REVISED SYLLABUS FOR M.COM. FROM ACADEMIC YEAR 2018-19 ONWARDS

	Sem 1		Sem 2		Sem 3		Sem 4	
EA: Advanced Accounting and Auditing	401	Business Economics	407	Operations Research	501	Taxation –I (Personal Tax Planning)	507	Human Resource Management
	402	Business Management	408	Financial Markets	502	Strategic Management	508	Taxation –II (Corporate Tax Planning and Goods and Services Tax)
	403	Marketing Management	409	Business Environment	503	Financial Services	509 EA	International Accounting
	404	Business Research Methods	410 EA	Financial Accounting and Auditing– 1	504 EA	Management Accounting – 1	510 EA	Management Accounting – 2
	405	Financial Management	411 EA	Cost Accounting – 1	505 EA	Corporate Financial Reporting	511 EA	International Accounting - Essay Paper
	406	Accounting for Managers	412 EA	Cost Accounting - 2	506 EA	Financial Accounting and Auditing– 2	512 EA	Management Accounting – 2 - Essay Paper

REVISED SYLLABUS FOR M.COM. FROM ACADEMIC YEAR 2018-19 ONWARDS

401: Business Economics

Unit 1: Nature and Scope of Business Economics

Introduction; Basic Problems of an Economy and Role of Price Mechanism; measuring the value of Economic Activity: GDP and its components, Income – Expenditure and the Circular Flow, Stocks and Flows

Unit 2: National Income, Money and Inflation

National Income: Where it comes from and where it goes; Money: Functions and types and Measures of Money; Quantity theory of Money; Inflation, Interest rates and Money Growth.

Unit 3: Demand and Production Analysis

Demand and Law of Demand; Consumer's Behaviour: Cardinal Utility Theory; Indifference Curve Analysis of Demand; Revealed Preference Theory of Demand; Consumer Surplus; Elasticity of Demand; Demand Forecasting ; Production Analysis: Factors of Production; Theory of Production: Returns to a Variable Factor; Production Function with two Variable Inputs; Optimum Factor Combination; Cost Analysis: Break-Even Analysis; Supply and its Elasticity

Unit 4: Market Structures and Pricing of Products

Market Structures and Concepts of Revenue; Objectives of Business Firms and their Equilibrium: A General Analysis; Equilibrium of the Firm and Industry under Perfect Competition; Pricing in a Perfectly Competitive Market; Consumer Surplus, Producer Surplus and Economic Efficiency of Perfect Competition; Price and Output under Monopoly; Price Discrimination; Monopolistic Competition; Price and Output under Duopoly and Oligopoly; Pricing Practices: Full-Cost (Mark-Up) Pricing, Multi-Product Pricing and Marginal Cost Pricing

References:

1. Managerial Economics, Geetika, Piyali Ghosh, Puraba Roy Choudhary; Mc Graw Hill Publications

2. Macro Economics, N. Gregory Mankiw, Worth Publishers

3. Managerial Economics, H. Craig Petersen W. Cris Lewis Sudhir K. Jain, Pearson Education

4. Business Economics, H.L. Ahuja; S. Chand Publications

402: Business Management

Unit 1: Introduction to Management

Managing and Managers; The Evolution of Management Theory; Organizational and Natural Environments; Social Responsibility and Ethics; Globalization and Management; Inventing and Reinventing Organizations; Culture and Multiculturalism ; Quality

Unit 2: Planning

Decision Making; Planning and Strategic Management; Strategy Implementation ; Organizational Design and Organizational Structure; Power and the Distribution of Authority; Human Resource Management; Managing Organizational Change and Innovation

Unit 3: Leading

Motivation; Leadership; Teams and Teamwork; Communication and Negotiation

Unit 4: Controlling

Effective Control; Operations Management; Information Systems

References:

1. Management; James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Pearson Education

2. Principles of Management, P C Tripathi and P N Reddy, McGrw Hill Education

403: Marketing Management

Unit:1 Understanding Marketing Management:

Defining Marketing for the new realities: Value of Marketing, Scope of Marketing, Core Marketing concepts, new marketing realities, Company Orientation towards the market place. Marketing Management Tasks; Developing Marketing Strategies and Plans: Marketing and Customer Value, Nature and Content of Marketing Plan, Creating long term loyalty relationships, Conducting Marketing Research.

Unit: 2 Analysing Consumers and Competition:

Consumer Behaviour, Factors influencing Consumer Behaviour, Buying Decision Process; Identifying and Analysing Competitors; Building strong brands: Market Segmentation and Positioning, Creating Brand Equity, Product life cycle concept and Marketing strategies.

Unit: 3 Creating and delivering value:

Setting product strategy: Product Characteristics and classification, product and brand relationships, Packaging, labelling warranties and guarantees.
Introducing new market offerings: New Product Options, Challenges in new product development and organization arrangements managing the new product development process, Consumer Adoption Process
Developing Pricing Strategies and Programmes, Designing and managing integrated marketing channels, managing retailing and wholesaling.

Unit: 4 Communicating Value, Managing Services and Deciding Global Market Offerings:

Designing and managing integrated marketing communications: Role of Marketing communications, communication process models, developing effective communications, selecting the marketing communication mix.
Managing mass, personal and digital communications: Developing and managing an advertisement programme, sales promotion, events and experiences, and public relations; online marketing, social media, mobile marketing and direct marketing.
Designing and managing services: Nature of Services; Marketing Strategies for service firms; Managing Product Support Services;
Tapping into global markets: deciding whether to go abroad, which markets to enter and how to enter, deciding on the marketing programme and country of origin effects,

References:

1. Philip Kotler, Kevin Lane, Keller, "Marketing Management", Pearson Education, 15th edition,

404: Business Research Methods

Unit 1: Introduction to Research:

Managerial Decision Making and Business Research, Nature and Scope of Business Research, Meaning and types of Research: Basic Research, Pure Research, Applied Research, Modern Scientific approach to Research, Research in Business, Research process, Structuring a Research proposal, Designing a research study: Exploratory, Descriptive and Causal Research Designs, Criteria of Good Research, Scope of a Research Study, Structuring a Research Proposal, Evaluations of Research study, Research Design: Sampling Design, Survey Design, Statistical design, Operational Design, Qualitative Vs. Quantitative Research, Research Report Writing Criteria for evaluation of a Research study.

