



North Maharashtra University, Jalgaon

(NACC Re-accredited 'A' Grade University)

FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER III

Paper: 301 Management Accounting

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the paper – Financial Analysis and Interpretation

Learning Objectives

This course aims at enabling students to –

1. understand the nature, mechanics and tools of management accounting and their managerial implications.
2. understand the philosophy and rationale of the financial analysis
3. understand the techniques of analysis and interpretation of financial statements
4. develop an appreciation about the utility of techniques of financial analysis for management information and decision making process.
5. evaluate the implications of cash flow and fund flow on financial position of an industrial organisation.

Required qualification

B.Com or other equivalent having previous knowledge of Accounting

Medium of Instructions

English

Instructions as to study and examinations

- a) This subject shall be studied in English medium.
- b) The question paper shall be set in English, and the students shall answer the paper in English medium only.
- c) Out of the total marks in question paper, 40% marks will be allotted for theory questions and 60% marks will be for the practical problems

Level of Knowledge

Working knowledge with application skill

Course Outcomes

By the end of the course the students will be better able to -

1. get the insight of the philosophy and framework of financial analysis.
2. know the important inter-linkages among the items in the financial statements
3. get equipped with the tools used in analysis, interpretation, and evaluation of performance, profitability and efficiency of the business entities
4. make an in-depth analysis of the financial performance and financial position of business entities, and get hands-on experience in financial analysis
5. equip themselves with the ability to apply their skills and knowledge effectively in future while dealing with real life business situation.
6. pursue their career in the arena of accounting information system

Utilities

The management accountant will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to assist the management to get an in-depth insight of the financial performance and financial position of business so as to exercise effective control over the operations of business.

Course contents

UNIT 1 Introduction to Management Accountancy **Lectures 10**

- 1.1 Meaning, Nature, Scope and Significance of Accounting.
- 1.2 Merits and Demerits of Management Accounting
- 1.3 Financial Accounting, Cost Accounting and Management Accounting and their inter-relationship
- 1.4 Role / Functions of Management Accounting.
- 1.5 Tools and technique of Management Accounting
- 1.6 Management Accountant- His Functions/duties, Essential qualities he should possess

UNIT 2 Analysis and interpretation of financial statements (Conceptual framework) **Lectures 08**

- 2.1 Introduction, significance, advantages and limitation of financial statements.
- 2.2 Introduction to the Tools and techniques of financial analysis - Comparative financial Statement, Common-size Statements and Statements showing trend-analysis
- 2.4 Inter-firm comparison – requirements, advantages and limitation.
- 2.5 **Reporting to Management-** Objectives of reporting, reporting-needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management. (Theory and practical problems with analysis and interpretation)

UNIT 3 Analysis and interpretation of Financial Statements I **Lectures 10**

- 3.1 Detailed study using the techniques of Comparative Financial Statements, Common-size Financial Statements, and Statements showing trend-analysis
- 3.2 Preparation of Comparative Financial Statements (Solving practical problems)
- 3.3 Preparation of Common-size Financial Statements, (Solving practical problems)
- 3.4 Preparation of Statements showing Trend (Solving practical problems)
[Advanced practical problems to be solved on these above topics, including their analysis and interpretation.]

UNIT 4 Analysis and interpretation of Financial Statements II **Lectures 12**

- 4.1 Ratio – Nature, interpretation, classification of ratios. (Detailed study using the techniques of Ratio analysis)
- 4.2 Advantages, role and limitations of Ratio analysis, Du-Pont Analysis
- 4.3 Computation of Ratios for study of Liquidity, Profitability, Activity / Turnover, Solvency of a company
- 4.4 Solving practical problems on preparation of Financial Statements of an organisation, from the given ratios and available information after finding out the missing figures.
[Advanced practical problems to be set on preparation of financial statements based on the given information about ratios and other details]

UNIT 5 Analysis and interpretation of Financial Statements III **Lectures 08**

- 5.1 Detailed study using the techniques of **Fund Flow analysis**
- 5.2. Concept and Meaning of Fund Flow Statement (FFS) or Statement of sources and application of funds
- 5.3 Significance, uses and limitations of Fund Flow Statement
- 5.4 Preparation of Fund Flow Statement – procedure for preparing FFS
- 5.5 Solving Practical Problems.
[Advanced practical problems to be set on preparation of Fund Flow statement, Schedule of changes in working capital, and related statements, based on the given information]

