

BHARATI VIDYAPEETH UNIVERSITY, PUNE
SCHOOL OF DISTANCE EDUCATION
Course Structure and Syllabus of Two Years Integrated
Master Degree Course in Commerce (M. Com.)
(2013 Course)

THE M. COM. DEGREE COURSE WILL BE OF TWO YEARS DURATION.

The M. Com. degree of two years duration has been revised from the academic year 2013-14. The first year of M. Com. revised course will commence from 2013-14 and will be implemented successively for second year.

Objectives:

1. To provide an opportunity to the students to acquire advanced knowledge of specialized subjects.
2. To equip and train the students to accept the challenges of changing corporate world.
3. To equip the students for seeking suitable careers and entrepreneurship abilities.
4. To study methods of data collection and its interpretations.
5. To develop communication and analytical skills.

Duration of Course:

The M. Com. course will be of two years duration consisting of two parts, i. e. part I and II. In each Part there will be four papers of 100 marks each. Thus, the M. Com. Degree will be of 800 marks.

Eligibility:

The student who has passed any degree of this University or any other recognised university shall be admitted to M. Com. course.

STRUCTURE OF M. COM. DEGREE PROGRAMME

M. Com. Part I

Part	Subject Code	Subject Title	Marks
M. Com. Part I	Core Subjects		
	101	Business Finance	100
	102	Management Concepts & Organisational Behaviour	100
	Special Group A		
	A103	Advanced Accounting I	100
	A104	Advanced Accounting II	100
	Special Group B		
	M105	Marketing I	100
	M106	Marketing II	100
	Special Group C		
	C107	Advanced Cost Accounting I	100
	C108	Advanced Cost Accounting II	100
	Special Group D		
	B109	Business Administration I	100
B110	Business Administration II	100	
Total Marks			400

Note: A student can opt two subjects from Special Group A, B, C or D.

M. Com. Part II

Part	Subject Code	Subject Title	Marks
M. Com. Part II	Core Subjects		
	201	Management Accounting	100
	202	Research Methodology	100
	Special Group A		
	A203	Advanced Accounting III	100
	A204	Advanced Accounting IV	100
	Special Group B		
	M205	Marketing III	100
	M206	Marketing IV	100
	Special Group C		
	C207	Advanced Cost Accounting III	100
	C208	Advanced Cost Accounting IV	100
	Special Group D		
	B209	Business Administration III	100
B210	Business Administration IV	100	
Total Marks			400

Note: Special papers will be from the same group as chosen by the student in Part I.

Internal evaluation:

There will be 20 marks for the internal evaluation of each subject (theory) in every year.

University examination:

The annual examination will be held at the end of each academic year of first and second year; which shall be called 'University Examination'. The University examination of each subject will be of 80 marks and will be of three hours duration. The final result of the student in each subject will be based on the marks obtained by the student in internal evaluation and University examination taken together.

Rules regarding ATKT

The candidate will be allowed to join second year of the M. Com. Part I/II course irrespective of the number of backlogs at the first year examinations.

Standard of passing:

- a) The candidate who has secured 40 marks out of 100 shall be declared to have passed in the paper.
- b) The candidate who has not secured at least 32 marks in a particular paper in the annual examination will have to secure at least 32 marks in the subsequent examination in the particular paper.

Award of class:

A class should be awarded to the students of M. Com. degree on the aggregate marks in the first and second year examinations. The award of class shall be as follows:

- | | |
|--|--------------------------------|
| a) Aggregate 70% and above | - First Class with Distinction |
| b) Aggregate 60% and above but less than 70% | - First Class |
| c) Aggregate 55% and more but less than 60% | - Higher Second Class |
| d) Aggregate 50% and more but less than 55% | - Second Class |
| e) Aggregate 40% and more but less than 50% | - Pass Class |
| f) Below 40% | - Fail |

Class improvement:

The rules regarding the improvement of the class of M.Com. course will be as follows, as notified by Bharati Vidyapeeth University:

1. The candidate who has passed UG and PG degree examinations of this university with class as shown in column No. 1 and who desires to improve the class as

shown in column no. 2 below will be permitted at his/her option to appear for the same examination without being required to keep any terms.

Column No. 1	Column No. 2
Pass class or second class or Higher second class or First class as the case may be	Second class or higher second class or First class or First class with distinction as the case may be

2. For improvement of class, the candidate will be required to apply and allowed to appear only for the theory examinations.
3. A candidate shall have to reappear for minimum 1/3 and/or maximum of all the theory papers at a time, on which the class is awarded. Candidate should ensure that the examination time table for the subject he is appearing will not clash.
4. Performance of the candidates reappearing for the subject less than 1/3 of the total theory examinations mentioned above will not be considered. However, his/her appearance will be counted as an attempt.
5. If the candidate, who has reappeared for the final year examination under the provisions for his/her class, is successful in improving his/her class by such reappearance, he/she will have to surrender to the university the original degree and the statement of marks that he/she had obtained in that course/subject. Unless original degree and the statement of marks are returned to the university by the candidate, the new degree certificate and statement of marks cannot be issued to the candidate. In the revised degree certificate/statement of marks to be given to the candidate a mention will be made of the fact that he/she improved his/her class under class improvement attempt.
6. A candidate appearing for the improvement of the class/grade shall not be entitled to get benefit of any other rules/orders of the university regarding condonation/grace marks.
7. A candidate appearing for the improvement of class/grade shall not be entitled to get any prize/medal/scholarship/award etc.
8. A candidate who has reappeared for the above examination/s under the provision fails to improve his/her class/grade; his/her performance at such reappearance at such reappearance shall be ignored.
9. If the candidate makes no improvement in the class, then earlier performance will be retained.
10. A candidate will be allowed to reappear for the examination for improvement of class/grade within a period of three years from the date of his/her passing the degree examination.

11. The candidate will be given maximum of three attempts for the improvement of his/her class.
12. The candidate who desires to apply for improvement of class should submit his/her application form for improvement of class from the College/School of Distance Education, Study Centre through which he/she has undergone the course. Form should be submitted for improvement before 31st August for the October/November examination and 28th February for April/May examination season. No form for improvement of class shall be accepted after the prescribe dates for the respective/corresponding examination season.
13. Revised mark-sheet will be issued with remark '**under improvement attempt**'.

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M.Com. Part – I
Core Subject
101: Business Finance

Objective: To provide understanding of nature, structure and issues in business finance and financial services in India.

Section I

1. Introduction to business finance

- 1.1 Concept - nature – scope - objectives and importance
- 1.2 Organisation of finance department

2. Strategic financial planning

- 2.1 Meaning, objectives, steps in financial planning
- 2.2 Limitations of financial planning
- 2.3 Estimation of fixed and working capital
- 2.4 Over and under capitalization
- 2.5 Watered stock

3. Sources of Business Finance

- 3.1 Short term & long term
- 3.2 Corporate securities – public deposits
- 3.3 Finance from Banks & other financial institutions
- 3.4 Mutual funds – self financing.

4. Marketing of securities

- 4.1 Meaning – importance – methods
- 4.2 Public issue, right issue & private placement.
- 4.3 SEBI – objectives – functions – role and achievements.

Section II

5. Stock exchange

- 5.1 Definition, importance, functions
- 5.2 Stock exchanges in India
- 5.3 Working of BSE and NSE
- 5.4 Trading mechanism, depository

6. Foreign capital

- 6.1 Role and importance
- 6.2 Various sources of foreign capital
- 6.3 Foreign direct investments, NRI fund, GDR and ADR issues
- 6.4 Foreign collaborations

7. New dimensions in business finance

- 7.1 Lease financing – meaning, importance, types of leasing
- 7.2 Lease v/s buy decision, problems and prospects of leasing in India
- 7.3 Venture capital- concept, process and methods of financing
- 7.4 Development of Venture capital in India
- 7.5 Credit Rating : meaning – need – credit rating agencies in India – methodology of credit rating

8. Corporate Restructuring & Finance

- 8.1 Forms of expansion & diversification

- 8.2 Acquisition, takeover & mergers, amalgamation – importance – Reason for Mergers & Amalgamation
- 8.3 Benefits of Merger & amalgamation.

