

M.Com: CBCS (2018 Course)
Semester III
PGCOM 301: Management Accounting I

Total Credit-04

Total Hours 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the meaning and concept of management accounting.
2. Acquainted with advantages and limitations of ratio analysis.
3. Understand the preparation of fund flow and cash flow statement.
4. Understand the preparation and calculation of working capital statement.

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

RECOMMENDED BOOKS

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|---|-----------------|
| 1) Management Accountancy | J.Betty. |
| 2) Management Accounting | Manmohan Goyal. |
| 3) Principles of Management Accounting | S.N.Maheshwari |
| 4) Management Accounting Principles & Practices | M.A.Saraf. |
| 5) Management Accounting | Hingorani. |
| 6) Management Accounting | I.M.Pandey. |

7) Management Accounting

8) Management Accounting

M.Y.Khan , K.P.Jain.

M.G. Patkar.

Com: CBCS (2018 Course)
Semester III

PGCOM 302: Research Methodology I

Total Credit-04

Total Lecture 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the need of research and different types of research.
2. Understand the process of formulation of research problem and preparation of research design.
3. Understand the different methods of data collection for research.
4. Acquainted with research report writing.

1. 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

2. Formulation of research problem and design

- 2.1 Factors in selecting research problem
- 2.2 Formulation of research problem
- 2.3 Criteria for good research problem
- 2.4 Hypothesis- meaning, characteristics and kinds
- 2.5 Formulation of hypothesis
- 2.6 Research design- meaning, need, features
- 2.7 Components of research design

3. Data collection

- 3.1 Sources-primary and secondary
- 3.2 Primary- observation, interview, questionnaire
- 3.3 Secondary- internal and external
- 3.4 Analysis and interpretation of data

4. Report writing

- 4.1 Meaning and definitions
- 4.2 Precaution in report writing
- 4.3 Steps in report writing
- 4.4 Structure and layout of research report
- 4.5 Requisites of a good research report
- 4.6 Use of report for further research

Recommended Books

1. Rao K.V.- Research Methodology in Commerce and Management (Starling)
2. C.R.Kothari- Research Methodology (Willey)
3. U.N.I.D.O. Centre, Management for Evaluation of Industrial Projects (N.N. Publication)
4. Wilkinson, Bhandarkar, Methodology and Techniques of Social Research (Himalaya Publication).
5. Research Methodology- C.M.Chaudhary
6. Falk B. - The Internet (BPB).

7. Turner P.C.- Users Guide
8. Research Methodology in Social Sciences, G.C.Pande
9. Research Methodology in Social Sciences, Sharma, Prasad Satyanarayan
Scientific Social Surveys and Research - Puling Young

M. Com: CBCS (2018 COURSE)
Group A- Advanced Accounting
Semester III
PGCOM 303: Advanced Accounting V

Total Credit-04

Total LECTURES 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the valuation of corporate shares and goodwill.
2. Acquainted with single entry system and fund based accounting.
3. Analyse different developments in accounting over the period of years.

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

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

Recommended Books

1. Shukla and Garewal-Advanced Accounts, S. Chand, Delhi.
2. Advanced Accounting - R.L.Gupta & M. Radhaswamy
3. Accountancy - S.Kr. Paul
4. Company Accounts - S.Kr. Paul
5. R.L. Gupta-Advanced Accounts, S. Chand, Delhi.
6. Jain and Narang-Company Accounts, Kalyani, Ludhiana
7. Chio, FDS and Muelle G.G. - An Introduction to Multinational Accounting Prentice Hall.
8. Towards International Standardization of Corporate Accounting and Reporting, United Nations (U.IX 1982)
9. S.P. Iyengar-Advanced Accounting, S. Chand and Sons.
10. Baker-Advanced Financial Accounting, Tata McGraw Hill.
11. Anyanentow- International Handbook of Accounting Education and Certification Pergamen, Allied Publishers, Oxford.
12. N.D. Gupta-Accounting Standards-Indian and International, S, Chand and Sons.

Journal

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

M. Com :CBCS(2018 COURSE)
Group A- Advanced Accounting
Semester III
PGCOM 304: Advanced Accounting VI
(Auditing)

Total Credit-04

Total Lectures- 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the meaning, objects and classes of audit.
2. Learn, vouching and verification of audit sampling.
3. Understand the process of audit of limited companies and public undertakings.

1. Introduction

- 1.1. Meaning and importance
- 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
- 1.4. 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

Recommended Books

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

M. Com: CBCS (2018 COURSE)
Group B - Marketing
Semester III
PGCOM 305: Marketing V
(International Marketing)

Total Credit-04

Total Lecture 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the nature and importance of international marketing.
2. Analyse international environment and its external factors and its impact on international marketing decisions.
3. Understand the process of selection of foreign market.
4. Acquainted with different decisions related to products.