UNIT 6 Analysis of Financial Statements IV **Lectures 12**

- 6.1 Detailed study using the techniques of **Cash Flow analysis**
- 6.2. Concept and Meaning of Cash Flow Statement (CFS)
- 6.3 Significance and uses of Cash Flow Statement; Limitations of Cash Flow Statement
- 6.4 Difference between Cash Flow Analysis and Funds Flow Analysis
- 6.5 Preparation of Cash Flow Statement – procedure for preparing CFS as per the requirements of the Accounting Standard “AS-3 (Revised) - Cash Flow Statement” issued by the Institute of Chartered Accountants of India.

6.6 Solving Practical Problems using Direct method and Indirect Method

[Advanced practical problems to be set on preparation of Cash Flow statement using Direct method and Indirect Method as per the requirements of the Accounting Standard “AS-3 (Revised) - Cash Flow Statement”]

References

1. Principles of Management Account – By S. N. Maheshwari, Sultan Chand and Sons
2. Management Account and Financial Control – By S. N. Maheshwari, Sultan Chand and Sons.
3. Advanced Cost And Management Accounting – By V. K. Saxena and C. D. Vashist, Sultan Chand and Sons.
4. Cost Accounting and Financial Management – By Ravi M. Kishore, Taxmann Pub. Pvt. Ltd.
5. Financial Management – By Dr R. M. Srivastava, Pragati Prakashan Meerut.
6. Financial Management Principles and Practice – By G. Sudarsana Reddy, Himalaya Publishing House
7. Financial Management – By P. V. Kulkarni, Himalaya Publishing House.
8. Cost and Management Accounting – By M. E. Thukaram Rao, New Age International (P) Ltd.
9. Management Accounting - M.Y. Khan & P.K. Jain – TMH

Additional References

- 1.- Anthony, Robert : Management Accounting, Tarapore wala, Mumbai
- 2.- Barfield, Jessie, Ceily A. Raiborn and Micheal R. Kenny : Cost Accounting, Traditions and Innovations, South Western College Publishing, Cincinnati, Ohio
- 3.- Decoster, Don T. and Elden L. Schater : Management Accounting, a decision emphasis, John Wiley and Sons Inc, New York
- 4.- Garrison, Ray.H and Eric W Noreen : Management Accounting, Richard D Erwin, Chicago
- 5.- Hansen, Don R and Maryanne M Morren : Management Accounting South Western College Publishing, Cincinnati, Ohio
- 6.- Homgran, C.T.Gary L.Sundem and William O Stratton: Introduction to Management Accounting, Prentice Hall, Delhi
- 7.- Homgren, Charles T George Foster and Srikant M Daliar: Cost Accounting, a managerial emphasis, Prentice Hall, Delhi
- 8.- Lall, B.M and I.C Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi
- 9.- Pandey, I.M : Management Accounting, Vani Publication, Delhi
- 10.-Welsch Glenn A, Ronald W Hilton and Paul N Gorden: Budgeting, Profit Planning and Control, Prentice Hall, Delhi



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER III

Paper: 302 Entrepreneurship & Project Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper - Entrepreneurship & Project Management

Learning Objectives

This course aims at enabling students to –

1. encourage and inspire the students to become an Entrepreneur.
2. acquaint the students with the challenges to start a new venture.
3. provide theoretical foundation for executing various projects.
4. highlight the support system for Entrepreneurship Development.

Required qualification

B.Com or other equivalent having previous knowledge of Commerce

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to -

1. get the insight of the entrepreneurial motivation
2. know the important the challenges to start a new venture
3. get equipped with the tools used in making appraisal of the business projects to be started as an entrepreneur
4. equip themselves with the knowledge of regulatory role of government and the supporting institutions.
5. pursue their career as entrepreneurs

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to get the insight of the process of entrepreneurial development and to start their own business ventures.