Recommended Books

1. Brealey, Richard A. & Steward C Myers -Corporate Finance
2. Chandratre K. R.-Capital Issues, SEBI and Listing
3. Digvijay -Readings in Indian Financial Services
4. Dr. M. A. Kohok -Radings in Indian Financial Services, Digvijay Prakashan, Nasik
5. Dr. P. V. Kulkarni -Business Finance
6. Dr. R. M. Shrivastav -Essentials of Business Finance
7. F. W. Paish-Business Finance
8. Gupta L.C.-Stock Exchange Trading in India
9. Guthmann and Dougall -Corporate Financial Policy
10. I. M. Bholey -Financial Methods and Institutions , McGraw Hills ,Delhi:
11. K. Bhalla -Invest Management, S.Chand , New Delhi:
12. M. A. Kohok -Financial Services in India, Digvijay Prakashan, Nasik
13. M. Pandey -Financial Management, Vikas Publishing House:
14. Mattoo P.K.-Corporate Restructuring and Indian Perspective
15. Raghunathan -Stock Exchange and Investment
16. Richard Brealex -Fundamentals of Corporation Finance
17. S. C. Kuchal -Corporation Finance
18. V. A. Avdhani -Investment and Securities Market in India
19. Verma J.C.-Corporate Mergers, Amalgamations & Take over

Journals:

- i) Journal of Institute of Chartered Financial Analysts of India , Hyderabad
- ii) Finance India: Indian Institute of Finance, Delhi.

M. Com. Part I
Core Subject
102: Management Concepts and Organisational Behaviour

Objective: The objective of this course is to help students to understand the conceptual framework of management and organizational behaviour.

Section I

1. Schools of management thought

- 1.1 Scientific, process
- 1.2 Human behaviour and social system school
- 1.3 Decision theory school
- 1.4 Quantitative and system school
- 1.5 Contingency theory of management
- 1.6 Functions of a manager

2. Managerial functions

- 2.1 Planning - concept, significance, types
- 2.2 Organizing - concept, principles, theories, types of organizations
- 2.3 Authority, responsibility, power, delegation, decentralization
- 2.4 Staffing, directing,
- 2.5 Coordinating, control - nature, process, and techniques

3. Organizational behaviour

- 3.1 Organizational behaviour- concept and significance
- 3.2 Relationship between management and organizational behaviour,
- 3.3 Emergence and ethical perspective; attitudes; perception; learning; personality
- 3.4 Transactional analysis

4. Motivation

- 4.1 Process of motivation
- 4.2 Theories of motivation - need hierarchy theory, Theory X and Theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor room's expectancy theory, Stacy Adams equity theory.

Section II

5. Group dynamics and team development

- 5.1 Group dynamics – definition and importance
- 5.2 Types of groups, group formation,
- 5.3 Group development, group composition, group performance factors
- 5.4 Principle-centered approach to team development

6. Organizational conflict

- 6.1 Dynamics and management
- 6.2 Sources, patterns, levels, and types of conflict
- 6.3 Traditional and modern approaches to conflict
- 6.4 Functional and dysfunctional organizational conflicts
- 6.5 Resolution of conflict.

7. Interpersonal and organizational communication

- 7.1 Concept of two-way communication
- 7.2 Communication process

- 7.3 Barriers to effective communication
 - 7.4 Types of organizational communication
 - 7.5 Improving communication
 - 7.6 Transaction analysis in communication
- 8. Organizational Development**
- 8.1 Concept; need for change, resistance to change
 - 8.2 Theories of planned change
 - 8.3 Organizational diagnosis, OD intervention

Recommended Books

- 1) Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behaviour, South Western College Publishing, Ohio.
- 2) Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organizational Behaviour: Utilizing Human Resources, Prentice Hall, New Delhi.
- 3) Inancevich; John and Micheeol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
- 4) Koontz, Harold, Cyril O'Dopnnell, and Heinz Wehrich: Essentials of Management, Tata McGraw-Hill, New Delhi. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- 5) M. Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
- 6) Newstrom, John W. and Keith Davis: Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
- 7) Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, new Delhi.
- 8) Robbins, Stephen P: Organizational Behaviour, Prentice Hall, New Delhi.
- 9) Steers, Richard M and J. Stewart Black: Organizational Behaviour, Harper Collins College Publishers, New York.
- 10) Sukla, Madhukar : Understanding organizations: Organization Theory and Practice in India, Prentice Hall, New Delhi.

M. Com. Part I
Special Group A- Advanced Accounting
A103: Advanced Accounting I
(Advanced Accounting)

Objective: The course aims at acquainting the students with a coherent set of logical principles and a general frame of reference for the evaluation and development of accounting practices.

Section I

- 1. Amalgamation, absorption and external reconstruction**
 - 1.1 Accounting for amalgamation, absorption and reconstruction (external) of companies
- 2. Accounting theory**
 - 1.1 Concept of accounting theory
 - 1.2 Role of accounting theory
 - 1.3 Classification of accounting theory
 - 1.4 Approaches to accounting theory
 - 1.5 Accounting standard
 - 1.6 Generally accepted accounting principles
 - 1.7 Selection of accounting principles
 - 1.8 Professional development of accounting in India
- 3. Cash flow accounting**
 - 3.1 Cash flow statement
- 4. Inflation accounting**
 - 4.1 Current cost accounting

Section II

- 5. Holding companies**
 - 5.1 Consolidated accounts of holding and group companies
 - 5.2 Intercompany transactions (holding company with two subsidiaries only)
- 6. Internal reconstruction**
 - 6.1 Internal reconstruction including preparation of schemes
 - 6.2 Alteration and reduction of share capital
- 7. Liquidation**
 - 7.1 Preparation of statement of affairs
- 8. Corporate financial reporting**
 - 8.1 Issues and problems with reference to published financial statements of companies
 - 8.2 Financial reporting in respect of mutual funds, non banking financial companies, merchant bankers, stock brokers

Recommended Books

1. Anthony and Reece: Accounting Principles, All India Traveller Book Seller, Delhi.
2. B.P. Agarwal: Advanced Financial Accounting, Pitambar Publishers.
3. Baxter, Villiam T. : Accounting Values and Inflation.
4. G. Sinha: Accounting Theory: Book World, Calcutta.

5. Jain and Narang: Company Accounts, Kalyani Publishing Co.
6. M.C. Mallo : Theory of Evolution of Accounting Ideas, S. Chand and Co.
7. Robert Seapens: Accounting in an Inflationary Environment, Macmillan, London
8. S. Kr. Paul : Company Accounts
9. S. N. Maheshwari-An Introduction to Accountancy
10. S. Porwal: Accounting Theory, Tata McGraw Hill.
11. S.K. Chakraborty and others: Accounting and Finance, Oxford University Press

Journal

The Chartered Accountant, Institute of Chartered Accountants of India

M. Com. Part I
Special Group A- Advanced Accounting
A104: Advanced Accounting II
(Business Taxation)

Objective: The course is designed to provide understanding of direct tax laws as well as sales tax including the rules, notification and case law pertaining thereto and their application to different business situations.

Section I

1 Introduction

- 1.1 Basis of charge of income tax
- 1.2 Rates of income tax- definition
- 1.3 Agricultural income - assesses -assessment year - casual income - charitable purpose -person - previous year -principal officer
- 1.4 Distinction between capital and revenue income and expenditure
- 1.5 Tax liability – income tax liability
- 1.6 Residence of assesses- resident in India - non-resident in India -not ordinarily resident
- 1.7 Various types of incomes- deemed Income

2. Income computation

- 2.1 Various heads of income- income from salaries
- 2.2 Income from house property
- 2.3 Income from other sources
- 2.4 Deduction to be made in computing the income from the above heads

3. Computation of total income from business and profession

- 3.1 Capital gains- definition of total income
- 3.2 Computation of total income of individual, HUF, partnership firms, association of persons - body of individual – limited company excluding electricity company, insurance company, shipping company and non-residents.
- 3.3 Aggregation of income- deductions to be made in computing total income, income which does not form part of total income.
- 3.4 Income forming part of total income but not taxable
- 3.5 Income of charitable and religious trusts and institutions
- 3.6 Set off and carry forward of losses

Section II

4. Assessment and appeals procedure

- 4.1 Appeal revisions and rectification under income tax
- 4.2 Penalties and prosecution, penalties imposable- reduction or waiver of penalty
- 4.3 Interest payable by assesses-fine imposable-offences and prosecution.

