

**B. COM**  
**SEMESTER VI**  
**Human Resource Management (CC 17)**  
**(100 Marks- 60 Lectures)**

**Objective:** To enable the students to understand and comprehend the vital issues of HRM in a dynamic environment.

**Unit I Introduction to Human Resource Management (25 Marks-15 Lectures)**

Human Resource Management – Meaning and importance, Human resource planning (HRP) defined, objectives and importance of HRP.

Job Analysis and Design - Process of Job analysis, methods of data collection, concept of job design, factors affecting job design, methods/ techniques of design.

Recruitment, Selection and Placement

Meaning, sources of recruitment and recruitment process, meaning of selection, meaning of placement, Business Process Outsourcing, need for outsourcing, HR Outsourcing Opportunities in India.

**Unit II Employee Compensation, Empowerment and Participation**

**(25 Marks-15 Lectures)**

Employee Compensation: Concept of Wage - Factors determining Wage Rates- Essentials of a sound Wage system – System of wage payment- (i) Time wage system (ii) Piece wage system, Individual wage incentive plans - Meaning - (i) Halsey Premium Plan (ii) Rowan Plan (iii) Taylor's Differential Piece rate Plan.

Group incentive plans - Meaning- (i) Profit sharing scheme-features, advantages and disadvantages (ii) Co-partnership – features, advantages and limitations. Payment of Bonus, ESOPs.

Employee Empowerment: Meaning, forms of empowerment, barriers to empowerment, empowerment in India: An overview.

Workers Participation in Management: Definition and objectives, forms of workers participation in management.

**Unit III Labour Welfare and Trade Union (25 Marks-15 Lectures)**

Labour Welfare: Concept and objectives. Labour welfare agencies –Government, Employers and Trade Unions. Labour Welfare Programmes in Industries –Statutory and Non Statutory measures.

Trade Union: Definition and functions of Trade Union - weaknesses and problems of Indian Trade Union- suggestions for healthy growth of Trade Unions in India – Challenges faced by Trade Unions in the light of globalization.

Labour Turnover and Labour Absenteeism: Meaning of labour turnover and absenteeism. Causes and effects of labour turnover and absenteeism, measures to minimize labour turnover and absenteeism.

#### **Unit IV Trends in HRM**

**(25 Marks-15 Lectures)**

HRM in a changing environment – Changing environment and Challenges before HR manager

Competencies and learning organizations: Employee branding, The need for innovation, creating an innovative organization, managerial roles, creating the innovation culture.

Re - Engineering: The role of HR in Business Process Re-engineering.

#### **References:**

- 1) Lepak, David & Gowan, Mary. *Human Resource Management*. Dorling Kindersley (India).
- 2) Khanna, S.S. *Human resource Management (Text and Cases)*. S. Chand, New Delhi.
- 3) Sadri.J, Sadri.S, Nayak.N, *A Strategic Approach to Human Resource Management*, JAICO Publishing House.
- 4) Davar, R. S. *Personnel Management and Industrial Relations*. Vikas Publication, Noida.
- 5) Robbins, Stephen P. *Organisational Behaviour*. Pearsons Education, New Delhi.

**B.COM**  
**SEMESTER VI**  
**International Economics (CC 18)**  
**(100Marks, 60 Lectures)**

**Objectives:**

1. To enable the students to understand the role of international trade and the importance of trade policy in the current global scenario
2. To enable the students to have an understanding of the importance of investment flows across countries and their dependence on various macroeconomic variables that are of significance in an open economy
3. To acquaint students with the key accounts of the balance of payments, how exchange rates are determined in the markets for foreign exchange and help them understand the connection between balance of payments and exchange rate movements
4. To enable students to be aware of the meaning and significance of regional and multilateral trade negotiations

**Unit I International Trade**

**(25 Marks, 15 Lectures)**

International trade – meaning and features; Theories of international trade: Classical (comparative advantage), H-O theorem, Product Life Cycle, Technological Gaps, Intra-industry trade; Gains from International trade; Terms of Trade: meaning and 3 concepts (Net Barter, Gross Barter and Income Terms of Trade); Free Trade v/s protectionism; types of protective devices - tariff and non-tariff barriers (exchange control, voluntary export restraints, anti-dumping duties & countervailing duties, social clauses such as labour & environmental standards, sanitary & phyto-sanitary measures and administered protection).

**Unit II Balance of Payments & Foreign Exchange Rates (30 Marks, 18 Lectures)**

Balance of Payments: Meaning and Structure; Distinction between Balance and Equilibrium; Balance of Trade and Balance of Payments; Disequilibrium – meaning, types and causes; Corrective Measures– exchange rate adjustments (Revaluation and Devaluation), Exchange Control, Trade Measures, Effects of Monetary policy and Fiscal policy on internal and external balance (brief explanation of how the measures work)

Foreign exchange rates: Foreign exchange market – meaning, features and functions; Types of exchange rate systems (fixed, flexible and managed floating – meaning of each); Types of foreign exchange transactions (spot and forward transactions, arbitrage, currency swaps, futures contracts, speculation); Factors influencing short-term exchange rates; Concept of convertibility of Rupee on current account and capital account; Liberalized Exchange Rate Management System (LERMS); Hedging and Exchange rate risk management; Concept of PPP dollar

### **Unit III International Investment**

**(25 Marks , 15 Lectures )**

Foreign Investment – meaning and composition (FDI & FPI), Foreign Direct Investment: Meaning; Determinants of FDI (resources, market size, trade barriers, economic and business environment of the host country), Multinational corporations: meaning and operational characteristics; Entry modes adopted by Multinational Corporations (licensing, franchising, joint ventures/collaborations, wholly-owned subsidiaries, mergers and acquisitions);

Foreign Portfolio Investment: Meaning; Operations of Foreign Institutional Investors; Determinants of FPI (return on investment, level of financial sector development, capital controls, exchange risk); Impact of FPI on capital markets and the exchange rate.

### **Unit IV Multilateralism and Regional Economic Cooperation**

**(20 Marks , 12 Lectures)**

Multilateralism and Regionalism – meaning and distinction; World Trade Organization – objectives, principles, functions and Agreements (Market access, Agreement on Agriculture, TRIPs, TRIMs, GATS, Dispute Settlement); Regional economic cooperation - Meaning and reasons for growth; Forms of regional integration - Preferential Trade Agreement, Free Trade Agreement, Customs Union, Monetary Union, Economic Union; Integration efforts among Countries in Europe, North America and Asia (NAFTA, EU, ASEAN and SAARC)

### **References:**

1. *Bhole, L. M. & Mahakud, J. 2009, Financial Institutions and Markets: Structure, Growth & Innovations, Tata-McGraw Hill, New Delhi*
2. *Cherunilam, F. 2008, International Economics, Tata McGraw-Hill, New Delhi, 5<sup>th</sup> Edition*
3. *Cherunilam, F. 2013, International Business Environment, Himalaya Publishing House, New Delhi, 6<sup>th</sup> Revised Edition*
4. *Dutt, R. and Sundaram, K.P.M. ,Indian Economy, S. Chand and Co., New Delhi, Latest Edition*
5. *Kindleberger, C.P. 1973, International Economics, Homewood, R.D. Irwin*
6. *Krugman, P.R. and Obstfeld, M. 2009, International Economics: Theory and Policy, Pearson International Edition, Boston MA*
7. *Machiraju, H.R. 2009, International Financial Markets and India, New Age International, New Delhi,*
8. *Rajwade, A.V. 2008, Foreign Exchange International Finance Risk Management, Academic Foundation, New Delhi*
9. *R. B.I. Reports on Currency Finance*
10. *Salvatore, D.L. 1997, International Economics, Prentice-Hall, Upper Saddle River, N.J.*
11. *Sharan, V. 2012, International Financial Management, PHI Learning Pvt. Ltd., New Delhi*

12. *Sodersten, B. & Reed, G. 1994, International Economics, Palgrave Macmillan, London*
13. *SubbaRao, P. 2014, International Business: Text and Cases, Himalaya Publishing House, New Delhi, 4<sup>th</sup> Revised Edition*

**B.COM**  
**SEMESTER VI**  
**Accounting – I (DSE 6)**  
**(100 Marks – 60 Lectures)**

**Objectives: To develop skills in students for preparation of books of accounts in respect of hire purchase and royalty businesses and organizations operating with branch and departmental structure.**

**Unit I: Hire Purchase and Instalment System Accounting:**  
**(40 Marks, 18 Lectures)**

Introduction, Nature of hire purchase system, Accounting procedure under Hire purchase: Accounting treatment in the books of Hire purchaser (Buyer) and Hire vendor (Seller) – when the asset is recorded at full cash price to be dealt with, Journal entries and Ledger Accounts (including re-possession).

Instalment System: Journal entries and Ledger Accounts only under ‘Interest Suspense method’ in the books of buyer and seller/ vendor to be covered.

**Unit II: Royalty Accounts:**  
**(20 Marks, 12 Lectures)**

Introduction, Minimum rent/ dead rent, Short workings, Excess working, Accounting treatment in the books of Lesser (Landlord) and lessee, sub-lease, Preparation of:

- I. Royalty Payable Account.
- II. Royalty Receivable Account.
- III. Landlord’s Account.
- IV. Short working Account.

**Unit III: Departmental Accounts:**  
**(20 Marks, 12 Lectures)**

Departmental Accounts: Introduction, Advantages of Departmental A/c, Accounting procedure, Basis of allocation, preparation of departmental Trading & Profit & Loss Account, General Profit & Loss Account and Balance sheet OF SOLE Trading concern & Partnership firm .(including inter-departmental transfers at cost & invoice price and calculation of unrealised profits).

**Unit IV: Branch Accounts:**  
**(20 Marks, 18 Lectures)**

Introduction, Types of Branches: Dependent branches, foreign branches and independent branches. Branch Account v/s Department Account, Systems of maintaining branch accounts : 1. Debtors Method : cost & invoice price. 2. Stock and Debtor Method 3. Final Account method 4. Wholesale Branch Method.  
( Practical problem only on Debtors & Stock & Debtors .)

**References:**

1. Gupta, R. L., & Radhaswamy, M. *Advanced Accountancy*. New Delhi: Sultan Chand.
2. Mukherjee, A., & Hanif, M. (2002). *Modern Accountancy* (Vol. II). New Delhi: Tata McGraw Hill.
3. Rajasekaran, V., & Lalitha, R. *Financial Accounting*. New Delhi: Pearson Education.
4. Shukla, M., Grewal, T., & Gupta, S. *Advanced Accounts*. New Delhi: S. Chand & Co.
5. Tulsian, P. C. *Accountancy*. New Delhi: S. Chand & Co.

**Guidelines for paper setting**

- Two questions from Unit I and Unit IV each
- One question from Unit II and Unit III each

**B.COM**  
**SEMESTER VI**  
**Accounting – II (DSE 7)**  
**(100 Marks – 60 Lectures)**

**Objectives: To develop accounting skills in students to prepare books of accounts in respect of fire insurance claims, investments, redemption of debentures and liquidation of companies.**

**Unit I: Accounting for Professionals: (20 Marks – 12 Lectures)**

Introduction, Meaning of three systems of Accounting: Accrual/Mercantile system, Cash system, Books of accounts maintained by the Professionals – Cash book, Memorandum Book, stock Register, Receipts & Expenditure Account/Profit & Loss Account and Balance sheet. Practical problems based on preparation of Receipts & Expenditure Account/Profit and Loss Account and Balance sheet of different professionals.

**Unit II: Investment Accounting : (20 Marks, 12 Lectures)**

Meaning and types of investments, Ex-interest/ dividend; Cum- interest/ Dividend transactions, Brokerage, Securities Transaction Tax and other expenses, purchase and sale of investment, Bonus shares and Rights Issue, Valuation of investment.

**Unit III: Redemption of Debentures: (40 Marks, 18 Lectures)**

Concept, Sources of finance, Methods of Redemption of Debentures - Sinking Fund, Insurance Policy, Own Debentures and Convertible Debentures method (excluding ex-interest/cum-interest). Journal Entries and Ledger Accounts regarding redemption of debentures.

**(Practical problems to cover Sinking Fund, Insurance Policy and Convertible Debentures methods only).**

**Unit IV: Liquidation of Companies: (20 Marks, 12 Lectures)**

Meaning of Liquidation, Salient Features of Liquidation, Methods of Liquidation, Consequences of Liquidation, Fraudulent Preference, Order of Payment, Statement of Affairs and Deficiency/Surplus Account, Lists attached to the Statement of Affairs, Liquidator's Final Statement of Account.

**Practical problems to cover only the preparation of 'Liquidator's Final Statement of Account'.**

**References:**

1. Agarwal, B., & Gupta, M. *IPCC (Group II) Advanced Accounting Text & Problems - Revised*. Allahbad: Suchita Prakashan.
2. Gupta, R. L., & Radhaswamy, M. *Advanced Accountancy*. New Delhi: Sultan Chand.
3. Jain, & Narang. *Advanced Accountancy*. New Delhi: Kalyani Publishers.
4. Mahajan, S., & Kulkarni, M. *Corporate Accounting*. Pune: Nirali Publication.



5. Mahajan, S., Jagtap, & Zagade, S. *Corporate Accounting*. Pune: Diamond Publication.
6. Monga, J. R., & Ahuja, G. *Advanced Accounting* (Vols. I, II). Noida: Mayoor Paperback.
7. Mukherjee, A., & Hanif, M. (2002). *Modern Accountancy* (Vol. II). New Delhi: Tata McGraw Hill.
8. Paul, S. K. *Accountancy* (Vols. I, II). Calcutta: New Central Book Agency.
9. Shukla, M., Grewal, T., & Gupta, S. *Advanced Accounts*. New Delhi: S. Chand & Co.
10. Tulsian, P. C. *Accountancy*. New Delhi: S. Chand & Co.
11. Tulsian, P. C., & Tulsian, B. *Accounting for CA – IPCC (Group I & II)*. New Delhi: S. Chand.

**General guidelines:**

1. The question paper shall have total of 6 questions carrying 80 marks and shall be of 2 hours duration.
2. Four questions of 20 mark each to be answered.
3. Question No. 1 to be compulsory (All Questions should be practical in nature)
4. Any three questions from the remaining five questions to be answered.

**Specific Guidelines:**

1. Two questions each to be asked on Unit II and Unit III.
2. One question each to be asked on Unit I & Unit IV.

**B.COM.**  
**SEMESTER VI**  
**COST AND MANAGEMENT ACCOUNTING**  
**Advanced Cost Accounting Costing- II (DSE 7)**  
**(100 Marks, 60 Lectures)**

**Objective: To provide basic conceptual & working knowledge of various methods of cost accounting**

**Unit I Process Costing (Comprehensive) (25 Marks, 15 Lectures)**  
Inter process profits, Meaning of equivalent production, Calculation of equivalent production.

**Unit II Contract Costing (Comprehensive) (20 Marks, 10 Lectures)**  
Cost plus Contracts, Calculation of work uncertified, Escalation clause, Estimation of contract costs.

**Unit III Integral and Non – Integral Accounting, Activity Based Costing (30 Marks, 20 Lectures)**  
Prerequisite, Principles, Essentials features, Benefits and Journal entries of Integral Costing, Ledgers under Non – Integral accounts. Nature, Scope and Implementation of activity based costs.

**Unit IV Uniform Costing, Inter Firm Comparison and Responsibility Accounting (25 Marks , 15 Lectures )**  
Meaning, Features, Objectives, Scope, Need for Uniform Costing, Installation of Uniform Costing manual, need, requirements and scheme of Inter Firm Comparison, benefits and limitations of Inter Firm Comparison, Responsibility accounting

**References:**

1. Jain S. P and K.L. Narang- *Cost Accounting Principles and practice* – Kalyani Publishers, Ludhiana.
2. Bhar, B.K. *Cost Accounting- Methods & Problems* , Academic Publishers Calcutta 700073.
3. Kishore R. *Cost Accounting-* Taxmann Allied Service Pvt.Ltd.New Delhi.
4. Iyenger, S. P. *Cost Accounting*. S. chand& Co. New Delhi
5. Khana, B. S. & J. M. Pandey- *Practical costing*. S. Chand & Co. New Delhi
6. Khan, M. Y. & P.K. Jain- *Theory and Problems of Management and Cost Accounting-* Tata McGraw Hill Publishing co. Ltd. New Delhi
7. Lal, J. *Cost Accounting*. Tata McGraw –Hill Publishing co. Ltd. New Delhi
8. Nigam, B. & J.C. Jain. *Cost Accounting Principles & Practice*. Prentice- Hall of India Pvt. Ltd., New Delhi

**B.COM**  
**SEMESTER VI**  
**ACCOUNTING**  
**Advanced Company Accounts (DSE 5)**  
**(100 Marks – 60 Lectures)**

**Objective: To develop accounting skills in students to for preparation of financial statements of limited companies and for accounting of transactions in the special circumstances of internal and external reconstruction, redemption debentures and valuation of goodwill and shares.**

**Unit I: Company Final Accounts (Comprehensive Study): (20 Marks, 16 Lectures)**

Preparation of 'Balance Sheet' and 'Statement of Profit and Loss' as per Schedule III of the Indian Companies Act, 2013. (Problems to include 'Notes' required as per Schedule III).

**Unit II: Internal Reconstruction: (20 Marks, 12 Lectures)**

Concept, Treatment of special items, Legal aspects, accounting procedures, Journal entries, Capital Reduction Account and Balance sheet after reconstruction (as per Schedule III).

**Unit III: Valuation of Goodwill and Shares: (20 Marks, 14 Lectures)**

**a) Valuation of Goodwill:**

Circumstances under which goodwill is valued, factors affecting value of goodwill, Methods of valuation of Goodwill (Super profit, Future Maintainable Profit and Capitalization of FMP).

**b) Valuation of shares:**

Meaning and need for Valuation of shares, Factors affecting valuation of shares, Methods of Valuation of Shares:

i) Net Assets Method (or Intrinsic Value Method/Liquidation value Method/Breakup Value Method/Asset Backing Method),

ii) Yield Value/Market Value Method: Earning Yield and Dividend Yield,

iii) Fair Value Method.

**Unit IV: Mergers, Acquisitions & External Reconstruction : (40 Marks, 18 Lectures)**

Concept, Terms, Introduction to IND-AS 14, Calculation of Purchase consideration; Accounting procedures in the books of Vendor company and Purchasing company, Treatment of liquidation expenses, Journal entries , Ledger accounts and Balance sheet (including pooling of interest method and purchase method but exchange of shares method based on valuation of shares to be excluded).

**Note: Relevant amendments to the Companies Act to be covered wherever applicable.**

**References:**

1. Agarwal, B., & Gupta, M. *IPCC (Group II) Advanced Accounting Text & Problems - Revised*. Allahbad: Suchita Prakashan.
2. Gupta, R. L., & Radhaswamy, M. *Advanced Accountancy*. New Delhi: Sultan Chand.
3. Jain, & Narang. *Advanced Accountancy*. New Delhi: Kalyani Publishers.
4. Mahajan, S., & Kulkarni, M. *Corporate Accounting*. Pune: Nirali Publication.
5. Mahajan, S., Jagtap, & Zagade, S. *Corporate Accounting*. Pune: Diamond Publication.
6. Monga, J. R., & Ahuja, G. *Advanced Accounting (Vols. I, II)*. Noida: Mayoor Paperback.
7. Mukherjee, A., & Hanif, M. (2002). *Modern Accountancy (Vol. II)*. New Delhi: Tata McGraw Hill.
8. Paul, S. K. *Accountancy (Vols. I, II)*. Calcutta: New Central Book Agency.
9. Shukla, M., Grewal, T., & Gupta, S. *Advanced Accounts*. New Delhi: S. Chand & Co.
10. Tulsian, P. C. *Accountancy*. New Delhi: S. Chand & Co.
11. Tulsian, P. C., & Tulsian, B. *Accounting for CA – IPCC (Group I & II)*. New Delhi: S. Chand.

**General guidelines for paper setting:**

1. Four questions of 20 mark each to be answered.
2. Question No. 1 to be compulsory (All Questions should be practical in nature)
3. Any Three questions from the remaining Five Questions to be answered.

**Specific Guidelines for paper setting:**

1. Two questions each to be asked on Unit III and Unit IV
2. One question each to be asked on Unit I & Unit II

**B.COM.**  
**SEMESTER VI**  
**COST AND MANAGEMENT ACCOUNTING**  
**Advanced Cost Accounting-1 (DSE 5)**  
**( 100 Marks , 60 Lectures )**

**Objective: To provide basic conceptual & working knowledge of various methods of cost accounting**

**Unit I Job Costing and Batch Costing (30 Marks, 20 Lectures)**

Nature, Purpose and Procedure of Job Costing, Recording and Controlling Costs in Job order Costing, Forms used in Job order Costing, Tenders and Quotations, Nature and use of Batch Costing, Determination of Economic batch quantity.

**Unit II Operating costing (20 Marks, 10 Lectures)**

Meaning, Nature, Basic Principles of Operating Costing – transport, entertainment and hotels.

**Unit III Reconciliation of Costing profit with Financial Profit ( 25 Marks , 15 Lectures )**

Need for reconciliation, reasons for disagreements in Profit, procedure for reconciliation

**Unit IV Cost Control and Cost Reduction ( 25 Marks , 15 Lectures )**

Meaning, Elements, Scheme and techniques of Cost control, Essentials for success of cost control, meaning of cost reduction, areas of cost reduction, tools and techniques of cost reduction, distinction between cost control and Cost reduction

**References:-**

1. Jain S. P and K.L. Narang- *Cost Accounting Principles and practice* – Kalyani Publishers, Ludhiana.
2. Bhar, B.K. *Cost Accounting- Methods & Problems* , Academic Publishers Calcutta 700073.
3. Kishore R. *Cost Accounting-* Taxmann Allied Service Pvt.Ltd.New Delhi.
4. Iyenger, S. P. *Cost Accounting*. S. chand& Co. New Delhi
5. Khana, B. S. & J. M. Pandey- *Practical costing*. S. Chand & Co. New Delhi
6. Khan, M. Y. & P.K. Jain- *Theory and Problems of Management and Cost Accounting-* Tata McGraw Hill Publishing co. Ltd. New Delhi
7. Lal, J. *Cost Accounting*. Tata McGraw –Hill Publishing co. Ltd. New Delhi
8. Nigam, B. & J.C. Jain. *Cost Accounting Principles & Practice*. Prentice- Hall of India Pvt. Ltd., New Delhi

**B.COM.**  
**SEMESTER VI**  
**DISCIPLINE SPECIFIC ELECTIVE**  
**BANKING AND FINANCIAL SERVICES**  
**Banking in India (DSE 5)**  
**(100 Marks -60 Lectures)**

**Objectives:** To acquaint the student with the evolution of banking in India and familiarize them with recent banking reforms and their implications.

**Unit I Non-Banking Finance Companies (20 marks -10 Lectures)**

NBFC-Role and Functions, Types of NBFCs.Current RBI's Regulations on NBFC/Regulatory Framework, Challenges faced by NBFCs.Difference between banks &NBFCs. Residuary Non- Banking Companies (RNBC's) -Role and Functions.

**Unit II Banking Sector Reforms (25 marks -15 Lectures)**

Narasimham Committee –I & II, observations, recommendation, follow –up action. Prudential Norms, Basel Norms, Non-Performing Assets (NPA) –causes, remedial measures,Management of NPA's – Debt Recovery Tribunals – Asset Reconstruction Fund, Asset Reconstruction Companies, Restructuring of Weak Banks, Strategic Debt Restructuring ("SDR"), Board of Industrial and Financial Revival (BIFR).

**Unit III Financing of Agriculture and Rural Development**

**(30 mark -20 Lectures )**

Agriculture finance and rural development, Sources of finance for agriculture and rural activities, cooperative banks-structure, cooperative banks and rural credit, functions, problems and remedial measures. Regional rural banks-role/functions, problems and remedial measures, Commercial banks-role/functions, problems and

remedial measures. Refinance and functions of NABARD. Micro-finance and lending through Self-Help Groups.

#### **Unit IV Financing of Industry**

**(25 marks -15 Lectures)**

Industrial finance and new challenges; refinance, role of SIDBI, IDBI, Role of commercial banks in financing corporate sector & SME, role, problems & present status, Development institutions IDBI, IFCI, SFCS, Goa EDC, Working capital & term finance

#### **References**

##### Books

1. Bidani S.N., Mitra P.K & Pramod Kumar, Bank Finance for Industry, New Delhi, vision, 1998.3e
2. B.S Khubchandani, Practice and Law of banking, Macmillan India Limited, 2007.
3. Datt R. & Sundharam K.P.M.,: Indian Economy, New Delhi, S. Chand, 2006
4. Dr. K.M Bhattacharya, O.P Agarwal Basics of Banking & Finance.
5. L.M Bhole, Jitendra Mahakud, 5th edition financial institutions and markets. Structure, growth and innovations. Tata McGraw-hill education private limited.
6. Mishra S.K & Puri V.K, Indian Economy 28th Revised Edition-2010 . Himalaya Publishing House BasuP. (ed),: India's Financial Sector: Recent Reforms, Future Challenges, 2005.
7. M. N. Gopinath, Banking Principles & Operations, Snow White Publications Pvt. Ltd Mumbai Second Edition Reprint 2011
8. O.P Agarwal, Banking and Insurance Mumbai, Himalaya Publishing House 3<sup>rd</sup> revised edition 2014
9. Shekhar K.C. & Shekhar L., Banking theory and Practice, New Delhi, Vikas Pub.

##### **Journals:-**

1. The Indian Banker, published by Indian Banker Association
2. Bank Quest, published by Indian Institute of Banking and Finance
3. RBI Bulletin (Monthly), published by RBI
4. Trends and Progress of Indian Banking (Annual), published by RBI

**Websites:-**

1. Reserve Bank of India [www.rbi.com](http://www.rbi.com)
2. Indian Institute of Banking and Finance [www.iibf.org.in](http://www.iibf.org.in)
3. Indian Bankers Association [www.iba.org.in](http://www.iba.org.in)
4. Institute of Banking Personal Selection [www.ibps.com](http://www.ibps.com)
5. Institute of Finance, Banking and Insurance [www.ifbi.com](http://www.ifbi.com)
6. [www.iimb.ernet.in](http://www.iimb.ernet.in)
7. [www.iracst.org](http://www.iracst.org)



**B.COM**  
**SEMESTER VI**  
**DISCIPLINE SPECIFIC ELECTIVE**  
**COST AND MANAGEMENT ACCOUNTING**  
**Cost and Management Audit (DSE 6)**  
**(100 Marks, 60 Lectures)**

**Objectives: To provide in-depth knowledge of cost and management audit**

**UNIT I COST AUDIT (20 Marks, 10 Lectures)**

Meaning, nature, objectives and scope of cost audit, Concepts of efficiency audit, Propriety audit, Management Audit, Social audit, Operational Audit, Energy Audit, VFM audit, Performance Audit, Difference between cost audit and financial audit. Advantages and limitations of Cost Audit.

**UNIT II COST AUDIT AND COMPANIES ACT (30 Marks, 15 Lectures)**

Important sections of Companies Act 2013 relating to Cost Audit, Books of Accounts to be maintained, Qualification, Disqualification, ceiling on Number of cost audit, Appointment of cost auditor, rights and responsibilities, status, relationship and duties and liabilities- professional and legal under the companies act 2013 and the Works accountants Act 1959, professional ethics and code of conduct for cost auditor.

**UNIT III PLANNING AND TECHNIQUES OF COST AUDIT (20 Marks , 15 Lectures)**

Familiarization with the industry, the organisation, the production process, the system, and procedure- list of records and reports, preparation of the audit program, audit notes and working papers, techniques of cost audit, procedure, meaning and importance, Internal control, internal check, internal audit.

**UNIT IV: COST RECORDS AND AUDIT RULES (25 Marks , 15 Lectures )**

- (a) Cost Accounting Record Rules-meaning –list of cost accounting records essential records and statistical record-application of CAAR and maintenance of record important cost accounting records such as Raw Materials, wages, overheads, depreciation production records, sales records consumable stores & spares R&D Expenses Benefits derived from cost accounting records preservation of cost accounting records.
- (b) Cost Audit Report Rules-contents-annexure to cost audit reports types of report-distinctions between notes and qualifications to the report. Report and opinion, special emphasis on Cost auditors observation Necessity of cost audit, End use of cost Audit Report. Cost audit as an aid to management.

**References :**

1. Ramnathan, A. R., *Cost and Management Audit*. Tata McGraw Hill Publishing, New Delhi.
2. Saxena, Vashist. *Cost and Management Audi*. Sultan Chand and Sons, New Delhi.
3. Tikha, J. G. *Cost and Management Audit*. ENCOMS BOMBAY

**B.COM**  
**SEMESTER VI**  
**DISCIPLINE SPECIFIC ELECTIVE**  
**BUSINESS MANAGEMENT**  
**Financial Management II (DSE 5)**  
**(100 marks- 60 lectures)**

**Objectives :** To familiarize the students with concepts, role and techniques of financial management in firms and provide an insight into various decisions in management of corporate finance.

**Unit I Dividend Policy** **(25 marks-10 lectures)**

Meaning of dividend & dividend policy, determinants of dividend policy- dividend payout ratio, stable dividends & the other determinants; forms of dividends ( cash dividend, scrip dividend, stock dividend, property dividend ). Types of dividend- interim dividend and final dividend. Models in which investment & dividend decisions are related;

1. Walter's model and Gordon's model
2. M.M. Hypothesis ( Modigliani and Miller )

**UNIT II Cost of Capital & its Measurement** **(25 marks-15 lectures)**

Meaning of cost of capital, importance of cost of capital, types- historical cost, future cost, explicit cost, implicit cost, specific cost and composite cost; measuring cost of capital: cost of Debt, cost of Preference capital, cost of Equity share capital:- ( 4 approaches- *D/P ratio, E/P ratio, E/P ratio + growth ratio, realized yield approach*); cost of retained earnings and weighted average cost of capital.

**UNIT III Capital Budgeting** **( 25 marks- 20 lectures )**

Meaning and nature of Capital Budgeting; importance of Capital Budgeting decisions; Capital Budgeting process; kinds of Capital Budgeting decisions ( *Accept- reject decisions, mutually exclusive project decisions, capital rationing decisions*); project classification ( *mandatory investment, new projects, replacement projects, expansion projects, diversification projects, research and development projects and miscellaneous projects* ); investment criteria, methods of appraising capital expenditure proposals :

- A. Non discounting criteria
  1. Pay Back Period method
  2. Average/ Accounting Rate of Return method
- B. Discounting criteria
  1. Net Present Value method
  2. Internal Rate of Return method
  3. Profitability Index

**UNIT IV Capital Structure Decisions** **(25 marks – 15 lectures )**

- A. Meaning of capital structure, importance of capital structure and optimum capital structure, risk – return trade off, capital structure theories:- ( *Net Income Approach, Net Operating Income Approach, Traditional Approach* ) features of a sound / optimum capital mix, factors determining capital structure.
- B. Leverages- meaning and types:
1. Financial leverage & its features
  2. Operating leverage & its features
  3. Combined leverage

Problems on:

1. Cost of capital and its measurement
2. Capital budgeting – only 3 methods i.e Pay Back Period method, Average/ Accounting Rate of Return method, Net Present Value method.
3. Leverages- Financial leverage, Operating leverage, Combined leverage

**Books for study and reference:**

1. Chandra, Prasanna. *Financial Management, Theory & Practice*. Tata McGraw Hill
2. Pandey I. M. *Financial Management*. Vikas Publishing House
3. Khan & Jain. *Financial Management*. Tata McGraw Hill
4. Kuchal, S.C. *Financial Management*. Chaitanya Publishing House
5. Sharma & Gupta, Shashi. *Financial Management*. Kalyani Publishers
6. Vanhorne, James C. *Fundamentals Of Financial Management*. Prentice Hall Of India
7. Phatak. *Indian Financial System*,
8. Singh, Preeti. *Investment Management*. Himalaya Publishing House
9. G. Sudarshana, Reddy. *Financial Management- Principles and Practice*. Himalaya Publishing House
10. Tulsian, P.C. *Financial Management*. S. Chand & Co Ltd
11. Shavam, Vyuptakesh. *Fundamentals Of Financial Management*. Pearson

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**SEMESTER VI**  
**Financial Services (DSE 7)**  
**(100 Marks – 60 Lectures)**

**Objective: To develop an understanding of salient features and mechanisms of important financial services and recent developments and issues in Indian financial services sector.**

**Unit I Introduction to Financial Services (25 Marks- 15 Lectures)**

Meaning of Financial Services, Classification and types of financial services - asset/fund-based services and fee-based/advisory services, Importance of financial services; Constituents of financial services market, Growth and development of financial services in India, Problems of financial services sector in India.

**Unit II Depository Service (25 Marks- 15 Lectures)**

Meaning, Need for a depository system, Functions of a depository, Depositories in India - CDSL, NSDL; Depository participants (DPs) - Meaning, Functions of Depository Participant – Dematerialization, Re-materialization, Account Opening, Transmission and nomination, Trading and settlement, Pledge and hypothecation, Corporate actions.

**Unit III Mutual Funds (25 Marks- 15 Lectures)**

Concept, Advantages and disadvantages of mutual fund investing, Structure of mutual funds in India, Classification of mutual funds, Mutual fund terminologies – Scheme, Portfolio, Net Asset Value (NAV), Load, Management fees; Portfolio management process of mutual funds, History and growth of mutual funds in India, SEBI regulations on mutual funds, AMFI.

**Unit IV Credit Rating & Securitization Services (25 Marks- 15 Lectures)**

- (a) Credit Rating - meaning, rating methodology, importance of credit rating; credit rating agencies in India CRISIL, CARE, ICRA, Small & Medium Enterprises Rating Agency (SMERA).
- (b) Securitization - Meaning, Features, Mechanism, Types, Benefits of Securitization, Process of Securitization, Issues in Securitization

**References:**

1. Gordon, E., & Natarajan, K. (2015). *Financial Markets and Services* (Ninth ed.). New Delhi: Himalaya Publishing House.
2. Gurusamy, S. (2009). *Financial Services* (Second ed.). New Delhi: Tata McGraw Hill.
3. Khan, M. Y. (2010). *Financial Services* (Fifth ed.). New Delhi: Tata McGraw Hill.

4. Pathak, B. (2009). *The Indian Financial System: Markets, Institutions and Services* (Second ed.). New Delhi: Pearson Education.
5. Ramesh Babu, G. (2005). *Financial Services in India*. New Delhi: Concept Publishing Company.

Journals:

International Journal of Financial Services Management

Journal of Private Equity

Journal of Applied Finance

Finance India

Indian Journal of Finance

Vikalpa

Websites:

<http://financialservices.gov.in/>

<https://vcexperts.com/>

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**SEMESTER VI**  
**DISCIPLINE SPECIFIC ELECTIVE**  
**BANKING AND FINANCIAL SERVICES**  
**Law and Practice of Banking –II (DSE 6)**  
**(100 Marks, 60 Lectures)**

**Objectives:** To familiarize the student with the legal aspects of the relationship between the banker and various categories of customers.

**Unit I The Banker-Customer Relationship and Banking Operations**  
**(20 marks –Lectures 10)**

Banking operations: Collecting Banker: Meaning, Duties & Responsibilities of Collecting Banker, Holder for Value, Holder in Due Course, Statutory Protection to Collecting Banker; Paying Banker: Meaning, Precautions, Statutory Protection to the Paying Banker. Bankers' Special Relationship:- Mandate; POA; Garnishee Orders; Banker's Lien; Right of Set off

**Unit II Negotiable Instruments** **(25 marks – Lectures 15)**

Definition, features, holder, Holder in due course & their Rights, Privileges, Liabilities, Cheques – Crossing, types of crossings, Making of Cheques and Endorsement, Collection of Cheques, Payment of Cheques & Dishonour – Discharge of Cheques, Bouncing of Cheques; Its Implications; Return of Cheques; Bills of Exchange, definition & types of Bills of Exchange.

**Unit III Bank Customers** **(25 marks – Lectures 15)**

Different types of Customers:- Sole Proprietor, Partnership firms, Joint Stock Company, Clubs, Associations, Trusts, local authorities and cooperative societies. Opening of accounts - Procedures and Precautions to be taken, KYC norms:- PMLA Act, nomination facility. Closing of accounts - Procedure and Precautions to be taken by a Banker. *Pradhan Mantri Jan Dhan Yojana 2015 (PMJDY)*.

## **Unit IV Frauds, Malpractices & Cyber Crimes in Banking (30 marks – Lectures 20)**

Meaning and types of errors and frauds in banking, RBI Guidelines for prevention of frauds & malpractices, steps to be taken by Banks. Anti-Money laundering – Meaning and Guidelines by RBI, Meaning of - Terror funds, Black Money, Hawala Funds. Cyber-crimes & banking sector in India-Introduction, Common cyber-crime risks of Financial Institutions, Denial of services (DoS), Debit & credit card cloning-Hacking-Email Bombing- Data Diddling- Logic bombs –Web Jacking-Money Laundering-control & prevention of electronic crimes in Banks. Phishing: Customer Education; Safety Checks; precautions to be taken by bankers and customers.

### **Reference**

#### Books

1. K.P. Kandasami, S. Natarajan, R. Parameshwaran, Banking Law and Practise, S. Chand & Co. Ltd, New Delhi.
2. Sukhavinder Mishra, Banking Law and Practise, S. Chand & Co. Ltd, New Delhi.
3. Bedi H.L. & Hardikar V.K., Practical Banking Advances, UBS Publishers New Delhi.
4. Gordon E. Natarajan K., Banking Theory, Law and Practise, Mumbai Himalaya, 1998.
5. Indian Institute of Banking and Finance, Legal Aspects of Banking, New Delhi, Macmillan 2005.
6. Khubchandani B.S, Practise and Law of Banking, New Delhi, Macmillan. 2000.
7. Kumar N. & Mittal R, Banking Law and Practise, New Delhi Anmol 2002.
8. Reddy P.N. & Appannaiah H.R., Banking Theory and Practise, Mumbai Himalaya, 4e.
9. Shekhar K.C. & Shekhar L.: Banking Theory and Practise, New Delhi, Vikas Publication.
10. Varshney P.N, Banking Law and Practise, New Delhi, Sultan Chand & Sons, 2005.
11. Prem Kumar Srivastava, Banking Theory and Practise, Himalaya Publication.

#### **Journals:-**

1. The Indian Banker, published by Indian Banker Association
2. Bank Quest, published by Indian Institute of Banking and Finance
3. RBI Bulletin (Monthly), published by RBI
4. Trends and Progress of Indian Banking (Annual), published by RBI

**Websites:-**

1. Reserve Bank of India [www.rbi.com](http://www.rbi.com)
2. Indian Institute of Banking and Finance [www.iibf.org.in](http://www.iibf.org.in)
3. Indian Bankers Association [www.iba.org.in](http://www.iba.org.in)
4. Institute of Banking Personal Selection [www.ibps.com](http://www.ibps.com)
5. Institute of Finance, Banking and Insurance [www.ifbi.com](http://www.ifbi.com)



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**SEMESTER –VI**  
**DISCIPLINE SPECIFIC ELECTIVE**  
**BUSINESS MANAGEMENT**  
**Strategic Management (DSE 6)**  
**(100 Marks-60 Lectures)**

**Objective:** To enable students to learn the basics of Strategic Management and various strategies of business firms to have a competitive advantage.

**Unit I Introduction** **(25 Marks 15 Lectures)**

Strategy: Meaning- Elements.

Strategic management: Meaning, Advantages, Limitations.

Strategic management process: Fred R. David's Model

Stages (i) Formulation (ii) Implementation (iii) Evaluation

Levels of strategy: Corporate, SBU, Functional.

Distinction between Strategic Management & Operational Management.

**Unit II Strategy Formulation** **(25 Marks 15 Lectures)**

Vision: meaning -Vision statement.

Mission: meaning- Elements, Mission Statement – Meaning- Characteristics.

Objectives: Meaning- Characteristics.

Environmental Analysis:

i) Internal Environment: Meaning- Factors

ii) External Environment: Meaning- Factors

**Unit III Models of Strategic Analysis** **(25 Marks 15 Lectures)**

Michael E. Porter's Five force Analysis

Kenichi Ohmae's four routes to strategic advantage

SWOC Analysis

BCG Analysis

Value Chain Analysis

GE Nine Cell Matrix

**Unit IV Strategic Implementation, Evaluation and Control** **(25 Marks 15 Lectures)**

Strategic Implementation- Meaning, steps and approaches

Strategic Evaluation – Meaning and steps

Strategic Control – Meaning and Techniques

Balanced Scorecard - Meaning, Perspective (with diagram)

Six Sigma - Concept.

**References:**

- 1) Jauch, Lawrence R. & Glueck, William. *Business Policy & Strategic Management*. McGraw-Hill.
- 2) Porter, Michael. *Competitive Advantage*. MacMillan.
- 3) Miller, Alex & Irwin: *Strategic Management*. McGraw Hill.
- 4) Rao, P. Subba. *Strategic Management*. Himalaya Publishing House.
- 5) Cherunilam, Francis. *Strategic Management*. Himalaya Publishing House.
- 6) Gupta, V; Gollakota, K & Srinivasan, R. *Business Policy & Strategic Management*. Prentice Hall. New Delhi.
- 7) Pearce, J. A. & Robinson Jr. R. B. (1995). *Strategic Management – Strategy Formulation & Implementation*. Prentice Hall.
- 8) Srinivasan R. *Strategic Management*.
- 9) David, Fred R. *Strategic Management – Concepts & Cases*. Prentice Hall.
- 10) Carpenter, Mason A.; Wm Gerard Sanders & Prashant Salwan: *Concepts & Cases – Strategic Management- A Dynamic Perspective*. Pearsons Publications.
- 11) Reddy, G. Sudarsana. *Strategic Management*. Himalaya Publishing House.
- 12) Kishore, Ravi M. *Strategic Management – Text & Cases*. Taxmann's.
- 13) Wheelan, Thomas L, Hunger, David & Rangarajan, Krish: *Concepts in Strategic Management & Business Policy*. Pearsons Publications.
- 14) Certo, Samuel C. & Peter Paul. *Strategic Management– A focus on Process*. Tata McGraw.

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**SEMESTER VI**  
**DISCIPLINE SPECIFIC ELECTIVE**  
**BUSINESS MANAGEMENT**  
**Supply Chain & Logistics Management (DSE 7)**  
**(100 Marks – 60 Lectures)**

**Objective:** To develop a basic understanding of the key concepts and processes of Supply Chain & Logistics Management.

**Unit I Introduction to Logistics Management (25 Marks- 15 Lectures)**

Logistics- nature & concepts. Evolution of the logistics concept.  
Functions of logistics management. Importance of Logistics Management.  
The Integrated Logistics System.  
Logistics in India.

**Unit II Fundamentals of Supply Chain Management (25 Marks- 15 Lectures)**

Supply chain- nature & concept; Importance of Supply Chain Management. Value chain.  
Functions & contributions of Supply chain management. Managing the supply chain.  
Outsourcing- reasons. Process tools for Supply Chain Management- (a) Make or buy decision, (b) Supplier scheduling, (c) Value analysis/engineering, (d) Supplier certification/evaluation.

**Unit III Demand Management & Customer Service (25 Marks- 15 Lectures)**

Demand Management- concept. Demand forecasting- types of forecasts. Forecasting techniques- Qualitative & Quantitative.  
Customer- Concept & Nature. Components of customer service. Establishing a customer service strategy- methods-(a) Customer reactions to stock outs, (b) Cost/Revenue trade-off, (c) ABC analysis/Pareto's law, (d) Customer service audit.

**Unit IV Components of Supply Chain & Logistics Management (25 Marks- 15 Lectures)**

Information Technology systems in Supply chain & Logistics – Types (concepts only) –(i) Bar coding, (ii) Electronic Data Interchange, (iii) XML, (iv) Data Management, (v) Imaging, (vi) Artificial Intelligence, (vii) RF technology, (viii) Computers on board & Satellite tracking, (ix) Intranet/Extranet, (x) E-commerce.

Order processing – Elements of Order Cycle -Order preparation, Order transmittal, Order entry, Order filling, Order status reporting, Order transportation, Customer delivery & unloading.

Inventory management process and Materials handling – Handling systems/considerations- Mechanised handling system, Semi-automated handling system and Automated handling system.

Transportation- Functions- Product Movement and Product Storage.

Warehousing - Primary handling activities- Receiving, In-storage handling, and Shipping.

Packaging- Types of packaging- Consumer and Industrial.

**References:**

- 1) Agarwal, D.K. *Textbook of Logistics and Supply Chain Management*. Macmillan, India.
- 2) Bhat, K. Shridhara. *Logistics and Supply Chain Management*. Himalaya Publishing House.
- 3) Bowersox, Donald J.; Closs, David M Cooper, Bixby. *Supply Chain Logistics Management*. McGraw Hill Education.
- 4) Ballou, Ronald H. *Business Logistics/Supply Chain Management* (Fifth ed). Pearson Prentice Hall.
- 5) Lu, Dawei. *Fundamentals of Supply Chain Management* (bookboon.com)
- 6) *Journal of Business Logistics*, Wiley online.

Websites:

<http://www.managementstudyguide.com/>