Course contents

- 01. Introduction to Entrepreneurship & Entrepreneur** **Lectures 10**
- a) Entrepreneurship: a) Meaning, Concept and Definition – Nature
 - b) Entrepreneur: Concept and Definition – Functions - Pros and cons of being entrepreneur- Entrepreneurial competencies Objectives of a modern entrepreneur;
 - c) Entrepreneur’s risks- Entrepreneurial Motivation
- 02 Entrepreneurship Development** **Lectures 12**
- a) External Influences on Entrepreneurship Development- Socio-Cultural, Political, Economical and Personal - Corporate Entrepreneurship
 - b) Entrepreneurial Success and Failure: Reasons and Remedies.
 - c) Entrepreneurial ethics: Factors influencing Entrepreneurial Ethics
 - d) Entrepreneurial culture: Elements –Maintaining Entrepreneurial culture
- 03 Project Formulation and Project Implementation** **Lectures 10**
- a) Project: Meaning- Definition- Classification; Criteria for selecting a particular Project
 - b) Project formulation and Implementation: Meaning - Importance - Stages involved in project formulation and Implementation
- 04 Project Appraisal and Project Report** **Lectures 06**
- a) Project Appraisal: Meaning – Definition - Steps involved in project appraisal
 - b) Project Report: Meaning – Scope - Contents
- 05 Location of an Enterprise** **Lectures 10**
- a) Introduction, Need and Importance
 - b) Factors influencing Location Decision
 - c) Steps involved in enterprise location
 - d) Factors influencing the choice of a suitable form of Organization
- 06 Support system for entrepreneurship development** **Lectures 12**
- a) Role of Government : Regulatory role - Promotional role - Entrepreneurial role-Planning role
 - b) Role of Financial Institutions: IDBI, SIDBI, SFC, IFCI, Venture capital fund, Mutual fund
 - c) Role of other Supportive Institutions : EDII, SISI, NIESBUD, IIE, NI-MSME

References

1. G R Basotia; K K Sharma - Handbook of entrepreneurship development - Mangal Deep Publications, Jaipur.
2. . Gupta and Srinivasan - Entrepreneurial Development - New Delhi, Sultan Chand, 1992.
3. Bholanath Dutta, Entrepreneurship Management - Excel Books, New Delhi.
4. Vasant Desai, Entrepreneurial Development, Himalaya Publishing House, Mumbai
5. Vasant Desai- Dynamics of Entrepreneurial Development and Management- Himalaya Publications, New Delhi
6. Dr. C. B. Gupta & Dr. N. P. Srinivasan- Entrepreneurship Developments in India- Sultan Chand
7. Kuratko, D.F. & Hodgetts, R.M. (2009). Entrepreneurship: Theory, Process and Practice. Thomson Press
8. Charantimath, P. (2009). Entrepreneurship Development: Small Business Enterprises. Pearson References Books



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M.Com II – w.e.f. AY 2018-19

SEMESTER III

Paper: 303 Organisational Behaviour

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Study of Individual behaviour and group dynamics

Learning Objectives

This course aims at enabling students to –

1. get an overview of organizational behaviour and the challenges and opportunities
2. understand the concept of behaviour – individual and organizational Behaviour
3. know about perception, learning, attitude, values and emotions
4. gain knowledge of Motivation and Leadership and its various theories
5. acquire basic knowledge of organisational change and development

Required qualification

B.Com or other equivalent having previous knowledge of business management

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to -

1. analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.
2. identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
3. evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
5. explain how organizational change and culture affect working relationships within organizations.

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to judge the behaviour of employees as individual and as a group member in the business organisation, and will be able to understand interaction and relations between organisation and individual behaviour, so as to build motivating climate in the organisation.

Course contents

UNIT 1. Organisational Behaviour: An Overview

Lectures: 12

- 1.1 Concept and Definition of OB
- 1.2 Features, Scope and importance of O.B.
- 1.3 Approaches and Models of OB (Different models of OB i.e. autocratic, custodial, supportive, collegial and SOBC)
- 1.4 Historical Development of O.B.
- 1.5 Disciplines contributing to the field of OB
- 1.6 Organisational Design –Types – formal and informal structure; Bureaucratic structure; Boundary Less organisation; Flat and Tall structures; etc.
- 1.7 Organisational Culture and Organisational Climate – Concept, Types, Impact
- 1.8 Challenges and opportunities of OB

UNIT 2. Individual Behaviour

Lectures: 12

- 2.1 Meaning of IB
- 2.2 Factors influencing Individual Behavior
- 2.3 Determinants of Individual Behaviour
- 2.4 Personality: Determinates, Traits and Methods, nature
- 2.5 Perception: Concept, Perceptual Process, Factors influencing Perception– Internal & External and Causes of Perception Fail
- 2.6 Learning: Meaning and Definition, Principles, Theories
- 2.7 Attitude: Meaning & Definition, Types of Attitude, work related attitude, barriers to attitudinal change, attitude formation and attitude Change, measure to attitudinal change
- 2.8 Values: Meaning, Types
- 2.9 Emotions

