

**M.Com: CBCS (2018 Course)**  
**Semester IV**  
**PGCOM 401: Management Accounting II**

**Total Credit-04**

**Total Hours 60**

**Course Outcomes:**

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

1. Understand the accounting concepts, tools and techniques for managerial decisions.
2. Understand budget and the budgetary control measures their objectives and types.
3. Understand the concept of marginal costing and standard costing.
4. Understand the evaluation techniques and methods of long term investments for decision taking.

**1. Budget and budgetary control**

- 1.1 Meaning, nature and scope of budget and budgetary control
- 1.2 Objectives, advantages and limitations of budgets and budgetary control
- 1.3 Types of classification of budgets- financial budget or cash budgets, master budget, flexible budget, capital budget.

**2. Marginal costing**

- 2.1 Concept of marginal cost- meaning, definition and importance
- 2.2 Advantages and limitations of marginal costing, aid to management
- 2.3 Break-even analysis, profit volume ratio, margin of Safety, break even chart,
- 2.4 Cost volume profit analysis, differential cost analysis, decisions regarding sales mix, make or buy decisions and discontinuation of a product line etc.

**3. Long term investment decisions**

- 3.1 Capital budgeting- meaning, importance
- 3.2 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

**4. Standard costing**

- 4.1 Meaning of standard cost and standard costing
- 4.2 Advantages and limitations of standard costing
- 4.3 Types and setting of standards
- 4.4 Variance analysis- material, labour and overhead variance
- 4.5 Managerial uses of variance

***RECOMMENDED BOOKS***

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

**M. Com: CBCS (2018 Course)**  
**Semester IV**

***PGCOM 402: Research Methodology II***  
**(Project Report)**

**Total Credit-04**

**Total Lecture 60**

**Course Outcomes:**

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

1. Establish the linkage between theory and practice through the market research.

There will be a project work carrying 100 marks which is compulsory for M. Com. Students. The students will have to select a topic from the syllabus of the papers studied at M. Com. Part I or Part II under special papers. Students are expected to prepare the project report based on the field work and survey and studying the current trends under the guidance of their guide teacher. They will have to submit the report on 15 days before the commencement of theory examinations of the University. Project viva voce will be conducted at the end of semester IV but before theory examination.

The project will carry total 100 marks out of which 60 marks will be allotted for project report and 20 marks will be allotted for project viva voce to be conducted by internal teacher and external teacher (examiner) appointed by the University while 20 marks will be allotted for synopsis submitted by the student.

Note: The list of suggested areas for project work will be notified in due course.

**M. Com: CBCS (2018 COURSE)**  
**Group A- Advanced Accounting**  
**Semester IV**

**PGCOM 403: Advanced Accounting VII**

**Total Credit-04**

Total Lectures 60

**Course Outcomes:**

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

1. Understand the various accounting practices and the issues in business operations.
2. Understand the accounting of branches and underwriters.
3. Understand the various accounting packages.
4. Understand the International Accounting Standards.

1. **Branch accounting**

- 1.1 independent branches
- 1.2 Accounting at head office and branch

- 1.3 Some special transactions
- 1.4 Foreign branches
- 1.5 Rules of converting trial balance of foreign branch in head office currency
- 2. **Underwriter's accounting**
  - 2.1 Underwriting agreement
  - 2.2 Determination of the liability of underwriters
- 3. **Accounting for packages**
- 4. **International accounting**
  - 4.1 Application of international accounting standard
  - 4.2 Comparative study of basic concepts of international accounting standards
  - 4.3 US GAAP and standards in India.

#### **Recommended Books**

1. Shukla and Garewal-Advanced Accounts, S. Chand, Delhi.
2. Advanced Accounting - R.L.Gupta & M. Radhaswarny
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 IV**  
**PGCOM 404: Advanced Accounting VIII**  
**(Auditing)**

**Total Credit-04**

Total Lectures 60

**Course Outcomes:**

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

1. Understand the methods of auditing and their overall application.
2. Understand the procedure of auditing the specialized units.
3. Understand the channels of communication of the auditor with his stakeholders.
4. Establish the recent trends in the auditing.