Unit 2:Data Collection and Data Processing:

Data Vs. Information , Types of Data : Primary Vs. Secondary Data , Time series Vs. Cross sectional Data , Panel Data , Sources of secondary data , Methods of Primary data collection , Projective techniques, Data Processing: Editing Coding , Identifying missing observations and outliers , Classification and Tabulation of data , Data Entry, Data Processing through Computer Softwares, Data Processing Cycle, Data Mining Process, Basics of Computers, Concepts of a frequency distributions for a discrete and continuous random variable, Data representation : Bar Charts , Pie Charts , Histogram and Ogives, Observation studies , Survey Method , Population Vs. Sample Study , Features of a Good sample, Determination of sample size , Sampling and Non-sampling errors, Lipstein's Nine Rules for minimizing non-sampling errors, , Precision, Sampling Frame , Sampling Fraction, Probability sampling methods : SRSWR , SRSWOR, Systematic sampling, Proportionate and disproportionate stratified sampling, Cluster sampling, Area Sampling , Two stage sampling , Multistage sampling , PPS Sampling , Sequential Sampling, Non-probability sampling methods: Conveyance Sampling , Purposive sampling , Statistical judgment, Quota Sampling, Snowball sampling (Only description of the methods and their applications to practical situations).

Unit3: Techniques of Data Analysis:

Overview of probability theory, Concept of a Frequency distribution and a probability distribution, Characterizing a frequency distribution and a probability distribution : Concept of Raw and Central Moments, Basic concepts and applications of the measures of Central Tendency, Dispersion, Skewness and Kurtosis, Measures of Association : Bivariate correlation analysis , Rank Correlation, Probable Error of Correlation Coefficient, Simple Linear Regression, Multiple Regression model, Interpretation of Computer Output for Multiple Regression Analysis, Co-efficient of Determination and its interpretation Measures of Association for Nominal and Ordinal data.

Unit 4: Basics of Statistical Inference:

Meaning of Statistical Inference, Parameter and Statistic, Concepts of Point and Interval estimation, Confidence level, Confidence Interval, Level of significance,

Statistical Testing of Hypothesis, Power of the test, Type-I and Type- II Errors, Null and Alternate Hypotheses, One Tailed and Two Tailed tests, Properties of Normal Distribution and their applications in hypothesis testing, Large and Small Sample Tests.

Note: Case studies on all of the above units indicating practical applications of the topics concerned must be included as a teaching pedagogy.

References:

1. Donald Cooper & Pamela Schindler: "Business Research Methods" Tata McGraw Hill (9th Edition)
2. Deepak Chawla & Neena Sondhi: "Research Methodology: Concepts and Cases" Vikas Publication
3. Sharon Lohr: "Sampling: Design and Analysis" Duxbury Press
4. Cochran W.G.: "Sampling Techniques" Wiley Eastern
5. Pulak Chakravarty: "Quantitative Techniques for Management and Economics" Himalaya Publishing House
6. Levin & Rubin: "Statistics for Management" Pearson Education
7. Srivastav, Shenoy and Sharma: "Quantitative Techniques for Managerial Decisions" Wiley Eastern
8. Sachadeva J.K.: "Business Research Methodology" Himalaya Publication
9. C. R. Kothari: "Research Methodology"
10. Harvey Deitel & Barbara Deitel: "Computers and Data Processing" Elesevier Publication
11. Harvey Deitel & Barbara Deitel: "A Study Guide to Accompany Computers and Data Processing" Elesevier Publication
12. Shelly & Cashman: " Introduction to Computers and Data Processing" Anaheim Publishing Company

405: Financial Management

Unit-1: Financial Management Overview:

(a) Evolution

(b) Objectives/Goals

(c) Functions and Scope

(d) Emerging Role of the Financial Manager

Unit-2: Valuation Concepts in Financial Decisions:

(a) Time Value of Money – Compound Value, Future Values, Present Value.

(b) Risk and Returns – Theory, Evidence and Application.

(c) Valuation of Securities

Unit-3: Investment Decisions:

Long Term Investment: Techniques of Capital Budgeting

Short Term Investment: Working Capital Management

Unit-4: Financing and Dividend Decisions:

(a) Cost of Capital, Analysis Of Leverages, Capital Structure Theories

(b) Classification of Dividend Policies, Dividend Theories

(c) Long Term Sources of finance

References:

1. Prasanna Chandra; Financial Management: Theory and Practice; TataMcGraw Hill.
2. Pandey; I.M.; Financial Management; Vikas Publications
3. Van Horne and Wachowicz; Fundamentals of Financial Management;Practice Hall Publications
4. Brearley and Myers; Principles of Corporate Finance, Tata McGraw Hill.
5. Bhabatosh Banerjee;Fundamentamentals of Financial Management;PHILearning Pvt.Ltd.
6. Paresh Shah;Financial Management; Biztantra.
7. Ravi M.Kishore; Financial Management; Taxmann's Publication.