UNIT 3. Group Dynamics and Group Behaviour

Lectures: 08

- 3.1 Group: Meaning and Definition and its importance
- 3.2 Importance and Advantages of group
- 3.3 Group Dynamics – Stages and Types
- 3.4 Factor Influencing Group Behaviour and Team Effectiveness

UNIT 4. Motivation and Leadership

Lectures: 10

- 4.1 Motivation – Meaning and Definition
- 4.2 Theories of Motivation – Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation Theory by Ken Thomas), expectancy model; Motivational Processes - Content Theories (Maslow, Herzberg, McClelland) – Process Theories (Adam, Victor, Vroom and Lawler and Porter) – Learning and Reinforcement Theory.
- 4.3 Application of Concept of Motivation – Motivational Practices and Job Satisfaction
- 4.4 Leadership – Meaning and Definition
- 4.5 Leadership Theories and Approaches (Traits) –Behavioural approach(Managerial Grid), Situational approach, – Contingency (Feilder, Path goal, Tri-dimensional – Inspirational approaches
- 4.6 Leadership Styles

UNIT 5. Power, Politics and Conflict

Lectures: 10

- 5.1 Power – Meaning and Definition
- 5.2 Characteristics of Power; Individual Versus Organisational Power
- 5.3 Sources (bases) of Power and Power tactics
- 5.4 Politics: Meaning and Definition
- 5.5 Types of organizational politics
- 5.6 Factors Influencing/contributing to Political Behaviour
- 5.7 Conflict: Meaning and Definition
- 5.8 Causes (sources) and Types
- 5.9 Conflict Management – Strategies for resolving destructive conflict

UNIT 6. Organizational Change and Organizational Development (OD)

Lectures: 08

- 6.1 Meaning of Change
- 6.2 Need for Change
- 6.3 Process of Change
- 6.4 Strategies to overcome resistance
- 6.4 Meaning and definition of Organizational Development
- 6.5 Phases of Organizational Development
- 6.6 Approaches to Organizational Development

References:

1. Bodhankar and Kanetkar: Organization Behavior, Sainath Prakashan
2. Fred Luthans: Organizational Behaviour, McGraw-Hill, New Delhi
3. K. Aswathappa: Organizational Behavior, Himalaya Publisher, New Delhi
4. K. Singh: Organizational Behaviour: Text and Cases, Pearson
5. Nelson & Quick: Organization Behavior, Cenage Learning
6. Robbins, Stephen P. and Timothy A. Judge: Organizational Behaviour, Prentice -Hall, New Delhi
7. Sharma VVS: OrganisationalBehaviour, Jaico Publication, Chennai
8. Shashi Gupta & Rosy: OrganisationBehaviour—Kalyani Publications, New Delhi
9. S.S. Khanka: Organization Behavior, S. Chand& Sons, New Delhi
10. Suja R. Nair: Organization Behavior, Himalaya Publications
11. Uma Sekaran: OrganisationalBehaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd., New Delhi
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FACULTY OF COMMERCE AND MANAGEMENT

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SEMESTER III

Paper: 304 (A) Advanced Accounting

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper - Advanced functional aspects of auditing

Learning Objectives

This course aims at enabling students to –

1. understand the advanced aspect of auditing
2. understand the functional aspects of auditing
3. understand the Standards on Auditing on related topics
4. get conversant with the audit of computerised information system
5. prepare and draft the audit report

Required qualification

B.Com or other equivalent having previous knowledge of Auditing

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Working knowledge with application skill

Course Outcomes

By the end of the course the students will be better able to -

1. get the insight of the advanced aspect of auditing and skills required for various functional areas in the business field.
2. get the knowledge of the functional aspects of auditing requirements of business entities and non-business entities
3. know the framework of the Standards on Auditing on various related topics governing the auditing function
4. make an in-depth examination of the financial statements of business entities, using computerised accounting system
5. equip themselves with the ability to apply their skills and knowledge effectively in future while dealing with real life business situation.
6. pursue their career in the profession of auditing

Utilities

The auditor will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to get the the insight of the advanced aspect of auditing and skills required for various functional areas in the business field within the regulatory framework.