**1. Audit of specialized units**

- 1.1 Special features of audit of banks
- 1.2 Charitable trusts
- 1.3 Co-operative societies
- 1.4 Multinational companies

**2. Investigation**

- 2.1 Meaning
- 2.2 Difference between audit and investigation
- 2.3 Various classes of investigation
- 2.4 Provisions in Companies Act
- 2.5 Investigation for business purchase

**3. Auditor's communication**

- 3.1 Corporate reporting- objectives
- 3.2 Types of audit reports- qualified reports, statutory reports
- 3.3 Critical appraisal of auditor's reports

**4. Recent trends in auditing**

- 4.1 Cost audit
- 4.2 Tax audit
- 4.3 Management audit
- 4.4 Efficiency audit
- 4.5 Proprietary audit
- 4.6 VEM audit
- 4.7 Government system of audit

**Recommended Books**

1. Stettler-Auditing Principles, Prentice Hall
2. Kamal Gupta- Contemporary Auditing, Tata McGraw Hill
3. M.D. Paula-The Principles of Auditing.
4. J. Prakash- Auditing, Principles and Practice, Kalyani, Ludhiana.
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 IV**

**PGCOM 405: Marketing VII  
(International Marketing)**

**Total Credit-04**

**Total Lecture 60**

**Course Outcomes:**

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

1. Understand the conceptual framework of international marketing management.
2. Understand the different distribution channels and logistic systems.
3. Understand the planning, organizing and control in the international marketing.
4. Analyze the emerging issues and development in the international marketing.

**1. Promotion decisions**

- 1.1 Complexities and issues
- 1.2 International advertising
- 1.3 Personal selling
- 1.4 Sales promotion and public relations

**2. Distribution channels and logistics**

- 2.1 Functions and types of channels
- 2.2 Channel selection decisions
- 2.3 Selection of foreign distributors/agents and managing relations with them
- 2.4 International logistics decisions.

**3. International marketing planning, organizing and control**

- 3.1 Issues in international marketing planning
- 3.2 International marketing information system
- 3.3 Organizing and controlling
- 3.4 International marketing operations

**4. Emerging issues and developments in international marketing**

- 4.1 Ethical and social issues
- 4.2 International marketing of services
- 4.3 Information technology and international marketing
- 4.4 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, and 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: CBCS (2018 COURSE)**

**Group B- Marketing  
Semester IV  
PGCOM 406: Marketing VIII  
(Services Marketing)**

**Total Credit-04**

**Total Lecture 60**

**Course Outcomes:**

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

1. Understand the process and techniques of service marketing.
2. Understand the concept of service quality and positioning of services.
3. Analyze the various roles and management of services in the industry with the advancement in the information technology.

**1. Positioning of services**

- 1.1 Introduction, definition, meaning
- 1.2 Characteristic feature leading to differentiation
- 1.3 Positioning strategies
- 1.4 Evaluation of positioning options
- 1.5 Alternate corporate positioning strategies
- 1.6 Network of perceptions.

**2. Service quality**

- 2.1 Introduction, importance
- 2.2 Service quality gap model
- 2.3 Components of service quality
- 2.4 Factors influencing service quality

**3. Role and management of services**

- 3.1 Strategic role of services – every business in a service business
- 3.2 Contribution of services to customer satisfaction
- 3.3 Sustainable competitive advantage
- 3.4 Services as key differentiators for even manufacturing industries
- 3.5 Managing the services marketing effort
- 3.6 Performance measurement, enhancement and control
- 3.7 Customer encounter management

**4. Information technology and services marketing applications**

- 4.1 Role of IT services, e-services
- 4.2 Online consumer behaviour – self-service technologies
- 4.3 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**

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
7. Service Marketing - Rampal & Gupta

**M. Com: CBCS (2018 COURSE)**  
**Group C- Business Administration**  
**Semester IV**  
**PGCOM 407: Business Administration VII**  
**(Recent Advances in Business Administration)**

**Total Credit-04**

**Total Lectures 60**

**Course Outcomes:**

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

1. Establish the current trends in business administration.
2. Understand the various approaches to the quality management.
3. Understand the concept of Enterprise resource Planning.
4. Analyze the cross cultural management system.