406 ACCOUNTING FOR MANAGERS

Unit: 1 Accounting – An Overview:

a) Nature, Objectives, features, qualitative features and types of Corporate Financial Statements
b) Uses and Users of Accounting Information
c) Legal requirements -Form & Content (Schedule-III) (As per Companies Act, 2013)
d) IFRS and IND AS

Unit: 2 Financial Statements Analysis:

(a) Ratio Analysis: (Expected: (i) Interpretation of Ratios (ii) Comments on comparison of standard ratios with calculated ratios) (Preparation of final accounts from given ratios is not expected); Profitability , Liquidity, solvency and activity (efficiency) Ratios to be covered)
(b) Cash Flow Statement Analysis (IND AS-7) : (Expected Preparation of cash flow statement Simple problems and interpretation of results of Operating activities, Investing activities and Finance activities)

Unit: 3 Emerging Issues in Accounting

(Expected: Meaning, features, Benefits, limitations, models (If any), and Practical problems/case to understand respective issue)

a) Inflation Accounting
b) Human Resource Accounting
c) Creative and Forensic Accounting and financial frauds
d) Environment Accounting
e) Economic Value Added and Market Value Added

Unit: 4 Costs and Management Accounting

a) Meaning, features, benefits and limitations of cost and management accounting
b) Difference between Financial, Cost and Management Accounting
c) Tools and Techniques of Cost and Management Accounting (In brief)

References:

1. T.P.Ghosh, "Accounting and Finance for Managers",Taxmann's Publication.

2. J.Made Gowda, "Accounting for Managers", Himalaya Publishing House

3. T.P.Ghosh, "Accounting for Managers", Taxmann's Publication.

4. Ahish K Bhattarcharyya, "Financial Accounting for Business Managers", PHI

407: Operations Research

Unit:1 Introduction to Operations Research:

Definitions of O.R., Nature and Scope of O.R., Phases of O.R., Different types of Models in O.R., Types of Mathematical models, Advantages of Models, Applications of O.R. in the fields of Marketing, Finance, Planning, Research Development Techniques, Limitations of O.R., Linear Programming and its Applications: Definitions of Linear Programming, Linear Programming as an Optimization Technique, Structure of an L.P. problem, Formulations of L.P. problem, Graphical Method, Simplex method for Maximization problem, Big-M method for Minimization case, Degeneracy, Unbounded, Infeasible and Alternative Solution cases, Advantages and Limitations of Linear Programming, Applications of Linear Programming Problem.

Unit:2 Transportation Problem and Assignment Problem:

Transportation Model, Formulation of Transportation Problem as an L.P. model, Vogel's approximation Method, Modified Distribution Method, Optimality Tests, Degeneracy in T.P., Unbalanced T.P., Transportation Problem with Prohibited Routes, Trans-Shipment Problem, Assignment Problem: Formulation, Hungarian Method, Unbalanced Assignment Problem, Constrained Assignment Problem, Travelling Salesman Problem , Applications of Transportation and Assignment Problems.

Unit:3 Theory of Games and Sequencing Problems:

Study of Two Person Zero-sum Game Problems, Games with and without Saddle point, Principles of Dominance, Graphical method, Conversion of Game problem into an L.P. problem, Problem of Sequencing: Sequencing of n jobs on two and three machines, Applications of Game theory and Sequencing problems.

Unit:4 Network Analysis: (CPM & PERT):

Concept of Network, Network Diagram, Concepts connected with a Network, Labeling Method, Critical Path Method, Determination of Floats: Total Float, Free Float and Independent Float, Project Evaluation and Review Technique (PERT), Applications of CPM and PERT.

Note: Case studies on all of the above units indicating practical applications of the topics concerned must be included as a teaching pedagogy.

References:

1. Sharma J.K.: "Introduction to Operations Research" Mc. Milan.
2. Taha H. A.: "Operations Research- An Introduction" Pearson Education
3. Hiller and Lieberman: "Operations Research" Tata Mc. Graw Hill
4. Vohra N.D.: 'Quantitative Techniques for Management' Tata Mc. Graw Hill
5. Sharma J. K. : "Operations Research: Problems & Solutions" McMillan Kapoor V.K.: "Problems and Solutions in Operations Research" S. Chand

408: Financial Markets

Unit1: Financial Markets: An Introduction Meaning, Nature and Role of Financial System; Financial Markets as a component of Financial System; Financial system and Economic Growth; Financial System Designs: Bank - based and Market-based.

Unit2: Money Market: Meaning, Characteristics and Functions of Money Market; Role of the Reserve Bank in the Money Market; Intermediaries in the Money Market; Development of Money Market in India;
Money Market Instruments: Treasury Bills, Commercial Paper; Certificate of Deposit; Commercial Bills; Collateralized Borrowing and Lending Obligation; Call Money Market and Term Money Market.

Unit3: Capital Market: Meaning, Functions and Types of Capital Market; Reforms in the Capital market; Intermediaries; Issue Mechanisms;
Types of Primary Issues: Public, Rights and Private Placement;
Resource Mobilization from International Capital Markets: ADRs, GDRs and ECBs; Primary Market Scenario in India;
Debt Market: Private Corporate; Role of SEBI in the Capital Market.

Unit4: Secondary Capital Market: Functions of the Secondary Market; Post Reforms Stock Market Scenario; Organization, Management and Membership of Stock Exchanges; Listing of Securities; Trading Arrangements; Stock Market Index; Stock Exchanges in India,
Derivatives Market in India: A conceptual idea of Futures and Options

References:

1. Pathak, Bharati V., "Indian Financial System", Pearson Education, 4th Edition.
2. M.Y.Khan, "Indian Financial System", Mc Graw Hill, 6th Edition.
3. Machiraju, H.R., "Indian Financial System", Economic Times

409: Business Environment

Unit-1: Types of Environment, Competitive structure of Industries, Competitor and Environmental Analysis, Classification of Business and Industries, Characteristics and Goals of Business, Techniques for environmental analysis, Steps in / Approaches to Environmental Analysis, Types and techniques for environmental forecasting, Benefits/ Importance and limitations of environmental analysis and forecasting.

Unit-2: Economic Environment**:** Nature of the economy, Structure of the economy, Economic policies and conditions. Political and Government Environment**:** Functions of state, Economic rules of government, Government and Legal environment, Constitutional Environment. Natural And Technological Environment**:** Nature, Innovation, Technological Leadership and Followership, Technology and Competitive Advantage, Sources of technological dynamics, Impact of Technology on Globalization, IT and Marketing, Transfer of Technology. Demographic Environment: Population size, Falling birth rate and changing age structure, Migration and ethnic aspects. Societal Environment: Business and Society, Objectives and Importance of Business, Business and Culture, Religion, Language, Culture and Organizational Behaviour, Technological Development and social Change. Social Responsibility of Business: Classical and Contemporary views, Factors affecting social orientation, arguments for and against social involvement, Social Audit, Companies act 2013 and CSR. Consumer Rights, Consumerism and Consumer Protection

Unit-3: Indian Company Law: Brief History, Companies act 2013, Objectives of the companies act, Classification of companies, Incorporation of company, Management and Administration, Revival and Rehabilitation of sick companies, Winding of companies

Industrial Relations: Industrial Disputes: Causes and Preventive steps, Tripartite machinery, Settlement of disputes. Workers Participation in Management: Meaning, Objectives, Problems and Limitations, Forms of Participation. Quality Circles: Origin and development, Meaning, Nature, structure, objectives, process of Quality Circles, Conditions for success of Quality Circles, Reasons for failure of Quality circles.

Unit-4:

International Business Environment:

(a)Nature, importance and scope, framework for analysing international business environment – geographical, economic, socio-cultural, political and legal environment. (b) Modes of international business – trade, contract, foreign investment, collaborations, joint ventures, and others. (c) Trade policies – free trade, protection and economic cooperation (d) New international economic order.

Economic environment of International business:(a) World economic unions– EU, NAFTA, ASEAN, SAARC, SAPTA (b) Trade regulating bodies – WTO, UNCTAD, ILO, BIS (c) Technology transfers

References:

1. Francis Cherunilam; Business Environment Text and Cases; Revised Edition; Himalaya Publishing House.
2. A.C. Fernando; Business Environment; Pearson Publication.
3. The business environment**;** Ian Worthington, Chris Britton; Financial Times Prentice Hall.

410 EA: Financial Accounting and Auditing– 1

UNIT – I: INDIAN ACCOUNTING STANDARDS:
Ind AS 2 Inventory Valuation;
Ind AS 18 Revenue Recognition;
Ind AS 20 Accounting for Government Grants and Disclosure of Government Assistance;
Ind AS 23 Borrowing Costs;

UNIT – II: PREPARATION AND AUDIT OF FINANCIAL STATEMENTS:
(a) Some important issues: Inventory, Depreciation, Tax Provision and Managerial Remuneration (including problems).
(b) Advanced level problems on preparation of Final Accounts of a public limited company as per revised Schedule VI only.
(c) Audit of Financial Statements

UNIT – III: ACCOUNTS OF PACKAGES AND CONTAINERS

UNIT – IV: ACCOUNTING FOR SPECIAL TRANSACTIONS:
(A) Hire Purchase Trading Account;
(B) Lease Accounting. (Ind AS 17)

Note:
1. Practical problem carrying not less than 80% marks shall be asked. This percentage is inclusive of 20% weightage to be given to multiple choice questions. Each unit must be give equal weightage for MCQs.
2. Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:
1. T.P. Ghosh, “Accounting standards and corporate accounting practices”; Taxman Allied service pvt.ltd.
2. Anil Chaudhary, “Fundamentals of Accounting and Financial Analysis”; Pearson Education.
3. Ambrish Gupta “Financial Accounting for Management – An analysis perspective, Pearson Education.
4. P Premchand Balu and M. Madan Mohan, “Financial Accounting and Analysis”; Himalaya Publishing Stores.
5. J.R. Mongs: “Fundamentals of corporate accounting”; Mayar Noida, Delhi. 6. Shashik Gupta, R. K. Sharma, “Management Accounting – Principles and Practice”; Kalyani Publication, Noida

411 EA: Cost Accounting – 1

Unit – I: Cost Book-keeping:
Introduction; A fully integrated system; An integrated system with separate financial and cost ledgers; A non-integrated system; Flowchart; Reconciliation of cost and financial accounts.

Unit- II: Cost Control and Cost Reduction:
The difference between cost control and cost reduction; The mechanism for controlling and reducing costs and some of the recent developments in this regard:
(a) Inventory Control: (1) ABC Analysis; (2) VED Analysis; (3) FNSD Analysis; (4) EOQ – Basic Model.
(b) Labour Cost Control: Labour Productivity/ Efficiency.
(c) Overhead Cost Control: Treatment of 'Under and Over absorption' of overheads.
(d) Learning Curve.

Unit – III: Activity Based costing:
(a) Definition and need for Activity Based Costing – Concept of Activity Based Costing (ABC).
(b) Characteristics, development and implementation of ABC.
(c) Cost drivers and cost tools; Main activities and its cost drivers.
(d) Allocation of overheads under Activity Based Costing.
(e) Application of Activity Based Costing (when to use).

Unit – IV: Product Pricing
Introduction, Economic theory of pricing; Pricing decision process; Role of costs in pricing; Pricing methods: (i) Cost based or cost plus pricing; (ii) Marginal cost pricing; (iii) Pricing for target rate of return; (iv) Added value method of pricing; (v) Going rate pricing; (vi) Standard cost pricing; (vii) Opportunity cost pricing; (viii) Administered pricing(ix) Customary pricing; (x) Export pricing. Strategies in product pricing; Pricing strategies for new product; Pricing of established products; Price discrimination; Target pricing and product line pricing; Discounts and discounting and pricing in inflation.

Note: 1. Practical problem carrying not less than 80% marks shall be asked. This percentage is inclusive of 20% weightage to be given to multiple choice questions. Each unit must be give equal weightage for MCQs.
2. Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:

1. Jawahar Lal; "Advanced Management Accounting"; S.Chand & Company Ltd.
2. T.P.Ghosh; "Accounting and Finance for Managers"; Taxmann Allied Services (P.) Ltd..
3. J.Made Gowda; "Accounting for Managers", Himalaya Publishing House.
4. Dr. Jawahar Lal; "Accounting Theory and Practice"; Himalaya Publishing House.
5. Ravi M. Kishore; "Cost & Management Accounting"; Taxmann Allied Services (P.) Ltd..
6. Paresh Shah; "Management Accounting"; Oxford University Press.
7. Jawahar Lal & Seema Srivastava; "Cost Accounting"; Tata McGraw-Hill Publishing Company Ltd.

412 EA: Cost Accounting - 2

Unit – I: Short-term decision-making techniques:

(A) Marginal and absorption costing:

(a) Meaning, importance and application of the concept of contribution.

(b) Effect of absorption and marginal costing on inventory valuation and profit determination.

(c) Calculation of profit or loss under absorption and marginal costing.

(d) Reconciliation of the profits or losses calculated under absorption and marginal costing.

(e) Advantages and disadvantages of absorption and marginal costing.

(B) Cost-volume profit (CVP) analysis:

(i) Calculation and interpretation of a break-even point and margin of safety;

(ii) Understanding of, and use, the concepts of a target profit or revenue and a contribution to sales ratio; 5

(iii) Identifying the elements in traditional and contribution break-even charts and profit/volume charts;

(iv) Applying CVP analysis to single-product situations.

Unit – II: Limiting factors and optimal solution.

(a) Identifying a single limiting factor;

(b) Determining the optimal production plan where an organization is restricted by a single limiting factor;

(c) Formulation of a linear programming problem involving two variables;

(d) Determining the optimal solution to a linear programming problem using a graphical approach;

(e) Use of simultaneous equations, where appropriate, in the solution of a linear programming problem.

Unit – III: Differential, Opportunity and Relevant Costing:

(A) Differential Costing: Definition and meaning; Advantages of differential cost analysis; Distinction between marginal and differential costing; Cost Indifference point Analysis.

(B) Opportunity and Relevant Costing: Meaning and examples of opportunity cost; Application of the concept of opportunity cost; Concept of Relevant Costing; Calculation of the relevant costs for materials, labour and overheads; Calculation of the relevant costs associated with noncurrent assets; Use of relevant cost to take decisions related to pricing, outsourcing and make or buy, product mix when capacity constraints exist, replacement of equipment, operate or shutdown, add or drop, sell or process further etc.; The theory of 'constraints' and throughput cost accounting.

Unit – IV: New Concepts:

1. Just in Time (JIT): Introduction and philosophy of JIT; Sources of Waste, Aims and Objectives of JIT; Characteristics; Methodology of Implementation in JIT; Benefits in

application; Obstacles to successful implementation; Impact of JIT on management, Accounting System, Material Requirement Planning (MRP – 1), Manufacturing Resource Plan (MRP – 2).

2. Life Cycle Costing: Identifying the costs involved at different stages of the life-cycle; Implications of life cycle costing on pricing, performance management and decision making

3. Target costing: Deriving a target cost in manufacturing and service industries; Difficulties of using target costing in service industries; Implications of using target costing on pricing, cost control and performance management; Suggestions to close a target cost gap.

Note:

1. Practical problem carrying not less than 60% marks shall be asked. This percentage is inclusive of 20% weightage to be given to multiple choice questions. Each unit must be give equal weightage for MCQs.
2. Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:

1. Jawahar Lal; "Advanced Management Accounting"; S.Chand & Company Ltd.
2. T.P.Ghosh; "Accounting and Finance for Managers"; Taxmann Allied Services (P.) Ltd..
3. J.Made Gowda; "Accounting for Managers", Himalaya Publishing House.
4. Dr. Jawahar Lal; "Accounting Theory and Practice"; Himalaya Publishing House.
5. Ravi M. Kishore; "Cost & Management Accounting"; Taxmann Allied Services (P.) Ltd..
6. Paresh Shah; "Management Accounting"; Oxford University Press.
7. Jawahar Lal & Seema Srivastava; "Cost Accounting"; Tata McGraw-Hill Publishing Company Ltd.

501: Taxation –I (Personal Tax Planning)

Unit -1: Introduction

Concept and Significance – Tax Evasion and Tax Avoidance – Methods of Tax Planning, Assessment of Individuals: Concept and Objectives, Residential Status, Tax Planning for Special Deductions and Exemptions, Tax Planning for Investments.

Unit: 2

(a) Tax Planning for Salary Income

(b) Tax Planning for House Property Income

Unit:-3:

(a) Tax Planning for Capital Gains.

(b) Tax Planning for Profit and Gains from Business and Profession

Unit: 4

(a) Tax planning for Income from other sources

(b) Advance Payment of Tax and Interest:

Income Liable for Advance-Tax-Advance tax Liability-Interest Payable by Assesses or Government-Interest payable to assesses-Producer to be Followed to Calculate Interest – Waiver or Reduction of Interest under: Section 234 A, 234 B and 234 C – Power of Chief Commissioner to waiver Penal Interest – Power of CBDT and Settlement Commission to Waiver Interest.

(Note: At least 60% practical questions to be asked)

REFERENCES:

1. Dr Girish Ahuja and Dr RaviGupta – Practical Approach to Direct and Indirect Taxes – Wolters kluwer
2. Aprameya, Milinda, Arpita and Aparajita – Direct Taxe Trady Reckoner with Tax Planning – Bharat Law House Pvt.Ltd.
3. Dr Vinod Singhania and Dr Monica Singhania - Students' guide to Income Tax, Problems and Solutions –Taxmann Publications.