Course contents

UNIT 1 Tax Audit

Lectures: 12

1. Concept of Tax Audit under section 44AB of the Income-tax Act, 1961; Features of Tax audit; Objectives of Tax audit;
2. Provisions, in brief relating to applicability of Tax Audit under Section 44AB of the Income-tax Act, 1961 for the Assessment year under study, alongwith other related sections of the Act and of the Income-tax Rules, 1962.
3. Reporting requirements of Tax audit – Form No 3CA, 3CB, 3CD – (Study of the clauses of these forms),and other related matter as may be prescribed under the Act
4. Income Computation and Disclosure Standards – Features of ICDS; Disclosure requirements of ICDS – (As applicable to the Assessment year under study) – Elementary study of –
 - ICDS - I relating to Accounting Policies;
 - ICDS - II relating to valuation of inventories;
 - ICDS - IV relating to revenue recognition;
 - ICDS - V relating to tangible fixed assets;
 - ICDS IX relating to borrowing costs;
 - ICDS - X relating to provisions, contingent liabilities and contingent assets

(For the purpose of study of provisions pertaining to Tax audit, the Academic Year of the examinations shall be the Assessment Year under Income tax Act, 1961)

UNIT 2 Standards on Auditing (SA)

Lectures: 12

1. Introduction to Auditing Standards; Need for Auditing Standards;
2. Standards setting process in India; Concepts of Engagement Standards and Quality Control standards; Nature and Scope of Standards on Auditing –
3. Elementary study of –
 - SQC1 - Quality control for Firms that perform audits and reviews of historical financial information and other assurance and related services engagement
 - SA 200 - Basic Principles Governing an Audit
 - SA 200A -Objectives and Scope of the Audit of Financial Statements
 - SA 250 (Revised) - Consideration of Laws and Regulations in an Audit of Financial Statements
 - SA 300 (Revised) - Planning an Audit of Financial Statements
 - SA 315 - Identifying and Assessing the Risk of Material Misstatement Through Understanding the Entity and its Environment
 - SA 520 - Analytical Procedures
 - SA 560 (Revised) - Subsequent Events

UNIT 3 Audit Committee and Corporate Governance under the Companies Act, 2013

Lectures: 06

1. Concept of Corporate Governance;
2. Verification of compliance of Corporate Governance.
3. Audit Committee: Its constitution; Powers of Audit Committee; CEO/CFO Certification to Board; Report on Corporate Governance.

UNIT 4 Information System Auditing (IS Auditing) -

Lectures: 10

1. Concept of Information System Auditing;
2. Objectives of Information System Auditing;
3. Need for Audit of Information Systems
4. Plan of Information System Audit
5. Information System Audit Process - Evaluation of adequacy of controls - Management Controls, Operational Controls, Organizational Controls, Application Controls
6. Steps involved in conducting IS Audit

UNIT 5 Management Audit**Lectures: 10**

1. Meaning, nature, objective, scope & importance
2. Merits and Limitation of management Audit
3. Difference between Management Audit and Statutory audit
4. Qualification, duties and role of the management auditor.
5. Drafting reports for managerial effectiveness.

UNIT 6 Audit report of Limited Companies –**Lectures: 10**

1. Nature of audit report, Importance of audit report
2. Contents of audit report –
 - Contents as required by the Companies Act, 2013 -
 - Contents as required by the Companies (Audit and Auditors) Rules, 2014
 - Contents as required by the CARO 2016 –
3. Nature of opinion expressed by the auditor in his audit report,
4. Notes on accounts / Notes to accounts, Requirements of the IAS-1 'Presentation of Financial Statements' as regards the Notes to Accounts
5. Distinction between notes and qualification
6. Elementary study of
 - SA 700 - The Auditor's Report on Financial Statements
 - SA 800 - Special Considerations- Audits of Financial Statements prepared in accordance with special purpose framework

References

1. Taxmann – Students' guide to Standards on Auditing by D. S. Rawat.
2. The Institute of Chartered Accountants of India: Standards on Auditing
3. George Koshi : Tax Audit Manual (Taxmann, New Delhi)
4. The Institute of Chartered Accountants of India "Guidance note on Tax Audit U/s 44 AB of the Income Tax Act"
5. T. V. Rao: HRD Audit, Sage Publications, New Delhi.
6. Dinkar Pagare: Principles and Practice of Auditing. Sultan chand and Sons, Educational Publishers New Delhi.
7. R. G. Saxena: Principles and Practice of Auditing. Himalaya Publishing House. New Delhi.
8. CA Final Study Module of Auditing published by the ICAI, New Delhi
9. Gordon Davis : Management Information System, TMH, New Delhi.
10. P. Mohar : Management Information System, HPH, New Delhi.
11. Elies Award : System Analysis & Design, Galgotia Publishers, New Delhi.
12. Uma G. Gupta : Management Information System, Galgotia Publ. New Delhi.
13. C.S.V. Murthy : Management Information System, HPH, New Delhi.
14. Taxmann's "Law & Practice Relating to Income Computation & Disclosure Standards", written by B.D. Chatterjee and Chintan N Patel
15. Taxmann's "Guide To Income Computation & Disclosures Standards" written by Srinivasan Anand
16. Income Computation and Disclosure Standards 2nd Edition - Ready Reckoner in Q & A format (English, Paperback), by CA (Dr) N. Suresh, publisher Bloomsbury India
17. E-Book on Income Computation and Disclosure Standards (ICDS) at: https://www.caclubindia.com/share_files/e-book-on-income-computation-and-disclosure-standards-icds--73148.asp
18. Standards on Auditing for CA Students by [Anshul Mittal](#), publisher Arya Publishing Company
19. Kamal Gupta : Contemporary Auditing, TMH – New Delhi.
20. Stettler Howord – Auditing Principles, PHI – New Delhi.
21. Saxena & Saravaravel – Practical Auditing – Himalaya Publishing House, Mumbai.
22. Saxena & Reddy – Essentials of Auditing - Himalaya Publishing House, Mumbai
23. B.N. Tondon: A Handbook of Practical Auditing
24. Stettler Howord – Auditing Principles, PHI – New Delhi.
25. L. K. Shukla – Auditing – Principles & Practice – Taxmann law's New Delhi.
26. Auditing by Vinod Kumar Agrawal & Abhishek Porwal – A. S. Foundation, Pune.



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SEMESTER III

Paper: 304 (B) Advanced Cost Accountancy

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Methods of Costing

Learning Objectives

This course aims at enabling students to –

1. understand the various methods of determining costs of goods produced and services rendered by different organizations.
2. prepare the costs accounts of various goods and services having regard to the nature their manufacturing processes.
3. compare the performance of a firm under traditional method and activity based costing method

Required qualification

B.Com. or other equivalent having previous knowledge of Accounting and Costing

Medium of Instructions

English

Instructions as to study and examinations

- a) This subject shall be studied in English medium.
- b) The question paper shall be set in English, and the students shall answer the paper in English medium only.
- c) Out of the total marks in question paper, 40% marks will be allotted for theory questions and 60% marks will be for the practical problems

Level of Knowledge

Working knowledge with application skill

Course Outcomes

By the end of the course the students will be better able to -

1. find out the cost of manufacturing goods by the manufacturing organisations and of providing services by the service organisations.
2. know the nature of process costing and the role of spoilage/scrap and rework and apply these concepts in practice
3. compare and apply cost allocation methods

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to find out the cost of manufacturing goods by the manufacturing organisations and of providing services by the service organisations, and to exercise effective control over the manufacturing operations of business.

Course contents

Unit 1. Single or Output Costing, Job Costing, and Batch Costing **Lectures 10**

- 1.1 Single or Output Costing and Job Costing – Meaning and features, Methodology used,
- 1.2 Advantages, Limitations of these methods of Costing,
- 1.3 Batch Costing – Meaning and features of Batch Costing, Economic Batch Quantity (EBQ)
- 1.4 Preparing Cost Sheets and Price Quotations for Jobs/ Batches, Computing Economic Batch Quantity
[Advanced practical problems on preparation of cost sheet and quotations using Single Costing, Job Costing and Batch Costing, EBQ]

Unit 2. Contract Costing **Lectures 12**

- 2.1 Contract Costing - Meaning and features of Contract costing, Methodology used in Contract Costing – Comparison of Job Costing and Contract Costing.
- 2.2 Special aspects of Contract Account: Work certified, Work uncertified, Treatment of Profit on incomplete Contract, Special Points in Contract : Cost Plus Contracts, Target-price contracts, Escalation Clause, Materials lost or destroyed
- 2.3 Advantages and Limitations of Contract Costing,
- 2.4 Refer AS-7 on Construction Contracts for issues of Accounting treatment - Percentage of Completion method, Completed contract method, provision for foreseeable losses, principles to be followed while taking credit for profit of incomplete contracts.
- 2.5 Preparing Contract Accounts with the important aspects including Work certified, Work uncertified, Treatment of Profit on incomplete Contract, Cost Plus Contracts, Target-price contracts, Escalation Clause, Materials lost or destroyed.
[Advanced practical problems on preparation of Contract Account and other related accounts]

Unit 3. Process Costing-I **Lectures 10**

- 3.1 Meaning and Features of Process Costing, Methodology used in Process Costing – Comparison of Job Costing and Process Costing
- 3.2 Advantages and Limitations of Process Costing
- 3.3 Special aspects of Process Costing: Normal Process Loss, Abnormal Process Loss, Abnormal Process Gain, Inter-Process Profits.

Unit 4. Process Costing-II **Lectures 10**

- 4.1 Concept of Equivalent Production - Methods of pricing used for valuing the equivalent units - First In First Out Method [FIFO]: Average Method: Weighted Average Method:
- 4.2 Preparing Process Cost Accounts with the important aspects including Normal Process Loss, Abnormal Process Loss, Abnormal Process Gain, Inter-Process Profits, Equivalent Production.
[Advanced practical problems on preparation of Process Cost Accounts, and other related statements and accounts]

Unit 5. Operating Costing / Service Costing **Lectures 12**

- 5.1 Meaning and Features of Operating costing - Methodology used in Operating Costing
- 5.2 Special aspects of Process Costing - Determination of Unit of Cost, Collection of costing data, cost Classification – Fixed Charges, Maintenance Charges, Running Charges –
- 5.3 Practical problems on preparation of Operating cost statement for Transport Service, Boiler house and Power-house services, Canteen Service, and Hospital Service
[Advanced practical problems on preparation of Operating Cost Sheet/ Statement, arriving at rate to be charged]

Unit 6. Cost Control, Cost Reduction & Productivity **Lectures 6**

- 6.1 Cost Control and Cost Reduction - Meaning, areas covered by cost reduction, tools essential for successful cost control, distinction between cost control and cost reduction.
- 6.2 Meaning of productivity, measurement of productivity, improving productivity
[Theory questions only]

References

1. Basics of Cost Accounting by V. K. Saxena and C. D. Vashist - Sultan Chand & Sons, New Delhi
2. Cost Accounting – Problems and Solutions - V. K. Saxena and C. D. Vashist - Sultan Chand & Sons, New Delhi
3. Fundamentals of Cost Accounting by S N Maheshwari – Sultan Chand & Sons, New Delhi
4. Principles and Practice of Cost Accounting by N K Prasad
5. Cost Accounting by Jawaharlal – Tata McGraw Hill Publishing company Limited New Delhi
6. Practical Costing (Self-Tutor) by Gauri Shankar - Himalaya Publishing House, Mumbai
7. Cost & Management Accounting [For CS Inter] - V. K. Saxena and C. D. Vashist - Sultan Chand & Sons, New Delhi
8. Cost & Management Accounting [For Stage II of ICWA Inter] - V. K. Saxena and C. D. Vashist – Sultan Chand & Sons, New Delhi
9. Cost and Management Accounting (Theory Problems and Solutions) by M N Arora – Himalaya Publishing House, Mumbai
10. Cost Accounting by Ravi M Kishore - Taxmann Allied Services Pvt Ltd
11. A Text Book (with in-built Compiler) on Cost Accounting by S. K. Aggarwal, Abha Aggarwal – Reliance Publications Ltd, Gurgaon



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER III

Paper: 304 (C) Human Resource Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Industrial relations, discipline and grievances

Learning Objectives

This course aims at enabling students to –

1. understand the value and importance of human resources in an organization.
2. become innovative in managing human resource aspects & Industrial Relations.
3. make the students aware about mechanisms of Industrial Dispute and friendly interventions to deal with employee-employer problems.
4. impart the students with the knowledge of laws & how law affects the industry & labour

Required qualification

B.Com or other equivalent having previous knowledge of business management.