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

5. Pricing decisions

- 5.1 Environmental influences on pricing decision
- 5.2 International pricing policies and strategies.

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.

M. Com: CBCS (2018 COURSE)
Group B- Marketing
Semester III
PGCOM 306: Marketing VI
(Services Marketing)

Total Credit-04

Total Lecture 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the concept of services marketing.
2. Understand the concept of marketing mix, 4ps and extended 3p's of marketing.
3. Learn the concept and importance of relationship marketing.

1. Service marketing

- 1.1 Introduction
- 1.2 Nature
- 1.3 Characteristics of services marketing
- 1.4 Importance of services marketing
- 1.5 Reasons for growth in service marketing
- 1.6 Classification of Services
 - i) Consumer
 - ii) Industrial
- 1.7 Consumer vs. industrial services
- 1.8 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 fulfillment - 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.

Recommended Books

1. Service Marketing - Valarie A Zeithmal, Mary Zobniter
 2. Service Marketing - Helen Woodruff.
 3. Service Marketing - Rolan Rust, Anthony Zahorik, Tomothy Keningham Addison Wesley
 4. Service Marketing - SM Jha
 5. Service Marketing - Ravi Shankar
 6. The Essence Services Marketing - Adrean Payne
- Service Marketing - Rampal & Gupta

M. Com: CBCS (2018 COURSE)
Group C- Business Administration
Semester III
PGCOM 307: Business Administration V
(Human Resource Management)

Total Credit-04

Total Lectures 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the need and importance of Human Resource Management.
2. Acquainted with objectives of manpower planning and need of training and development.
3. Understand the process of performance appraisal and merit rating.
4. Understand the different strategies related to retirement, separation and retrenchment.

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

- 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
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3. Training and development

- 3.1 Training process and methodology, need and objectives, training procedure
- 3.2 Methods of training and aids, evaluation of training programmes

4. Performance appraisal and merit rating

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

5. Retirement/separation/retrenchment strategies

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

Recommended Books

- 1) Human Resource Management - Garry Dessler
- 2) Human Resource Management - R S Dwiwedi
- 3) Human Resource Management - V P Michael
- 4) Human Resource Management - Mirza and Saiyadin
- 5) Managing Human Resource - Arun Monappa
- 6) Strategic Human Resource Management - Charles R. Green
- 7) Strategic Human Resource Management - Kandula
- 8) Strategic Human Resource Management - Jeffery B. Mello
- 9) Personnel & Human Resource Management - Robert Mat & Jhon Jackson

- 10) Dynamics of Personnel Administration - Dr. Rudrabasavraj
- 11) Personnel & Human Resource Management- A. M. Saxena
- 12) *Manushyabal Vyavasthapan Va Audyogik Sambandha*- Dr. Madhavi Mitra

M. Com: CBCS (2018 COURSE)
Group C- Business Administration
Semester III
PGCOM 308: Business Administration VI
(Organisational Behaviour)

Total Credit-04

Total Lectures 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the meaning and importance of organizational behaviour.
2. Analyse the conceptual framework for the study of OB.
3. Understand the impact of perception, personality and attitude on the OB.
4. Understand the need of motivation at workplace and study of emotional intelligence.

1. Introduction to organisational behavior (OB)

- 1.1 Definition and goals of OB
- 1.2 Theoretical and conceptual frameworks for the study of OB
- 1.3 Role of information technology in organization and impact of globalisation on organisational behaviour
- 1.4 Models of OB -autocratic, custodial, supportive, collegial and SOBC

2. Organisational designs and culture

- 2.1 Horizontal network and virtual designs
- 2.2 Definition and characteristics of organisational culture
- 2.3 Creating and maintaining a culture

3. Perception, personality and attitudes

- 3.1 Process of impression management
- 3.2 Meaning of personality attributes
- 3.3 Dimensions of attitude, attitude change
- 3.4 Job satisfaction, outcomes of job satisfaction

4. Motivational processes and emotional intelligence

- 4.1 Types of motives - primary, general, secondary
- 4.2 Theories of work motivation - Maslow, Herzberg, Vroom
- 4.3 Meaning of emotional intelligence
- 4.4 Emotional intelligence in the workplace

5. Stress and conflict

- 5.1 Causes of stress- extra organisational, organisational, group and individual
- 5.2 Types of conflict- intra-individual, interactive
- 5.3 The effects of stress and conflict
- 5.4 Managing stress and conflict

6. Groups and teams

- 6.1 Types of groups
- 6.2 Groups cohesiveness
- 6.3 Dysfunctions of group
- 6.4 Types of teams and team building

Recommended Books

- 1) Organisational Behaviour - Fried Luthans
- 2) Human Behaviour at Work – J. W. Newstorm
- 3) Organisation Behaviour: Text and Cases- Games K. Aswathappa
- 4) Organisational Behaviour - Stephen Robbins
- 5) Organisational Behaviour –Dr. Mrs. Oak & Mrs. Kulkarni

M. Com: CBCS (2018 COURSE)
Group D- Advanced Cost Accounting
Semester III
PGCOM 309: Advanced Cost Accounting V
(Cost Audit)

Total Credit-04

Total Lecture 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the meaning and definitions of cost audit.
2. Understand the role of cost auditor.
3. Understand the content of cost audit report.
4. Learn the process of cost audit – planning and execution.

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 statutes 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

5. Numerical problems on cost audit

- 5.1 Calculation of prices to be quoted
- 5.2 Valuation of closing stock of raw material, W.I.P., finished goods, scrap, power cost,
- 5.3 Calculation of different ratios, suggestions for improvements,
- 5.4 Element wise contribution to the variation of profits, costing and financial profit and loss accounting
- 5.5 Reconciliation between cost profit and financial profit

Recommended Books

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

M. Com: CBCS (2018 COURSE)
Group D- Advanced Cost Accounting
Semester III
PGCOM 310: Advanced Cost Accounting VI
(Management Audit)

Total Credit-04

Total Lecture 60

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the meaning and concept of management audit.
2. Learn the difference between financial and management audit.
3. Acquainted with the process of management audit.
4. Analyse various aspects to be considered while analyzing corporate image.

1. Management audit

- 1.1 Introduction-definition-concept of management audit
- 1.2 Difference between financial audit & management audit
- 1.3 Objectives, importance & scope of management audit
- 1.4 Relationship among different audits

2. Procedure of management audit

- 2.1 Preliminaries of management audit
- 2.2 Conduct & essentials of management audit
- 2.3 Programme of management audit

3. Evaluation of corporate image

- 3.1 Meaning & concept of corporate image
- 3.2 Corporate image programme
- 3.3 Management audit & corporate image
- 3.4 Numerical problems on evaluation of corporate image
- 3.5 Critical path method (CPM), programme evaluation and review techniques

4. Different areas of management audit

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

5. Operational audit

- 5.1 Meaning & concept of operational audit, objectives,
- 5.2 Plan for operational audit, approach, method, evaluation, recommendations and reporting under operational audit
- 5.3 Program for operational audit

Recommended Books

1. Cost Audit and Management Audit: D. Datta Chowdhary, Central Publication, Kolkata
2. I.C.W.A Publications: (A) Industry wise Cost Accounting Record Rules and Cost Audit Report Rules (B) Guidelines on Cost Audit (C) Cost Audit Reports Rules (D) Cost Audit Social Objectives.
3. Cost Audit and Management Audit: V.K. Saxena and C.D. Vashist, S. Chand and Sons, Delhi.
4. Cost Audit & Management Audit: N.P. Agarwal
5. The Management Audit: P. William, Leonar
6. Efficiency Audit: Mohanlal Jain, Printwel, Jaipur
7. Efficiency Audit: Laxmi Narayan – Longman.
8. ICWA- Cost Audit Social Objectives

9. Laws on Cost Audit-

N. Banerjee, International Law Book Centre

10. Cost and Management Audit- Rajnath, Tata McGraw Hill

Journal – 'Management Accountant' ICWAI

M.Com: CBCS (2018 Course)
Semester-III
PGGEN 33: INCOME TAX MANAGEMENT
SYLLABUS

TotalCredits: 2

Course Outcomes:

After completion of the course, students would be able to:

1. Understand the basic concepts in taxation.
2. Understand the calculations pertaining to computation of income under various heads.
3. Acquainted with the process of e-filing of returns.

Unit I

Basic concepts of taxation

Assesse - Person - Income - Assessment year - Previous year – Capital and revenue receipts and expenditure – Residential status – Incidence of tax – Exempted income

Unit II

Computation of income under various heads

Income from salary - Income from house property - Income from business and profession - Income from capital gains - Income from other sources – Deductions from gross total income

Unit III

Filing of returns

Forms of returns – TDS provision and filing of income tax return - Online filing of income tax return

Recommended Books:

Income Taxes, Laws and Practice - Bhagawati Prasad, Taxmanns Publications
Direct Taxes Law and Practice - Dr. Vinod K. Singhanian & Dr. Kapil Singhanian
Income Tax Law and Practice - Mahesh Chandra & Shukla, Pragati Publications
Elements of Income Tax – B. B. Lal, Konark Publishers Pvt. Ltd.
Corporate Tax Planning – Girish Ahuja & Dr. Ravi Gupta, Bharat Law House Pvt. Ltd.