5. Wealth tax

- 5.1 Wealth tax- definition and meaning of various terms.
- 5.2 Deemed wealth.
- 5.3 Exempted wealth

- 5.4 Valuation of various assets for wealth tax purpose
- 5.5 Simple problems on wealth tax.
- 6. Professional tax, sales tax and service tax**
 - 6.1 Professional tax
 - 6.2 Study of schedule and rates of professional tax
 - 6.3 Sales tax
 - 6.4 Central sales tax – problems and cases
 - 6.5 Maharashtra sales tax – problems and cases
 - 6.6 Service tax – statutory provisions, persons covered by service tax
 - 6.7 Responsibilities for paying service tax, payment of service tax

(Note: The students should be able to calculate various taxes in this paper claiming maximum relief and exemptions available under law. They are also expected to be familiar with filling of various forms and returns.)

Recommended Books

1. Bhagwati Prasad- Income Tax Law & Practice, Navaman Aligarh.
2. Central Sales Tax Act, M.S.S. Tax Act, Government Publications.
3. Dinkar Pagare-Tax Laws, S. Chand Sons.
4. N. A. Palkhiwala- Law and Practice of Income Tax
5. S. S. Gupta- Taxman's Service Tax
6. Shah – How to Invest Well, Tata McGraw Hill.
7. V. K. Singhania- Direct Taxes Law and Practice Taxation

Journal

Tax Saver – R.N. Lakhotiya, Delhi

M. Com. Part I
Special Group B – Marketing
M105: Marketing I
(Advertising and Sales Management)

Objective: The basic objective of this course is to acquaint students with the theory and practice of advertising, as well as the management of a firm's sales operations.

Section I

1. Advertising

- 1.1 Meaning and definition
- 1.2 Advertising as a tool of marketing
- 1.3 Advertising effects - economic and social
- 1.4 Advertising and consumer behaviour
- 1.5 Advertising science in India.

2. Advertising media

- 2.1 Print media
- 2.2 Broadcasting media
- 2.3 Non-media advertising
- 2.4 Media planning and scheduling
- 2.5 Advertising on internet
- 2.6 Media selection decision

3. Message design and development

- 3.1 Copy development
- 3.2 Types of appeal
- 3.3 Copy testing

4. Measuring advertising effectiveness

- 4.1 Managing advertising agency
- 4.2 Client relationship
- 4.3 Promotional science in India
- 4.4 Techniques for testing advertising effectiveness.

Section II

5. Selling & sales planning

- 5.1 Selling: Concept, objectives and functions of sales management
- 5.2 Fundamentals of selling, selling process
- 5.3 Salesmanship, product and customer knowledge

6. Sales planning

- 6.1 Importance and types of sales planning
- 6.2 Sales planning process
- 6.3 Sales forecasting
- 6.4 Determining sales territories, sales quotas, and sales budget.

7. Sales organization

- 7.1 Setting up a sales organization
- 7.2 Planning process

7.3 Principles of determining sales organization.

8. Sales force management

8.1 Estimating manpower requirements for sales department

8.2 Planning for manpower-recruitment and selection, training and development, placement and induction

8.3 Motivating sales force; leading the sales force

8.4 Compensation and promotion policies

8.5 Sales meetings and contests.

Recommended Books

1. Aaker, David, et. al.: Advertising Management, Prentice Hall, New Delhi.
2. Anderson, Hair, Bush: Professional Sales Management, McGraw Hill, Singapore
3. Batra, Rajeev, John G. Myers and David A. Aaker : Advertising Management, Prentice Hall, New Delhi.
4. Ford, Churchill, Walker: Management of Sales Force, McGraw Hill Singapore
5. Gupta, Vaswar Das: Sales Management in Indian Perspective, Prentice Hall, Delhi.
6. Johnson, Kurtz, Schewing, Sales Management, McGraw Hill, Singapore
7. Krik C.A.: Salesmanship, Taraporewala, Bombay
8. Norris, James S. : Advertising, Prentice Hall, New Delhi.
9. Patrick, Forsyth : Sales Management Handbook, Jaico Publications, Bombay
10. Sandage C.H. and Fry Burger, Advertising - Theory and Practice, Richard D Irwin, Illinois.
11. Sengupta, Subroto: Brand Positioning, Tata McGraw Hill Co., New Delhi.
12. Stanton, W.J. and Spiro, R: Management of Sales Force, McGraw Hill Singapore
13. Still, Richard R. Edward W. Cundiff, and Norman A.P. Govoni : Sales Management, Prentice Hall of India, Delhi.

M. Com. Part I
Special Group B- Marketing
M 106: Marketing II
(Marketing Research)

Objective: The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

Section I

1. Introduction to marketing research

- 1.1 Importance, nature and scope of marketing research
- 1.2 Role of marketing research in marketing
- 1.3 Limitations of marketing research
- 1.4 Ethics in marketing research
- 1.5 Marketing research process and organization.

2. Implications of marketing research

- 2.1 Implication of marketing on marketing mix (4P's and extended 4 P's)
- 2.2 Marketing information system and marketing research
- 2.3 Prominent Market research agencies in India
- 2.4 Jobs in marketing research, skill sets required
- 2.5 Job and growth prospects

3. Marketing research process

- 3.1 Research process, problem formulation
- 3.2 Hypothesis statement – characteristics of a good hypothesis
- 3.3 Preparing the research proposal
- 3.4 Research designs – exploratory designs
- 3.5 Focus groups and experience surveys
- 3.6 Qualitative research techniques – depth interview and projective techniques
- 3.7 Causal research – experimental designs, internal and external validity of experiments

Section II

4. Sampling plan

- 4.1 Sample frame and sampling unit
- 4.2 Sampling techniques
- 4.3 Sample size determination

5. Data collection and analysis

- 5.1 Organisation of the field work and survey errors
- 5.2 Sampling and non sampling errors
- 5.3 Univariate, bio-variate and multi-variate data analysis
- 5.4 Report preparation and presentation

6. Applications of marketing research

- 6.1 Applications of marketing research
- 6.2 Cluster analysis for identifying market segments
- 6.3 Conjoint analysis for product research
- 6.4 Multi-dimensional scaling

- 6.5 Discriminate analysis and perceptual mapping for brand positioning research
- 6.6 Advertising research – copy testing, media selection, media scheduling
- 6.7 Market and sales analysis
- 6.8 Sales forecasting –objective and subjective methods, test marketing
- 6.9 Industrial versus consumer marketing research
- 7. IT enabled marketing**
 - 7.1 Web based marketing research
 - 7.2 Using the internet for collecting secondary data, primary data
 - 7.3 Advantages and limitations in data collection
 - 7.4 Reach, analysis, accuracy, time

Recommended Books

1. Beri, G. C.: Marketing Research, Tata McGraw Hill, New Delhi.
2. Boyd, H.W., Ralph Westfall and S. F. Starsh: Marketing Research : Text and Cases, Richard D. Irwin, Boston.
3. Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi.
4. Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston.
5. Davis, J. J.: Advertising Research, Prentice Hall, New Delhi
6. Green, Paul E., Donald S. Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi.
7. Hooda, R. P.: Statistics for Business and Economics, Macmillan India, New Delhi
8. Luck, D. J.: Marketing Research, Prentice Hall, New Delhi
9. Tull, Donald and Hakin, Del I: Marketing Research: Measurement and Method, Prentice Hall, New Delhi.
10. Zaltman and Burger: Marketing Research, Dryden Press, Illinois.

M. Com. Part I
Group C- Advanced Cost Accounting
C 107: Advanced Cost Accounting I
(Application of Cost Accounting)

Objective: To provide adequate knowledge on cost accounting practices.

Section I

1. Elements of costs

- 1.1 Elements of cost- material, labour and overheads
- 1.2 Material: material purchase procedure, storage and inventory Control

2. Labour

- 2.1 Classification of labour
- 2.2 Principles and methods of remuneration
- 2.3 Accounting of labour cost
- 2.4 Job evaluation and merit rating

3. Overheads

- 3.1 Meaning, classification and allocation
- 3.2 Apportionment and absorption
- 3.3 Accounting of overheads.

4. Methods of costing

- 4.1 Job costing, batch costing, unit costing
- 4.2 Contract costing, process costing, operating costing, farm costing

Section II

5. Treatment of certain items

- 5.1 General principles of treatment of depreciation
- 5.2 Amortization of interest on capital
- 5.3 Cost of finance, research and development Cost
- 5.4 Material losses- waste, scrap, spoilage, defectives

6. Value chain analysis

- 6.1 Introduction, definition
- 6.2 Role of management accountant
- 6.3 Value chain analysis – approach for assessing competitive advantage
- 6.4 Value chain analysis vs conventional management accounting

7. Cost book keeping and reconciliation between cost and cost financial account

- 7.1 Book- keeping, cost ledgers, interlocking and integral accounts
- 7.2 Reconciliation of cost and financial accounts- reasons, needs, methods

8. Productivity

- 8.1 Meaning
- 8.2 Measurement of material, labour, capital and management productivity
- 8.3 Productivity vs efficiency
- 8.4 Capacity- theoretical, practical and idle capacity
- 8.5 Capacity utilization and effect of same on cost
- 8.6 Measures to improve productivity- technical, financial, operational measures

- 8.7 Restructuring of activities- business process re-engineering elementary knowledge
- 8.8 Human aspect of productivity

Recommended Books

1. Hom R Green : Cost Accounting Management Emphasis, Prentice Hall of India Pvt. Ltd.
2. Jagtap Subhash : Practice in Advanced Costing and Management Accounting, Nirali Prakashan, Pune
3. M.N. Arora: Cost Accounting Principles and Practice, Vikas Publishing House Pvt. Ltd., Delhi.
4. N. K. Prasad : Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta
5. Ravi Kishor : Advanced Cost Accounting and Cost Systems, Taxman's Allied Services Pvt. Ltd., New Delhi
6. Ravi Kishor : Student's Guide to Cost Accounting, Taxman's, New Delhi
7. S. P. Iyengar : Cost Accounting Principles and Practice, Sultan Chand and Sons, New Delhi
8. Saxena V. K.: Cost Accountant Textbook, Sultan Chand and Sons, New Delhi.

M. Com. Part I
Group C- Advanced Cost Accounting
C 108: Advanced Cost Accounting II
(Costing Techniques & Cost Control)

Objective: To equip the students for designing and implementing cost control, cost reduction programme and different cost system.

Section I

- 1. Budgeting & budgetary control**
 - 1.1 Types of budget
 - 1.2 Key and limiting factor
 - 1.3 Fixed and flexible budget, cash budget, zero base budget (ZBB)
- 2. Standard costing**
 - 2.1 Concepts of standard costs
 - 2.2 Setting up of standards
 - 2.3 Variance analysis – material, labour, overheads, sales and profit
- 3. Uniform costing**
 - 3.1 Reasons for differences in cost and costing practices
 - 3.2 The application of uniform costing
 - 3.3 Advantages and limitations of uniform costing
- 4. Inter firm comparison**
 - 4.1 Meaning
 - 4.2 Advantages and disadvantages

Section II

- 5. Cost control and cost reduction**
 - 5.1 Introduction
 - 5.2 Process of cost control and cost reduction
 - 5.3 Cost reduction programme and its implementation: methods and techniques
- 6. Value analysis and value engineering**
 - 6.1 Just-in-time (JIT)
 - 6.2 Activity based costing (ABC)
- 7. Marginal costing, cost volume - profit analysis and differential costing**
 - 7.1 Marginal costing- meaning, concept of variability of cost
 - 7.2 P/V ratio, break even analysis, margin of safety
 - 7.3 Cost volume profit analysis- procedure and practical application
 - 7.4 Differential costing- differential costs, differential cost analysis, features of differential costing, practical application
- 8. Pricing decision**
 - 8.1 Introduction, pricing of finished product
 - 8.2 Theory of price, pricing policy
 - 8.3 Principles of product pricing, new product pricing, pareti analysis

Recommended Books

1. Hom R Green: Cost Accounting Management Emphasis, Prentice Hall of India Pvt. Ltd.

2. Jagtap Subhash : Practice in Advanced Costing and Management Accounting, Nirali Prakashan, Pune
3. M. N. Arora: Cost Accounting Principles and Practice, Vikas Publishing House Pvt. Ltd., Delhi.
4. N. K. Prasad : Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta
5. Ravi Kishor : Advanced Cost Accounting and Cost Systems, Taxman's Allied Services Pvt. Ltd., New Delhi
6. Ravi Kishor : Student's Guide to Cost Accounting, Taxman's, New Delhi
7. S. P. Iyengar : Cost Accounting Principles and Practice, Sultan Chand and Sons, New Delhi
8. Saxena V.K. : Cost Accountant Textbook, Sultan Chand and Sons, New Delhi.

M. Com. Part I
Group D- Business Administration
B 109: Business Administration I
(Production, Operation & Marketing Management)

Objectives:

- 1 To impart knowledge regarding production and management techniques, process, tools and acquaint the students with the knowledge of marketing functions, techniques and strategies.
- 2 To enable the students to acquaint himself with various aspects of marketing management.
- 3 To impart knowledge regarding consumer behaviour, customer relationship and understanding of brand management.

Section I

1. Introduction to production and operations management

- 1.1 Meaning and functions
- 1.2 Types of production systems- mass production/flow line, continuous, intermittent, batch production, job, lots etc
- 1.3 Service systems - recent trends in production and service system
- 1.4 Plant layout – objectives, basic principles, types, safety considerations and environmental aspects

2. Product design and development

- 2.1 Product design – meaning, responsibility, factors determining the design, characteristics of good design
- 2.2 Production department- stages of product design, factors responsible for product development, tools of product development, product planning, standardization, simplification and diversification, techniques of product development

3. Production planning and control

- 3.1 Production planning and control – meaning, objectives, procedures, production planning, routing, scheduling, ERP integrated system, dispatch, follow up
- 3.2 Production control -meaning, objectives, factors affecting production control, problems and cases

4. Quality management and productivity

- 4.1 Meaning, measurement, techniques, factors affecting productivity, measures to boost productivity- ISO 9000 to ISO 14000, role of NPC, effects of liberalization and globalization on operations management, problems of rationalization, automation and computerization
- 4.2 Preventive maintenance, inspection and quality control, Kizen five S, GMP (good manufacturing practices) quality circles, TQM

Section II

5. Marketing & marketing management

- 5.1 Marketing- definition and concepts of marketing and marketing management
- 5.2 Evolution of marketing (marketing orientation)

- 5.3 Types of marketing-tele marketing, e-marketing, services marketing, rural marketing
- 5.4 Features, importance and problems of rural marketing, suggestions for improvement of rural markets
- 5.5 Marketing planning, research and information system
- 6. Consumer behaviour**
 - 6.1 Meaning and concept, buying motives and consumer behaviour
 - 6.2 Environment influence on consumer behaviour-economic, political, technological, global etc.
 - 6.3 Consumer behaviour models and consumerism, consumer education and protection, ethics in marketing
- 7. Customer relationship management (CRM)**
 - 7.1 Concept, significance and problems, customer integration management
 - 7.2 Attracting, retaining and growing customers, forming strong customer bonds
 - 7.3 Customer database and CRM
- 8. Marketing communication and brand management**
 - 8.1 Meaning, concept and importance
 - 8.2 Media management- media selection, media effectiveness, developing an effective media plan
 - 8.3 Role of a media manager, advertising campaign approaches, new trends in marketing communication
 - 8.4 Brand and branding, brand equity, measurement of brand equity
 - 8.5 Brand awareness and brand association, brand loyalty –level of brand loyalty, strategies to build and maintain brand loyalty

Recommended Books

1. Adrian Palmar -Introduction to Marketing: Theory and Practice, Oxford
2. B. S. Goel -Production and operation Management, Pragati Prakashan
3. Biplab S. Rose-Marketing, Himalaya Publishing House
4. Dr. C. B. Mamoria, Joshi, Mulla -Principles and Practice of Marketing in India
5. Elword Buffa-Modern Production and Operation Management
6. Francis Cherunilam-International Trade and Export Management
7. J. C. Gandhi -Marketing Management
8. K. A. Shantappa-Essentials of Business Administration
9. Krishna Havaladar -Rural Marketing
10. Magee Budman-Production Planning & Inventory Control, Tata McGraw Hill
11. P. K. Agrawal -Marketing Management, Pragati Prakashan,
12. Philip Kotler -Marketing Management: Analysis, Planning, Control, Prentice Hall, Delhi
13. Philip Kotler, Kevin Lane Keller-Marketing Management, Pearson Education
14. R. S. Davar -Modern Marketing Management, UBS Distribution Ltd.
15. Rajan Saxena-Marketing Management, Tata McGraw Hill
16. S. A. Shertekar -Marketing Management
17. S. N. Chary-Production and Operations Management, Tata McGraw Hill
18. Suresh D. Saurabh -ISO 9000 – A Manual for TQM, S. Chand and Company
19. Y. L. R. Moorthi -Brand Management: The Indian Context, Vikas Publishing House

M. Com. Part I
Group D- Business Administration
B 110: Business Administration II
(Financial Management, Policies & Practices)

- Objectives:** 1) To develop the ability to analyse and interpret various tools of financial analysis and planning.
2) To gain knowledge of management and financing of working capital.
3) To understand concepts relating to financing and investment decision

Section I

1. Introduction

- 1.1 Meaning and definition of financial management
- 1.2 Role of finance manager, goals of financial management, financial systems (in India), financial assets, financial markets, financial intermediaries,
- 1.3 Regulatory infrastructure (RBI, SEBI), trends in Indian financial system

2. Investment decisions

- 2.1 Capital expenditure decisions, capital budgeting-purpose, process, types of capital investment decisions, capital budgeting techniques, capital rationing
- 2.2 Investment decision methods – average rate of return (ARR), pay back, internal rate of return (IRR), present value approach

3. Financial statements and financial analysis

- 3.1 Financial statements – concept, their anatomy, balance sheet and its utility, income statement and its utility, limitation of financial statement, financial analysis –types of analysis, utility
- 3.2 Techniques of financial analysis- fund flow analysis, ratio analysis, various ratios

4. Management of working capital

- 4.1 Nature of working capital
- 4.2 Understanding working capital management, its significance, factors affecting working capital requirements, financing of working capital
- 4.3 Problems of managing cash, strategies of cash management
- 4.4 Allocation of funds between cash, near cash assets, finance manager and inventory management, determining optimum level of inventory

Section II

5. Financial management of business expansion

- 5.1 Business combination, acquisitions, mergers, conceptual aspects, forms, formulation of acquisition strategy
- 5.2 Assessment of financial implications of potential acquisition
- 5.3 Projected profit and loss account statement, balance sheet, cash flow statements etc

6. New financial instruments

- 6.1 Floating rate bonds, zero interest bonds, deep discount bonds, commercial papers, participatory notes, financial derivatives
- 6.2 Derivative market -meaning, benefits, needs, types, features
- 6.3 Derivative market in India- forwards, futures and options

6.4 Securitization of assets - concept, mechanism, utility, growth in foreign countries and in India

7. Lease financing and venture capital

7.1 Lease financing - nature, types, potentiality of leasing as a source of business finance

7.2 Venture capital - concept, dimensions, its functions, venture capital in developing countries and in India, operational highlights, regulatory framework in India, prerequisites for success

8. International financial management

8.1 World monetary system - important features, foreign exchange market and rates international parity relationships

8.2 Financing of foreign operations, modes and methods

8.3 Exchange markets: markets and dealings

Recommended Books

1. Dr. P. V. Kulkarni - Financial Management
2. Dr. Prasanna Chandra – Financial Management: Theory & Practice, McGraw Hill 6th ed.
3. Dr. R. M. Shrivastava -Financial Management and Policy, Himalaya Publishing House
4. Horne, Wachowicz Jr. Bhaduri-Fundamentals of Financial Management-, Pearson Education
5. Kuchal S. C. - Business Finance
6. Pandey I. M.- Financial Management
7. Pathak Bharati - Indian Financial System, Dorling Kindersley (India) Pvt. Ltd.

M.Com. Part – II
Core Subject
201: Management Accounting

Objective: The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Section I

1. Introduction

- 1.1 Management accounting- meaning, nature, importance, objectives, scope and functions of management accounting
- 1.2 Role of management accounting in decision making
- 1.3 Distinction between management accounting and financial and cost accounting
- 1.4 Management accountant- his qualifications, functions, duties and responsibilities
- 1.5 Advantages and limitations of management accounting

2. Ratio Analysis

- 2.1 Meaning, advantages, limitations
- 2.2 Types of ratios- balance sheet ratios, profit and loss account ratios, liquidity ratios solvency ratios , profitability ratios and overall performance ratios

3. Fund flow and cash flow statement

- 3.1 Meaning of fund flow statement
- 3.2 Uses of fund flow statement
- 3.3 Fund flow statement and income statement
- 3.4 Preparation of fund flow statement
- 3.5 Meaning of cash flow statement
- 3.6 Preparation of cash flow statement
- 3.7 Difference between cash flow analysis and fund flow analysis
- 3.8 Utility of cash flow analysis
- 3.9 Limitations of cash flow analysis

4. Working capital management

- 4.1 Concept and definition of working capital
- 4.2 Determination of working capital
- 4.3 Assessment of working capital needs
- 4.4 Study of components of working capital, such as cash management, accounts receivable management and inventory management

Section II

5. Budget and budgetary control

- 5.1 Meaning, nature and scope of budget and budgetary control
- 5.2 Objectives, advantages and limitations of budgets and budgetary control
- 5.3 Types of classification of budgets- financial budget or cash budgets, master budget, flexible budget, capital budget.

6. Marginal costing

- 6.1 Concept of marginal cost- meaning, definition and importance
- 6.2 Advantages and limitations of marginal costing, aid to management

- 6.3 Break-even analysis, profit volume ratio, margin of Safety, break even chart,
- 6.4 Cost volume profit analysis, differential cost analysis, decisions regarding sales mix, make or buy decisions and discontinuation of a product line etc.
- 7. Long term investment decisions**
 - 7.1 Capital budgeting- meaning, importance
 - 7.2 Evaluation technique and methods- pay back method, average rate of return method, discounted payback period, discounted cash flow method, internal rate of return method, profitability index, calculation of discount factor
- 8. Standard costing**
 - 8.1 Meaning of standard cost and standard costing
 - 8.2 Advantages and limitations of standard costing
 - 8.3 Types and setting of standards
 - 8.4 Variance analysis- material, labour and overhead variance
 - 8.5 Managerial uses of variance

RECOMMENDED BOOKS

1. Hingorani - Management Accounting
2. I. M. Pandey - Management Accounting
3. J. Betty - Management Accountancy
4. M. A. Saraf - Management Accounting Principles & Practices
5. M. G. Patkar - Management Accounting
6. M. Y. Khan, K. P. Jain - Management Accounting
7. Manmohan Goyal - Management Accounting
8. S. N. Maheshwari - Principles of Management Accounting

M. Com. Part II
Core Subject
202: Research Methodology

Objective: The purpose of this course is to enable students learn the process tools & techniques of research methodology

Section I

2. Introduction

- 1.1 Meaning and definitions of research
- 1.2 Objectives of research
- 1.3 Motives of research
- 1.4 Significance of research
- 1.5 Types of research
- 1.6 Role of computers in research

3. Research methods in business and management studies

- 3.1 Research methods in social sciences
- 3.2 Similarities and differences between social science research and business research
- 3.3 Areas of business research- advertising and marketing, organizational behaviour, consumer behaviour, production management, purchase management, sales management, industrial relations, HRD, information technology, management etc.

3. Formulation of research problem and hypothesis

- 3.1 Factors in selecting research problem
- 3.2 Sources of research problem
- 3.3 Formulation of research problem
- 3.4 Criteria for good research problem
- 3.5 Hypothesis- meaning, characteristics and kinds
- 3.6 Formulation of hypothesis

4. Research design and sampling design

- 4.1 Meaning and definitions
- 4.2 Basic principles of good research design
- 4.3 Types of research design
- 4.4 Steps of research design
- 4.5 Steps in sampling design
- 4.6 Types of sampling methods

Section II

5. Methods of data collection

- 5.1 Sources-primary and secondary
- 5.2 Primary- observation, interview, questionnaire
- 5.3 Secondary- internal and external

6. Analysis and interpretation of data

- 6.1 Steps in analysis
- 6.2 Types of analysis
- 6.3 Interpretation of data
- 6.4 Use of computer in data analysis and presentation

7. Testing of hypotheses

- 7.1 Introduction
- 7.2 Steps in testing of hypothesis
- 7.3 Procedure for testing of hypothesis
- 7.4 Use of statistical techniques for testing of hypotheses

8. Report writing

- 8.1 Meaning and definitions
- 8.2 Precaution in report writing
- 8.3 Steps in report writing
- 8.4 Structure and layout of research report
- 8.5 Requisites of a good research report
- 8.6 Use of report for further research

Recommended Books

- C. M. Chaudhary -Research Methodology
- C. R. Kothari- Research Methodology (Willey)
- Falk B. - The Internet (BPB).
- G. C. Pande -Research Methodology in Social Sciences
- Puling Young -Scientific Social Surveys and Research
- Rao K.V.- Research Methodology in Commerce and Management (Starling)
- Sharma, Prasad Satyanarayan- Research Methodology in Social Sciences
- Turner P.C.- Users Guide
- U.N.I.D.O. Centre, Management for Evaluation of Industrial Projects (N.N. Publication)
- Wilkinson, Bhandarkar, Methodology and Techniques of Social Research, Himalaya Publication

M. Com. Part II
Special Group A- Advanced Accounting
A 203: Advanced Accounting III

Objective: The course is designed to give an exposure to various accounting practices and issues in business operations.

Section I

1. **Valuation of shares and goodwill**
 - 1.1 Valuation of shares-need for valuation
 - 1.2 Methods of valuation of shares
 - 1.3 Valuation of goodwill- needs for valuation
 - 1.4 Methods of valuation of goodwill
2. **Single entry system**
 - 2.1 Some special accounting issues and their treatment.
3. **Fund based accounting**
 - 3.1 Introduction
 - 3.2 Special features of accounting for educational institutions
 - 3.3 Accounting for government grants
4. **Development in accounting**
 - 4.1 Value added statement, economic value added statement
 - 4.2 Human resources accounting
 - 4.3 Accounting for intangible assets
 - 4.4 Environmental accounting

Section II

5. **Branch accounting**
 - 5.1 Independent branches
 - 5.2 Accounting at head office and branch
 - 5.3 Some special transactions
 - 5.4 Foreign branches
 - 5.5 Rules of converting trial balance of foreign branch in head office currency
6. **Underwriter's accounting**
 - 6.1 Underwriting agreement
 - 6.2 Determination of the liability of underwriters
7. **Accounting for packages**
8. **International accounting**
 - 8.1 Application of international accounting standard
 - 8.2 Comparative study of basic concepts of international accounting standards
 - 8.3 US GAAP and standards in India.

Recommended Books

1. Anyanentow - International Handbook of Accounting Education and Certification Pergamen, Allied Publishers, Oxford.
2. Baker - Advanced Financial Accounting, Tata McGraw Hill.
3. Chio, FDS and Muelle G.G. - An Introduction to Multinational Accounting Prentice Hall.
4. Jain and Narang - Company Accounts, Kalyani, Ludhiana

5. N.D. Gupta - Accounting Standards-Indian and International, S. Chand and Sons.
6. R. L. Gupta - Advanced Accounts, S. Chand, Delhi.
7. R. L. Gupta & M. Radhaswamy - Advanced Accounting
8. S. Kr. Paul - Accountancy
9. S.Kr. Paul - Company Accounts
10. S. P. Iyengar- Advanced Accounting, S. Chand and Sons.
11. Shukla and Grewal - Advanced Accounts, S. Chand, Delhi.
12. Towards International Standardization of Corporate Accounting and Reporting, United Nations (U.IX 1982)

Journal

A Journal of Accounting and Finance - Research Development Association, Jaipur

M. Com. Part II
Special Group A- Advanced Accounting
A 204: Advanced Accounting IV
(Auditing)

Objective: To impart knowledge and to develop understanding of methods of auditing and their application.

Section I

1. Introduction

- 1.1. Meaning and importance of audit
- 1.2. Objects and classes of audit
- 1.3. Audit programme and procedure
- 1.4. Evaluation of internal control procedures and techniques including questionnaire, flow chart
- 1.5. Internal audit and external audit, co-ordination between the two.

2. Vouching and verification and audit sampling

- 2.1. Special audit
- 2.2. Techniques
- 2.3. Selective verification, statistical sampling
- 2.4. Special audit procedure - physical verification of assets, direct circularization of debtors and creditors
- 2.5. Analytical review procedures
- 2.6. Improving the efficiency of auditing and system auditing, risk based auditing

3. Audit of limited companies and public undertakings

- 3.1. Qualifications and appointments of company auditors
- 3.2. Powers, duties and liabilities of auditor
- 3.3. Verification of assets and liabilities
- 3.4. Audit of public undertakings

Section II

4. Audit of specialized units

- 4.1. Special features of audit of banks
- 4.2. Charitable trusts
- 4.3. Co-operative societies
- 4.4. Multinational companies

5. Investigation

- 5.1. Meaning
- 5.2. Difference between audit and investigation
- 5.3. Various classes of investigation
- 5.4. Provisions in Companies Act
- 5.5. Investigation for business purchase

6. Auditor's communication

- 6.1. Corporate reporting- objectives
- 6.2. Types of audit reports- qualified reports, statutory reports
- 6.3. Critical appraisal of auditor's reports

7. Recent trends in auditing

- 7.1. Cost audit
- 7.2. Tax audit

- 7.3. Management audit
- 7.4. Efficiency audit
- 7.5. Proprietary audit
- 7.6. VEM audit
- 7.7. Government system of audit

Recommended Books

1. Audit Manual - Indian Audit and Accounts Services, Government of India.
2. J. Prakash-Auditing, Principles and Practice, Kalyani, Ludhiyana.
3. Kamal Gupta- Contemporary Auditing, Tata McGraw Hill.
4. M. D. Paula-The Principles of Auditing.
5. Rajnathan-Cost and Management Audit, Tata McGraw Hill.
6. Spicer and Peglar- Practical Auditing.
7. Stettler-Auditing Principles, Prentice Hall of India.

M. Com. Part II
Special Group B - Marketing
M 205: Marketing III
(International Marketing)

Objective: The objective of this course is to expose students to the conceptual framework of international marketing management.

Section I

1. Introduction to international marketing

- 1.1 Nature and significance
- 1.2 Complexities in international marketing
- 1.3 Transition from domestic to transnational marketing
- 1.4 International market orientation - EPRG framework
- 1.5 International market entry strategies.

2. International marketing environment

- 2.1 Internal environment
- 2.2 External environment - geographical, demographic, economic, socio-cultural, political and legal environment;
- 2.3 Impact of environment on international marketing decisions.

3. Foreign market selection

- 3.3 Global market segmentation
- 3.1 Selection of foreign markets
- 3.3 International positioning

4. Product decisions

- 4.1 Product planning for global markets
- 4.2 Standardization vs. product adaptation
- 4.3 New product development
- 4.4 Management of international brands
- 4.5 Packaging and labeling
- 4.6 Provision of sales related services

Section II

5. Pricing and promotion decisions

- 5.1 Environmental influences on pricing decision
- 5.2 International pricing policies and strategies
- 5.3 Promotion decisions: Complexities and issues
- 5.4 International advertising
- 5.5 Personal selling
- 5.6 Sales promotion and public relations

6. Distribution channels and logistics

- 6.1 Functions and types of channels
- 6.2 Channel selection decisions
- 6.3 Selection of foreign distributors/agents and managing relations with them
- 6.4 International logistics decisions.

7. International marketing planning, organizing and control

- 7.1 Issues in international marketing planning
- 7.2 International marketing information system
- 7.3 Organizing and controlling

7.4 International marketing operations

8. Emerging issues and developments in international marketing

8.1 Ethical and social issues

8.2 International marketing of services

8.3 Information technology and international marketing

8.4 Impact of globalization; WTO.

Recommended Books

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. Vasudeva P.K.- International Marketing; Excel Books, New Delhi.

M. Com. Part II
Special Group B- Marketing
M 206: Marketing IV
(Services Marketing)

Objective: The purpose of this course is to enable students to learn the process and the techniques of services marketing.

Section I

1. Service marketing

- 1.1 Introduction, nature, characteristics of services marketing
- 1.2 Importance of services marketing
- 1.3 Reasons for growth in service marketing
- 1.4 Classification of services
 - i) Consumer
 - ii) Industrial
- 1.5 Consumer vs industrial services
- 1.6 Global and Indian scenario

2. Service marketing mix- Part A

- 2.1 Extended services marketing mix: going beyond the 4 Ps
- 2.2 Introduction to the 7 Ps marketing mix
- 2.3 Product-service product, standalone service products and service products bundled along with tangible products
- 2.4 Service life cycle
- 2.5 Service quality models- Gronroos model – PZB Gaps model
- 2.6 SERVQUAL and SERVPERF
- 2.7 Price – factors involved in pricing a service product
- 2.8 Demand variation and capacity constraints measures to respond to changes in demand
- 2.9 Strategies to manage perishability
- 2.10 Reshaping demand using effective pricing
- 2.11 Pricing under various conditions
- 2.12 Place - distribution strategies for services, challenges in distribution of services
- 2.13 Role of internet
- 2.14 Promotion –objectives and plans for services
- 2.15 Personal selling – advertising and sales promotion in service industry
- 2.16 Increasing use of below the line promotions

3. Service marketing mix- Part B

- 3.1 People – the key role of people in a service business
- 3.2 Services marketing triangle
- 3.3 Service profit chain - service encounter
- 3.4 Training and development of employees – motivation and empowerment
- 3.5 Physical evidence – services capes – nature of physical evidence importance of physical evidence in understanding services – tangibilising through physical evidence
- 3.6 Process – strategies for managing inconsistency
- 3.7 Service blue printing – employees’ role in services – customers’ role in services– Customer service in service marketing
- 3.8 Monitoring and measuring customer satisfaction

- 3.9 Order taking and fulfilment - managing the waiting process
- 3.10 Defects, failures and recovery
- 3.11 Service guarantee - handling complaints effectively.
- 4. Relationship marketing**
 - 4.1 Paradigm shift in marketing-from marketing warfare to co-operative approach
 - 4.2 Competitive advantage through relationship marketing
 - 4.3 RM in industrial and consumer markets
 - 4.4 IT enabled RM, emergence of CRM
 - 4.5 Database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy

Section II

- 5. Positioning of services**
 - 5.1 Introduction, definition, meaning
 - 5.2 Characteristic feature leading to differentiation
 - 5.3 Positioning strategies
 - 5.4 Evaluation of positioning options
 - 5.5 Alternate corporate positioning strategies
 - 5.6 Network of perceptions.
- 6. Service quality**
 - 6.1 Introduction, importance
 - 6.2 Service quality gap model
 - 6.3 Components of service quality
 - 6.4 Factors influencing service quality
- 7. Role and management of services**
 - 7.1 Strategic role of services – every business in a service business
 - 7.2 Contribution of services to customer satisfaction
 - 7.3 Sustainable competitive advantage
 - 7.4 Services as key differentiators for even manufacturing industries
 - 7.5 Managing the services marketing effort
 - 7.6 Performance measurement, enhancement and control
 - 7.7 Customer encounter management
- 8. Information technology and services marketing applications**
 - 8.1 Role of IT services, e-services
 - 8.2 Online consumer behaviour – self service technologies
 - 8.3 Services marketing applications –financial services, hospitality services, education services, IT services, hotel services, event management services, consultancy services, retailing services, telecommunication services, not for profit services and social services, government services, NGO services, etc

Recommended Books

Adrean Payne- The Essence Services Marketing
 Helen Woodruff - Service Marketing
 Rampal & Gupta - Service Marketing
 Ravi Shankar - Service Marketing
 Rolan Rust, Anthony Zahorik, Tomothy Keningham Wesley - Service Marketing

S. M. Jha- Service Marketing

Valarie A Zeithmal, Mary Zobniter- Service Marketing

M. Com. Part II
Special Group C- Advanced Cost Accounting
B 207: Advanced Cost Accounting III
(Cost and Management Audit)

- Objectives:** 1) To provide adequate knowledge on cost audit practices.
2) To equip the students with the knowledge of the techniques and methods of planning and executing the management audit.

Section I

1. Introduction

- 1.1 Meaning, definitions, objectives and scope of cost audit
- 1.2 Advantages of cost audit
- 1.3 The concepts of efficiency audit
- 1.4 Proprietary audit, social audit, system audit

2. Cost auditor

- 2.1 Qualifications, disqualifications, appointment,
- 2.2 Remuneration and removal of cost auditor, Status
- 2.3 Relationship with financial auditor –
- 2.4 Rights, duties, responsibilities and liabilities of cost auditor under Companies Act 1956
- 2.5 Cost and Works Accountants Act 1959 and other statues as amended from time to time

3. Cost audit – planning and execution

- 3.1 Familiarization with the industry
- 3.2 The production process, system and procedure
- 3.3 List of records preparation of the cost audit programme
- 3.4 Verification of cost records
- 3.5 Evaluation of internal control system
- 3.6 Audit notes and working papers
- 3.7 Cost audit in electronic data processing environment

4. Cost audit report

- 4.1 Detail contents of the report
- 4.2 Distinction between notes and qualification to the report
- 4.3 Cost auditor's observation and conclusions
- 4.4 Study of cost audit report rules u/s 233 (b) and cost accounting records rules u/s 209 (1) (d) of the Companies Act 1956

Section II

5. Management audit

- 5.1 Introduction-definition-concept of management audit
- 5.2 Difference between financial audit & management audit
- 5.3 Objectives, importance & scope of management audit
- 5.4 Relationship among different audits

6. Procedure of management audit

- 6.1 Preliminaries of management audit
- 6.2 Conduct & essentials of management audit
- 6.3 Programme of management audit

7. Evaluation of corporate image

- 7.1 Meaning & concept of corporate image
- 7.2 Corporate image programme
- 7.3 Management audit & corporate image
- 7.4 Numerical problems on evaluation of corporate image
- 7.5 Critical path method (CPM), programme evaluation and review techniques

8. Different areas of management audit

- 8.1 Corporate service audit, corporate development audit and social cost
- 8.2 Benefit analysis, evaluation of consumer services, research and development, corporate culture, personnel development

Recommended Books

- 1) D. Datta Chowdhary -Cost Audit and Management Audit, Central Publication, Kolkata
- 2) I.C.W.A Publications:
 - i. Industry wise Cost Accounting Record Rules and Cost Audit Report Rules
 - ii. Guidelines on Cost Audit
 - iii. Cost Audit Reports Rules
 - iv. Cost Audit Social Objectives.
- 3) ICWA- Cost Audit Social Objectives
- 4) Laxmi Narayan -Efficiency Audit, Longman.
- 5) Mohanlal Jain-Efficiency Audit, Printwel ,Jaipur
- 6) N. Banerjee -Laws on Cost Audit, International Law Book Centre, Kolkata .
- 7) N. P. Agarwal -Cost Audit & Management Audit
- 8) P. William, Leonar -The Management Audit:
- 9) Rajnath -Cost and Management Audit, Tata McGraw Hill
- 10) V. K. Saxena and C.D. Vashist -Cost Audit and Management Audit,, S. Chand and Sons, Delhi.

Journal – ‘Management Accountant’ ICWAI

M. Com. Part II
Special Group C- Advanced Cost Accounting
C 208: Advanced Cost Accounting IV
(Recent Advances in Cost Accounting, Responsibility Accounting and Cost Systems)

Objective: To provide adequate knowledge on recent advances in Cost Accounting and Cost Systems.

Section I

1. Cost Accounting Standards (CAS)

- 1.1 CAS-1 to 5 and 7 (Final) and CAS-6, CAS-8 to 12
(Drafts and amendments subject to finalization from time to time)
www.myciwai.org & www.aicmas.com can be referred

2. Excise audit, VAT audit and productivity audit

- 2.1 u/s 14A, 14AA, under Central Excise Act and VAT audit with reference to meaning, scope, procedure and reports
2.2 Productivity audit- meaning, problems of productivity
2.3 Audit and means to overcome the problems

3. Enterprise resource planning (ERP)

- 3.1 Introduction, features and benefits of ERP
3.2 Reasons for implementation

4. 5 S and six sigma and cost control

- 4.1 5 S and cost control- meaning
4.2 Phases-1. Seiri 2. Seiton 3. Seiso 4. Seiketsu 5. Shitsuke
4.3 Implementation and utility of 5 S
4.4 Six sigma and cost control -historical review, origin & meaning
4.5 Sigma level-methods-DMAIC & DMADV

5. Study of journal- Management Accountant

- 5.1 By reading of Journal of the ICWAI- 'Management Accountant' issues from July to September (of the respective academic year) and getting acquainted with recent changes and developments.

Section II

6. Responsibility accounting and reporting

- 6.1 Definition, meaning and principles
6.2 Controllable and non controllable costs
6.3 Centers of control, cost centers
6.4 Revenue centre, responsibility centre, profit centre
6.5 Performance measurement
6.6 Reporting to different levels of management

7. Costing system design and installation

- 7.1 Study of production process, objectives
- 7.2 Selection of method of costing
- 7.3 Creating cost center and cost codes
- 7.4 Deciding basis of apportionment of various overheads
- 7.5 Deciding methods of absorption
- 7.6 Fixing responsibility and designing suitable MIS
- 7.7 Designing and installing cost system in computer environment
- 8. Life cycle costing**
 - 8.3 Introduction, product life cycle
 - 8.4 Phases and characteristics of product life cycle
 - 8.5 Stages of product life cycle
 - 8.6 Product life cycle costing
 - 8.7 Features and benefits of life cycle costing
- 9. Recent Development in Cost Accounting**
 - 9.1 Activity based costing
 - 9.2 Target costing
 - 9.3 Strategy cost management
 - 9.4 Cost accounting in service sector like banking, insurance etc.

Recommended Books

1. Ahuja -Indirect Taxes
2. D. Datta Chowdhary-Cost Audit and Management Audit, Central Publication, Kolkata
3. Jagtap Subhash- Practice in Advanced Costing and Management Accounting, Nirali Prakashan, Pune
4. M. N. Arora-Cost Accounting Principles and Practice, Vikas Publishing House Pvt. Ltd, Delhi.
5. N. K. Prasad- Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta
6. Ravi Kishor- Advanced Cost Accounting and Cost Systems, Taxman's Allied Services Pvt. Ltd. New Delhi
7. Ravi Kishor- Student's Guide to Cost Accounting, Taxman's, New Delhi
8. V. S. Datey -Indirect Taxes

Journals :

- 'Management Accountant' ICWAI, Kolkata
- Cost Accounting Standards ICWAI, Kolkata

M. Com. Part II
Special Group D- Business Administration
B 209: Business Administration III
(Human Resource Management & Organisational Behaviour)

Objectives:

1. To acquaint the students with the concepts and techniques of human resource management.
2. To introduce to the students the concepts, processes and theories of organizational behaviour.

Section I

1. Human resource management

- 1.1 Concept, approaches, functions, challenges of HRM in Indian context and in changing business scenario
- 1.2 Human resource environment -technology and structure, network organisations, virtual organisations, workforce diversity, demographic changes
- 1.3 Entry of female employees in the workforce, dual career employees, employee leasing, contract labour, global competition, global sourcing of labour, WTO and labour standards

2. Manpower planning, training and development

- 2.1 Objectives, estimating manpower requirement
- 2.2 Recruitment and selection - sources of recruitment and process of selection and assessment devices, retention of manpower, succession planning
- 2.3 Training process and methodology, need and objectives, training procedure
- 2.4 Methods of training and aids, evaluation of training programmes

3. Performance appraisal and merit rating

- 3.1 Definition, methods of performance appraisal, result based performance appraisal, errors, ethics in performance appraisal, 360 degree feedback
- 3.2 Merit rating - promotions, transfers, job description, job evaluation, job enlargement, job enrichment, job rotation

4. Retirement/separation/retrenchment strategies

- 4.1 Kinds of retirement, VRS and separation schemes, early retirement plans, resignation, discharge, dismissal, suspension, lay off
- 4.2 New concepts in HRM- New concepts of customer service level and agreement, SQDCS, HR audit, benchmarking, downsizing, H R outsourcing

Section II

5. Introduction to organisational behaviour (OB)

- 5.1 Definition and goals of OB
- 5.2 Theoretical and conceptual frameworks for the study of OB
- 5.3 Role of information technology in organization and impact of globalisation on organisational behavior

- 5.4 Models of OB -autocratic, custodial, supportive, collegial and SOBC
- 6. Perception, personality and attitudes**
 - 6.1 Process of impression management
 - 6.2 Meaning of personality attributes
 - 6.3 Dimensions of attitude, attitude change
 - 6.4 Job satisfaction, outcomes of job satisfaction
- 7. Motivational processes and emotional intelligence**
 - Types of motives - primary, general, secondary
 - Theories of work motivation - Maslow, Herzberg, Vroom
 - Meaning of emotional intelligence
 - Emotional intelligence in the workplace
- 8. Stress and conflict**
 - 8.1 Causes of stress- extra organisational, organisational, group and individual
 - 8.2 Types of conflict- intra-individual, interactive
 - 8.3 The effects of stress and conflict
 - 8.4 Managing stress and conflict

Recommended Books

- 1) Arun Monappa -Managing Human Resource
- 2) A. M. Saxena -Personnel & Human Resource Management
- 3) Charles R. Green -Strategic Human Resource Management
- 4) Dr. Madhavi Mitra -Manushyabal Vyavasthapan Va Audyogik Sambandha-
- 5) Dr. Mrs. Oak & Mrs. Kulkarni-Organisational Behaviour
- 6) Dr. Rudra Basavraj -Dynamics of Personnel Administration
- 7) Frued Luthans -Organisational Behaviour
- 8) Games K. Aswathappa -Organisation Behaviour : Text and Cases
- 9) Garry Dessler -Human Resource Management
- 10) J. W. Newstorm -Human Behaviour at Work
- 11) Jeffery B. Mello -Strategic Human Resource Management
- 12) Kandula -Strategic Human Resource Management
- 13) Mirza and Saiyadin -Human Resource Management
- 14) R S Dwiwedi - Human Resource Management
- 15) Robert Mat & Jhon Jackson -Personnel & Human Resource Management
- 16) Stephen Robbins -Organisational Behaviour
- 17) V P Michael -Human Resource Management

M. Com. Part II
Special Group D- Business Administration
B 210: Business Administration IV
(Recent Advances & Concepts in Business Administration)

Objective: To acquaint the students with current trends in business administration.

Section I

- 1. Contemporary issues in business administration**
 - 1.1 Change management - concept, significance
 - 1.2 Managing change- important features, dimensions
 - 1.3 Approaches towards managing change
 - 1.4 Futuristic and strategic approach toward changing business environment.
- 2. Approaches to quality management**
 - 2.1 Kaizen
 - 2.2 Total quality management
 - 2.3 Six sigma technique- features and utility
 - 2.4 Five S system of quality management
- 3. Enterprise resource planning**
 - 3.1 Concept and features of enterprise resource planning
 - 3.2 Tools of enterprise resource planning
 - 3.3 Applying enterprise resource planning in business
 - 3.4 Computers and enterprise resource planning
- 4. Cross cultural management system**
 - 4.1 Global management system- concept and significance
 - 4.2 Issues in cross cultural management
 - 4.3 Acquisition and mergers- role and importance
 - 4.4 Current trends in acquisitions and mergers national and international scenario

Section II

- 5. Organizational change, climate, culture, power and policies**
 - 5.1 Effectiveness and development of skills of change agent
 - 5.2 The process of empowerment creativity and innovation
- 6. Corporate governance**
 - 6.1 Concept, importance
 - 6.2 Role of board of directors, auditors and shareholders in corporate governance
 - 6.3 Corporate governance in India
 - 6.4 Measures to improve corporate governance
- 7. Comparative management**

Concept and importance
Comparison between American, Japanese and Indian Management.
- Turnaround management**

Concept and significance of turnaround management
Techniques of turnaround management

Turn around management prerequisite for success
Take over and turn around management
Restructuring and reorganization of business

Recommended Books

1. Arun Monappa- Managing Human Resource
2. Charles R. Green - Strategic Human Resource Management
3. Dr. Madhavi Mitra- *Manushyabal Vyavasthapan Va Audyogik Sambandha*
4. Fried Luthans - Organisational Behaviour
5. J. W. Newstorm- Human Behaviour at Work
6. Kazmi - Business Policy
7. Knootz Weindrich- Essentials of Management
8. Mirza and Saiyadin - Human Resource Management
9. Tripathi Reddey- Principles of Management