502: Strategic Management:

Unit:1 Introduction to Strategic Management:

Evolution of strategic management and business policy; Understanding strategy; Strategic Decision Making; Elements in Strategic Management Process; Strategic Intent; Vision; Mission; Business Definition; Goals and Objectives.

Unit:2 Strategy Formulation:

Environmental Appraisal: Concept of Environment; Environmental Sectors; Environmental Scanning;

Appraising the Environment.

Organizational Appraisal: Dynamics of Internal Environment; Organization Capability Factors;

Considerations in Organizational Appraisal; Methods and techniques used for organizational appraisal, Structuring Organizational Appraisal.

Unit:3 Strategic Analysis and Choice:

Corporate Level Strategies: Concentration, Integration, Diversification, Stability, Retrenchment and Restructuring.
Business Level Strategies: Generic Business Strategies.
Process of Strategic Choice, Strategic Analysis: Subjective Factors in Strategic Choice, Contingency Strategies, Strategic Plan.

Unit:4 Strategy Implementation and control:

Nature and Barriers to Strategy Implementation, Model of Strategy Implementation; Structural Implementation: Structural Considerations, Types of Organizational Structures, Organizational Design and Change. Functional and Operational Implementation; Functional Strategies and Functional Plans and Policies. Strategic Control, Operational Control,

References:

1 Azhar Kazmi, “Strategic Management and Business Policy”; Mc-Graw-Hill Companies, Third Edition.

2. Thompson and Stickland; “Strategic Management”; Mc-Graw-Hall Companies.

3. Fred R. David; “Strategic Management; Concept and Cases;” Pearson Education.

4. Gerry Johnson and Kiran Scholes; “Exploring Corporate Strategy: Text and Cases”; PHI.

503: Financial Services

Unit:1 Financial Services:

Meaning and need for financial services; Financial Services as a component of financial system; Depositories and Custodians; Credit Rating; Factoring and Forfaiting; Venture Capital Funds

Unit:2 Investment Banking:

Investment Banks: Functions and Types of Investment Banks; Investment Banking Services; Merchant Banking Services.

Housing Finance: Role of Housing and Housing Finance in the Economy; Policy initiatives and measures to develop housing finance in India; Housing Finance Institutions in India; Types of Housing Loans; Marketing Strategies of housing finance institutions; Role of National Housing Bank; Reverse Mortgage Loan.

Unit:3 Banking and Non-Banking Services:

Banking: Importance and Functions of Banks; Development of Banking in India; Scheduled Commercial Banks; Mobilization, Lending and Investment of Funds by Banks; Reforms in the banking system; Micro Finance and Financial Inclusion; Non Performing Assets: Insolvency and Bankruptcy Code, 2016.

Insurance: Origin and development of insurance, types of insurance, General health and life.

Unit:4 Mutual Funds:

Meaning, Concepts of Mutual Funds; Growth of mutual fund Industry in India; Organization of a mutual fund; Types of mutual funds schemes; Role of Intermediaries and marketing of mutual funds; Methods of investing in a mutual fund scheme; Tax implications for mutual fund investors;

References:

1.Bharati V. Pathak, "Indian Financial System" 5th Edition, Pearson Education.

2. Indian Financial System: M.Y.Khan, Sixth Edition, Mc Graw Hill.

3. Financial Markets & Institutions: L.M.Bhole

504EA: Management Accounting – 1

Unit – I: (A) Overview:

Meaning and Definition of Management Accounting, Utility and limitations of Management Accounting, Techniques or Methods of Management Accounting, Limitations of Financial Accounting and Cost Accounting, Difference between Financial, Cost and Management accounting

(B) Opportunity cost approach to variances:

Ex-ante and ex-post standards; The opportunity cost of capacity variances and efficiency variances; Planning and operating variances; Unavoidable and possibly avoidable planning variances; Limitations of planning and operating variances.

Unit – II: Budgeting and Budgetary Control:

Budgeting concepts; Types of costs considered: Discretionary Costs; Engineered costs; Committed costs; Types of Budget: Appropriation Budget; Flexible Budget; Capital Budget and Master Budget; Forecast vs. Budget; Requirements of a sound Budgeting System; Limitations and problems in Budgeting; Purposes and benefits of a Master Budget; The assumptions of a Master Budget. Preparation of Sales or Revenue Budget, Plant Utilization Budget, Administrative Expenses Budget, Selling and Distribution Expenses Budget, Marketing Expenditure Budget, Research and Development Budget, Capital Expenditure Budget and Master Budget

Unit – III: Standard costing and variance analysis:

Computation and interpretation of cost and sales variances; Reconciliation of actual profit with the budgeted profit (Operating Statement); Cost accounting entries for variances; Pro- rating variances.

Unit – IV: Interpretation and investigation of variances:

Analyzing the significance of variances; Measuring results accurately; Interdependence between cost variances and sales variances; Efficiency standards; Inflation and price variances; Controllable and uncontrollable variances; When should variances be investigated; Cost-variance investigation models: a materiality significance model; a statistical significance model; a control chart model; a decision model with costs and benefits of investigation.

Notes:

(1) Practical problems carrying not less than 70% marks shall be asked. This percentage is inclusive of 20% weightage to be given to a multiple choice question divided into 5 sub-questions (at least one sub-question from each Unit shall be asked). The students are required to provide justification for selecting the correct option out of four options given for each MCQ.

(2) Questions from any Unit shall not be set in option of questions from any other Unit.

References:

1. Ravi M. Kishore; “Cost and Management Accounting”, Taxmann’s Publications

2. Jawahar Lal; “Advanced Management Accounting”, S.Chand Publications. 3. Paresh Shah; “Management Accounting”, Oxford Publications.

505 EA: Corporate Financial Reporting

UNIT 1:

FINANCIAL REPORTING: An Overview Accounting and Economic Development Concept Objectives Users Qualitative Characteristics

UNIT 2: RECENT TRENDS IN FINANCIAL REPORTING:

Introduction to Corporate Financial Reports, Meaning, Statutory requirements, Components of financial reports, Utility of corporate financial reports (a) Mandatory components analysis (b) Voluntary components analysis

UNIT:3 SPECIFIC INDIAN ACCOUNTING STANDARDS (Ind AS) FOR FINANCIAL REPORTING-I:

(i) Ind AS 1: Presentation of Financial Statements,
(ii) Ind AS 10:Events after the Reporting Period
(iii.) Ind AS 16: Property, Plant and Equipment,

UNIT: 4 SPECIFIC INDIAN ACCOUNTING STANDARDS (Ind AS) FOR FINANCIAL REPORTING-II:

(i) Ind AS 24: Related Party Disclosures
(ii) Ind AS 33: Earnings per Share
(iii) Ind AS 38: Intangible assets
(iv) Ind AS 102: Share Based Payment

References:

1. T.P. Ghosh, "Accounting Standards and Corporate accounting practices" - Taxman Allied Service Pvt. Ltd
2. Anil Chaudhary; "Fundamentals of Accounting and Financial Analysis", Pearson Education
3. Ambrish Gupta; "Financial Accounting for Management – An Analysis Perspectives", Pearson Education
4. P. Premchand Balu and M. Madan Mohan, "Financial accounting and Analysis", Himalaya Publishing Stores
5. J.R. Mongs; "Fundamentals of Corporate accounting", Mayar Noida, Delhi

506 EA: Financial Accounting and Auditing– 2

Section 1: Financial Accounting

Unit – I: ACCOUNTING FOR MERGER AND AMALGAMATION:
a. Introduction, Meaning and Methods of calculation of Purchase Consideration.
b. Accounting of Inter-company transactions.
c. Accounting of 'Inter-company holdings or cross holding'.
d. Accounting entries in the books of Vendor Company and Purchasing Company.
e. Merger and Purchase**:** Ind AS 103.

UNIT – II: HOLDING COMPANY ACCOUNTS:
(a) Preparation of necessary statements (which are to be annexed with parent company's final accounts) as per Section 212 of the Companies Act, 1956.
(b) Consolidated Balance Sheet (as per Ind AS 27): Consolidation -Inter company transactions – Issue of bonus shares – Revaluation of Fixed Assets – Debenture and Preference shares of subsidiary company – Dividend - Holding company with two subsidiary companies only (direct interest or chain holding).

Section 2: Special Auditing

Unit – III: 1. Audit of computer based accounts:
Introduction; Types of EDP accounting systems; Auditing in IT environment; Internal control in EDP Accounting System; Special audit techniques; Auditor's involvement in computerization; Using computer in internal audit activities. 2. Government Audits: Introduction; Central Government finances; Comptroller and Auditor General of India; Organizational structure; Audit of Union Government Accounts; Reporting Procedure; Impact of Government Audit.

Unit – IV: 1. Cost Audit:
Definition and meaning; Objectives; Important legal provisions; Important provisions of Cost Audit Report Rules, 1996; Distinction of Cost Audit and Financial Audit; Cost Accounting Records. 2. Management Audit: Definition and meaning; Objectives; Scope; Limitations; Efficiency and Propriety Audit

Note:
(1) Section I and Section II has equal weightage.
(2) Question must be asked from each section
(3) From Section I practical problem must be asked and not less than 30 marks out of total 70 marks.
(4) Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:
1. T.P. Ghosh, "Accounting standards and corporate accounting practices"; Taxman Allied service pvt.ltd.
2. Anil Chaudhary, "Fundamentals of Accounting and Financial Analysis"; Pearson Education.
3. Ambrish Gupta "Financial Accounting for Management – An analysis perspective, Pearson Education.

507: Human Resource Management

Unit-1: Introduction to Human Resource Management, Strategic Human Resource Management: A Framework, Evolution and Environment of HRM, Ethical issues in HRM, International HRM.

Unit-2:HR Procurement: Job analysis and Design, Human Resource Planning, Recruitment, Selection, Orientation, Socialization and Placement
Human Resource Development: Career Planning and Guidance, Employee training, Management Development and Organizational Development

Unit-3:HR Evaluation and Compensation: Performance Evaluation and Job evaluation, Compensation administration, Incentives and Benefits.
HR Maintenance and Motivation: Employee Well-being, Employee Welfare and Social Security, Workers' participation and empowerment, Job rotation.

Unit-4:HR Integration: Industrial Relations, Discipline and Disciplinary actions, Employee Grievances, Industrial Disputes and Collective Bargaining, trade Unions.

References:

1. Pravin Durai; Human Resource Management 2/e; Pearson Education.
2. Megia, Balkin and Cardy; Managing Human Resources 8/e; Pearson Education.
3. Gargy Dessler and Biju Varkkery; Human Resources Management; 11/ePrentice Hall India.

508: Taxation –II (Corporate Tax Planning and Goods and Services Tax)

Unit – 1: Company- Definition, Types of companies, Residential status of company, Taxation of companies (Corporate Tax Rates and Dividend Tax Rates), Tax Planning with reference to financial management decisions – managerial decisions.

Unit – 2 : History of Indirect Taxation, GST concept, Salient features of GST, Benefits of GST, Definitions (Under CGST Act/ SGST Act: aggregate turnover, assessment, business, capital goods, casual taxable person, central tax, cess, composite supply, credit note, Electronic Cash Ledger, Electronic Commerce, Electronic commerce operator, electronic credit ledger, exempt supply, goods, integrated tax, input, input service, input tax, input tax credit, mixed supply, non-taxable supply, non-taxable territory, output tax, outward supply, person, recipient of supply of goods or services or both, reverse charge, services, state tax, Scope of supply, taxable person, taxable supply, taxable territory, union territory tax)

Unit – 3: GST and Centre - State financial relation, GST council and its functions, Taxable Event or Levy and Collection of GST, Role of Central Board of Excise and Customs, Overview of GST Acts

a. The Central Goods and Services Tax Act, 2017
b. The Integrated Goods and Services Tax Act, 2017
c. The Union Territory Goods and Services Tax Act, 2017
d. The Goods and Services Tax (compensation to states) Act, 2017
e. The State Goods and Services Tax Act, 2017 (respective state),

Exemptions, Broad Idea about Rates of Goods and Services Tax

Unit – 4: Concept of supply of Goods and services –Place of supply (Meaning of place of supply, relevant definitions, Need for place of supply, Concept of inter-state and intrastate supply)

Time of supply (Meaning of time of supply, Relevant definitions, Time of supply of Goods (Section 12), Time of supply of services (Section 13) Time of supply of goods and service or both in case of change in rate of tax (Section14)

Value of supply (Meaning of value of supply, relevant definitions, Value of taxable supplies (Section15)

Input Tax Credit (Meaning of input tax credit, relevant definitions, Eligibility for input tax credit (Section 16 of CGST/SGST), conditions for claim of input tax credit)

(Note: Emphasis to be give on practical problems)

REFERENCES:

1. Dr Vinod K Singhania and Dr Monica Singhania – Corporate Tax Planning and Business Procedures with case studies - Taxmann Publications
2. Dr M Govindrajan – GST A Practical Guide – CENTAX Publication PVT LTD

509 EA: International Accounting

Unit-I

(A) INTERNATIONAL ACCOUNTING – AN OVERVIEW

Introduction, Importance of International Accounting, Definition of International Accounting, Scope of International Accounting, Status of International Accounting Education: World Scenario

(B) **Introduction of Indian accounting standards (IND AS)**

IFRS – meaning, need, status at international level. IND AS – meaning, need and present status in India, frame work for the preparation and presentation of financial statements in accordance with Indian accounting standards.

Unit-II

(A) IND AS - 21 THE EFFECT OF CHANGES IN FOREIGN EXCHANGE RATES

(B) ACCOUNTING FOR FOREIGN CURRENCY TRANSACTIONS

Introduction, The need for Translation, Origin of Problem, International Transactions, Forward Exchange Contracts, Foreign Currency Transactions

Unit- III

(A) ACCOUNTING FOR BUSINESS COMBINATIONS AND CONSOLIDATION

Introduction, Definition, Accounting Treatment, combination and Consolidation of Financial Statements, Scope of Consolidated Financial Statements (As per the provisions of IND AS 28, IND AS 103 and IND AS 110)

Unit – IV

(A) International Transfer pricing

Introduction, Evolution of Transfer Pricing, Definition of Transfer Price, Approaches to Transfer Pricing, Objectives of Transfer Pricing, Arm's Length Principle, Transfer Pricing for Intangibles, Services and Cost Sharing Arrangements.

(B) International Taxation

Diversity of International Tax Systems, Taxation of Foreign Source Income and Double Taxation, Tax planning dimensions

References:

2. George and giddy; "Handbook of International Finance", Vol. I, II, North Holland
3. Shirin Rathore; "International Accounting", Prentice Hall Indian
4. Peter Walton, Axel Haller and Bernard Roffournier; "International Accounting", International Thomson Business Press, London, U.K.
5. International Accounting, Friederick, D.S. Choi And Gary k. Meek, Pearson Publication.
6. International Accounting, Timothy Soupnik and Hector Perera, McGraw Hill International Edition.

Note:

(1) The proportion of practical problems must not be less than 40%

(2) Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

510 EA: Management Accounting – 2

Unit – I: Capital Budgeting - 1:
Investment Appraisal Techniques:
(a) Technique that recognize Payback of Capital Employed: Payback Period method.
(b) Techniques that use Accounting Profit for Project Evaluation:
(i) Accounting rate of return Method and
(ii) Earning per Share.
(c) Techniques that recognize Time Value of Money:
(i) Net Present value Method;
(ii) Internal Rate of Return Method;
(iii) Net Terminal Value Method;
(iv) Profitability Index method and
(v) Discounted Payback Period Method.

Unit – II: Capital Budgeting - 2:
(A) Risk Analysis in Capital Budgeting: Sources of Risk; Perspectives of risk; Sensitivity analysis or 'what if' analysis; Limitations of sensitivity analysis: Decision tree approach (in theory only).
(B) Capital rationing, inflation, taxation and life cycles: Meaning of 'Capital rationing'; Effect of Inflation and Taxation; Nonannual time periods; Life-cycle determination

Unit – III: Responsibility Accounting:
Introduction; Basic Principles; Centers of Control: Investment centers, Profit centers and cost centers within a responsibility accounting system; Basic Process in Implementation; Responsibility Reporting; Benefits of Responsibility Accounting; Difficulties in Implementation; Methods for measuring divisional performance: Return on Investment Method, Residual Income Method and other measure of divisional performance.

Unit – IV: Transfer Pricing:
Necessity, Transfer Pricing Methods: Pricing at cost; Standard cost plus lump sum; Market Prices; Prorating the overall contribution; Dual Pricing; Negotiated Prices. Benefits of transfer pricing policy and concept of International transfer pricing

Notes:
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Syllabus of Essay Papers in each Specialization in Semester 4

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3. Paresh Shah; "Management Accounting", Oxford Publications.