**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
- 5.2 Tools of enterprise resource planning
- 5.3 Applying enterprise resource planning in business
- 5.4 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

**Recommended Books**

- 1) Organisational Behaviour - Frued Luthans
- 2) Human Behaviour at Work – J. W. Newstorm
- 3) Human Resource Management - Mirza and Saiyadin
- 4) Managing Human Resource - Arun Monappa

- 5) Strategic Human Resource Management - Charles R. Green
- 6) *Manushyabal Vyavasthapan Va Audyogik Sambandha*- Dr. Madhavi Mitra
- 7) Essentials of Management- Knootz Weiandrich
- 8) Business Policy- Kazmi.
- 9) Principles of Management- Tripathi Reddey



**M. Com: CBCS (2018 COURSE)**  
**Group C- Business Administration**  
**Semester IV**  
**PGCOM 408: Business Administration VIII**  
**(Advance Concepts in Business Administration)**

Total Credit-04

Total Lectures 60

**Course Outcomes:**

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

1. Understand the current trends in business administration along with corporate governance and turnaround management.
  
- 1. Concept of organizational change**
  - 1.1 Effectiveness and development of skills of change agent.
  
- 2. Organizational climate and culture, power and policies**
  - 2.1 The process of empowerment creativity and innovation.
  
- 3. Corporate governance**
  - 3.1 Concept, importance
  - 3.2 Role of board of directors, auditors and shareholders in corporate governance
  - 3.3 Corporate governance in India
  - 3.4 Measures to improve corporate governance.
  
- 4 Comparative management**
  - 4.1 Concept and importance
  - 4.2 Comparison between American, Japanese and Indian Management.
  
- 5. Turnaround management**
  - 5.1 Concept and significance of turnaround management
  - 5.2 Techniques of turnaround management
  - 5.3 Turn around management prerequisite for success
  - 5.4 Take over and turn around management
  - 5.5 Restructuring and reorganization of business

**Recommended Books**

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

**M. Com: CBCS (2018 COURSE)**  
**Group D- Advanced Cost Accounting**  
**Semester IV**  
**PGCOM 409: Advanced Cost Accounting VII**  
**(Recent Advances in Cost Accounting and Cost Systems)**

Total Credit-04

Total Lecture 60

**Course Outcomes:**

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

1. Understand the recent advances in Cost Accounting and Cost Systems.
2. Understand the important Cost accounting Standards.
3. Understand the meaning of Excise audit, VAT audit and productivity audit.
4. Understand the six sigma and their levels.

**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.mycwai.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.

**Recommended Books**

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|-------------------|-----------|
| 1. Indirect Taxes | V.S.Datey |
| 2. Indirect Taxes | Ahuja     |

**Journals:**

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

**M. Com: CBCS (2018 COURSE)**  
**Group D- Advanced Cost Accounting**  
**Semester IV**  
**PGCOM 410: Advanced Cost Accounting VIII**  
**(Responsibility Accounting and Cost Systems)**

Total Credit-04

Total Lecture 60

**Course Outcomes:**

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

1. Understand the Recent Advances in Cost Accounting and Cost Systems.
2. Understand the product life cycle along with different phases of product life cycle.
3. Understand the methods of costing and the cost centres.

**1. Responsibility accounting and reporting**

- 1.1 Definition, meaning and principles
- 1.2 Controllable and non-controllable costs
- 1.3 Centers of control, cost centers
- 1.4 Revenue centre, responsibility centre, profit centre
- 1.5 Performance measurement
- 1.6 Reporting to different levels of management

**2. Costing system design and installation**

- 2.1 Study of production process, objectives
- 2.2 Selection of method of costing
- 2.3 Creating cost center and cost codes
- 2.4 Deciding basis of apportionment of various overheads
- 2.5 Deciding methods of absorption
- 2.6 Fixing responsibility and designing suitable MIS
- 2.7 Designing and installing cost system in computer environment

**3. Life cycle costing**

- 3.1 Introduction, product life cycle
- 3.2 Phases and characteristics of product life cycle
- 3.3 Stages of product life cycle
- 3.4 Product life cycle costing
- 3.5 Features and benefits of life cycle costing

**4. Recent Development in Cost Accounting**

- 4.1 Activity based costing
- 4.2 Target costing
- 4.3 Strategy cost management
- 4.4 Cost accounting in service sector like banking, insurance etc.

**Recommended Books**

1. Ravi Kishor: Student's Guide to Cost Accounting, Taxman's, New Delhi
2. M.N. Arora: Cost Accounting Principles and Practice, Vikas Publishing House Pvt. Ltd, Delhi.
3. Cost Audit and Management Audit: D. Datta Chowdhary, Central Publication, Kolkata

4. Jagtap Subhash: Practice in Advanced Costing and Management Accounting, Nirali Prakashan,
5. Ravi Kishor: Advanced Cost Accounting and Cost Systems, Taxman's Allied Services Pvt. Ltd. New Delhi
6. N.K. Prasad: Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta