inception to its report.

CO3: Students should be familiar with ethical issues in educational research, including those issues that arise in using quantitative and qualitative research.

CO4: Students should be familiar with how to write a good introduction to an educational research study and the components that comprise such an introduction.

CO5: Students should know the various types of quantitative sampling and which ones present the most rigorous approach to use.

**SUGGESTED READINGS: -**

1. Dr Deepak Chawla and Dr NeenaSondhi. Research Methodology-Concepts and Cases. Vikas
2. Hooda, R.P. Statistics for Business and Economics, Macmillan India, New Delhi.
3. S.N.Murthy and U Bhojanna. Business Research Methods. Excel
4. K.V. Rao. Research Methodology in Commerce and Management. Sterling
5. Donald R Cooper and Pamela S Schindler. Business Research Methods. McGraw Hill
6. Panneerselvam, R. Research Methodology. PHI
7. K.N. Krishnaswamy, AppalyerSivakumar and M. Mathirajan. Management Research Methodology. Pearson.
8. Dr V.P. Michael. Research Methodology in Management. Himalaya

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Human Resource Management**

**Paper Code: 17MCO24DA1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Human Resource Management- An Introduction, Nature, Features, Scope, Objectives and importance of Human Resource Management; Functions of Human Resource Management- Managerial and Operative functions; Qualification and Qualities of Human Resource Manager in an Organisation; Evolution and growth of Human Resource Management in India, Recent Techniques in Human Resource Management (HRM).

**Unit-II**

Workers Participation in management (W.P.M): Concept, Need, Objectives and Forms of W.P.M ; Pre-requisites of effective participation, Evaluation of the scheme of W.P.M., Essential features, Functions and progress of Joint Management Councils in India, Causes of failure of Joint Management Councils.

**Unit-III**

Trade Unions: Concept, Need, Functions and Objectives of Trade Unions, Origin, Growth and development of Trade Unions in India, Difficulties and Principal drawbacks of Trade Unions movement in India.

Collective Bargaining: Concept, nature, Scope and functions of Collective Bargaining in India, Essentials for the success of collective Bargaining in India.

**Unit-IV**

Employee Morale: Concept, Nature and significance of morale, Determinants of morale and measurement of morale.

Productivity: Concept and significance of productivity, Measurement of Productivity, Factors influencing Industrial productivity, measures to improve productivity and relationship between morale and productivity.

**Course Outcome:-**

CO1: This subject prepares the student for the most critical ingredient of the business i.e. HRM.

CO2: To be able to understand the Importance, Objective and Scope of Human Resource Management (HRM).

CO3: To learn about the steps, Techniques/methods of Recruitment, Selection, Training and Management Development.

CO4: To gain an insight about the Wage and Salary Administration and Wage Incentives

CO5: To be able to develop strategic action plans by about Human Resources Development, Industrial Relationship and Industrial Unrest

**Suggested Readings:-**

1. Rao.P.Subba, Essentials of Human Resource Management, Himalaya Publishing House, Bombay.



2. Robins A. David, Human Resource Management, Prentice Hall of India, New Delhi.
3. Flippo, Edwin B, Pirnciples of Personnel Management; McGraw Hill Book Co. New York. Ganguli, H.C. Industrial Productivity and Motivation, Asia Publishing House, Bombay.
4. Yoler, Dale, Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi.
5. Bowley, AM Handbook of Salary and Wage System, Grover press, Essex.
6. Tracy, W.R. Designing, Training and Development Systems, American Management Association, New York.
7. Yoder, D. Maheman, H.G. Turnbule J.G. and Stone, C. Handbook of Personnel Management and Industrial Relations McGraw Hill Book Co. New York.
8. Memoria, C.B. Personnel Management, Himalaya Publishing House, Bombay.
9. Indian Journal of Industrial Relations, Shri Ram Center for Industrial Relations, New Delhi.
10. Industrial Relations, Institute of Industrial Relations, University of California, Berkley. California.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**International Business Environment**  
**Paper Code: 17MCO24DB1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0 =04**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1**

International Business and Environment: Meaning, Nature, significance, dimensions, types Level of International Business and its Environment; Business Environment and strategic decisions: Geographic, Economic, political, Demographic, Social/Cultural and Regulatory Framework.

**Unit-2**

International Economic Cooperation and Agreements; Regional Economic Integration (Trade Blocks); Integration, Customs-Union, European Union, Indo-Eu Trade, Euro, south – south cooperation (SAARC, SAPTA, Indo-Lanka Free Trade Agreements, NAFTA. International commodity Agreements; Generalised and Global systems of Trade Preferences (GSP & GSTP); International Trade and Investment Theories.

**Unit-3**

International Economic Institutions: IMF, WB, ADB, UNCTAD, IMODO and WTO Multi-Fibre Arrangement (MFA); International Trade and Payments (Protectionism, Barriers: Tariff & Non-Tariff); State-Trading, Foreign-Trade Policy; Global Sourcing, BOPs, BOT and Indian scene.

**Unit-4**

Foreign Exchange Market: Types of Exchange Rates,. Participation in Foreign Exchange Market, types of foreign Exchange Market, ER Quotas. Determination of Foreign Exchange Rates; Futures, Options and Swap-Operations, Arbitrage, convertibility of Rupee. ER- Arrangements in India.

**Course Outcomes:**

CO1: Will enable the students understand the meaning ,nature and importance of international International Business and Environment

CO2: Will acquaint the students with the International Economic Cooperation and Agreements, SAARC, SAPTA, Indo-Lanka Free Trade Agreements, NAFTA.

CO3: Will help students to gain understanding pertaining to IMF, WB, ADB, UNCTAD, IMODO and WTO.

CO4: Will enable the students to acquaint with various international capital and money market instruments

**Suggested Readings:-**

- 1     Bhattacharya, B :Going International Response Strategies for Indian Sector,Wheeler

Pub. Co.New Delhi

- 2 Black and Sundaram : International Business Environment , Prentice Hall, New Delhi.
- 3 Buckley , Ardin : The Essence of International Money, Prentice Hall, New Delhi.
- 4 Daniels,John D and Lee H Radebaugh : International Business: Environment, and Operations, Readings.
- 5 Letiche , John M :International Economics Policies and Theoretical Foundations, Academic Press, New York.
- 6 Sodersten, B.O :International Economics, Macmillan , Landon.
7. Rao, P. Subha, International Business , Himalaya Pub. House, Mumbai.

**(Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**International Marketing**  
**Paper Code: 17MCO24DC2**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Introduction to International Marketing: Nature and significance; Complexities in international marketing ; Transition from domestic to transnational marketing; International market orientation – EPRG framework; International market entry strategies.

International Marketing Environment: Internal environment; External environment -geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

**Unit-2** Foreign Market Selection: Global market segmentation; Selection of foreign markets; international positioning. International Marketing Planning, Organising and Control: Issues in international marketing planning; International marketing information system; Organising and controlling International marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation;

**Unit-3** Product Decisions: Product planning for global markets; Standardization vs. product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies.

**Unit-4** Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Distribution Channels and Logistics: Functions and types of channels; Channel; selection decisions; Selection of foreign distributors\agents and managing relations with them; International logistics decisions

**Course Outcome:**

CO1: To know the concept of International Marketing, problems in international marketing and ways to be international.

CO2: To understand the external marketing environment and different International market entry strategies.

CO3: To be familiar with different techniques of foreign market selection, their segmentation, positioning.

CO4: How to make successful International Marketing Plan, Organising and controlling, evaluating the Impact of globalisation.

CO5: To learn the New Product planning & development, branding, Packaging and labelling, Pricing Decisions and strategies.

#### **SUGGESTED READINGS:-**

1. Czinkota, M.R.: International Marketing, Dryden Press, Boston.
2. Fayerweather, John: International Marketing, Prentice Hall, New Delhi.
3. Jain, S.C: International Marketing, CBS Publications, New Delhi.
4. Keegan, Warren J : Global Marketing Management, Prentice Hall, New Delhi.
5. Onkvisit, Sak and John J.Shaw: International Marketing : Analysis and Strategy, Prentice Hall, New Delhi.
6. Paliwoda, S.J(ED):International Marketing, Reader, Routledge, London.
7. Paliwoda,Stanley J:The Essence of International Marketing, Prentice Hall, New Delhi.
8. Sarathy, R and V Terpstra: International Marketing, Dryden Press, Boston.
9. Vsudeva P.K., International Marketing; Excel Books, New Delhi

**M.Com (Two Year Course) 4<sup>th</sup>  
Semester w.e.f. 2017-18 Cost  
Management**

**Paper Code: 17MCO24DC3**

**Time: 3 hours**

**Max. Marks:**

**80**

**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Cost Control, importance of Cost Control, elementary of a Cost Control Scheme, Cost Control Techniques, Cost Control in Individual Cost Elements, Cost reduction, Cost reduction process, Tools and techniques of Cost reduction, Cost Control v/s Cost Reduction, Value Analysis, Types of Value, Procedures of Value Analysis, Relationship between value, function and cost, Techniques of value analysis developed by Lawarance D. Miles.

**Unit-2**

Activity based Costing (ABC), Inadequacies of traditional methods of overhead absorption. Under costing and over costing, Product-Cost-Cross subsidization, Cost Hierarchies, Cost Drivers and cost pools, implementing ABC system for cost management and profitability, Kaplan and Cooper's approach to ABC.

**Unit-3**

Productivity, Concept, Measurement of Productivity, Productivity of Material, Labour and other Factors, Productivity of Management Resources, Importance of Human Factor in Productivity Drive, Productivity and Profitability. Supply chain Analysis, Key Success Factors, Value chain analysis, Steps in Value Chain analysis, Value Chain Analysis for assessing competitive advantage.

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**Unit-4**

Target Costing, origin, steps or stages in target costing, traditional vs. target costing, target costing process, impact of target costing on profitability. Kaizen, Concept, Procedure for implementation, evaluation, Kaizen Costing. Business Process Outsourcing (BPO), Concept,

Major Areas, types of outsourcing, Outsourcing vs. Contracting, Outsourcing vs. BPO, Business Process Reengineering (BPR), Concept, Methodology. Synergy, characteristics, types.

**Course Outcome:-**

CO1: Demonstrate domain knowledge in installation of costing system;

CO2: Better knowledge about the how to get over from the labour turnover, overtime and idle time;

CO3: Understanding the distribution scheme of production overhead and factory overhead;

CO4: Getting the deep knowledge about the inter-process profit.

**SUGGESTED READINGS:-**

1. Saxena and Vashishtha: Advanced Cost Accounting; Sultan Chand and Sons, Delhi.
2. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
3. Ravi M. Kishore : Cost Management – Taxman Publications, Delhi.
4. Jain, S.P, K.L.Narang : Advanced Cost Accounting. Kalyani Publications, Delhi.