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to –

- contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- administer and contribute to the design and evaluation of the performance management program.
- develop, implement, and evaluate employee orientation, training, and development programs.
- facilitate and support effective employee and labour relations in both non-union and union environments.
- research and support the development and communication of the organization's total compensation plan.
- collaborate with others, in the development, implementation, and evaluation of organizational and health and safety policies and practices.
- research and analyze information needs and apply current and emerging information technologies to support the human resources function.

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to get the insight of industrial relations, statutory requirements relating to grievance settlement mechanism, and will be able to maintain the human resource related records.

Course contents

Unit 1. Introduction to Industrial Relations

Lectures- 10

- a) Meaning, Scope, Importance of Industrial Relations
- b) Approaches and Parties to Industrial Relations
- c) Causes for Poor Industrial Relations
- d) Developing Sound Industrial Relations
- e) Pattern and Policies Adopted in Industrial Relations in India
- f) International Labour Organization & Industrial Relations

Unit 2. Industrial Health and Safety Aspects

Lectures- 10

- a) Meaning and Importance of Health
- b) Occupational hazards and diseases, protection against hazards
- c) Statutory provisions concerning health in India
- d) Types and causes of accidents
- e) Meaning and importance of safety
- f) Safety measures / programmes
- g) Statutory provisions for industrial safety in India

Unit 3. Industrial Discipline and Grievances

Lectures- 10

- a) Meaning, Objectives and Types of Discipline
- b) Causes of indiscipline
- c) Guidelines of a disciplinary action
- d) Procedure of disciplinary action, Types of punishment
- e) Grievances- Meaning, Nature, Causes
- f) Grievance Procedure, Steps in grievance settlement

Unit 4. Settlement Machinery

Lectures- 10

- a) Mediation- Meaning, Types and Essentials of Mediation
- b) Conciliation- Meaning, Types, Preliminary steps towards Conciliation
- c) Conciliation Officer- Qualities and Role
- d) Conciliation procedure
- e) Arbitration- Meaning, Types and Procedure
- f) Adjudication- Meaning, Three tier system of adjudication

Unit 5. Human Resource Records, Audit and Research

Lectures- 10

- a) Human Resource Records- Meaning, Types, Importance
- b) Human Resource Audit- Meaning, Scope, Objectives and Process
- c) Human Resource Research- Meaning, Approaches and Process
- d) Human Resource Information system- Need, Uses, Designing, Limitations
- e) E-HR records, E-HR information, E-HR audit

Unit 6. International Human Resource Management

Lectures- 10

- a) Global recruitment, Global selection approach
- b) Types of International business, International adjustment, Cross cultural training
- c) Perspective of International HRM
- d) Practices in International HRM
- e) Women in International HRM
- f) Domestic HRM and International HRM- Compared

References

- 1) Human Resource Management by K. Aswathappa- Tata-McGraw Hill Publishing Co.Ltd.
- 2) Human Resource Management- text and cases by Dr. S.S. Khanka- S.Chand CompanyLtd.
- 3) Personnel and Human Resource Management by P. SubbaRao- Himalaya PublishingHouse
- 4) Essentials of Human Resource Management and Industrial relations by P.SubbaRao-Himalaya Publishing House
- 5) Human Resource Management by Anjali Ghanekar, Everest Publishing House

6) Human Resource Management by Dr. P.C. Pardeshi, NiraliPrakashan

7) Human Resource Management by R. Wayne Mondy, Robert M., Noe Publication



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER III

Paper: 304 (D) Marketing Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Internet based Retailing

Learning Objectives

This course aims at enabling students to –

1. understand various concepts and theoretical aspect of internet marketing
2. know the mechanism of internet marketing
3. study the strategies of internet advertising

Required qualification

B.Com or other equivalent having previous knowledge of commerce

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to -

1. get the insight of the philosophy and framework of internet marketing
2. know the important strategies of internet marketing and advertising
3. get equipped with the electronics tools used in promoting internet-based retailing

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to apply the strategies of internet marketing and advertising in practical life.

Course contents

Unit 1 Introduction

1. Concepts and Difference between: world wide web, Intranet, Extranet, Internet
2. Internet: Benefits, Limitations
3. Virtual Marketing: Concept, Importance

Lectures 08

Unit 2 E-Commerce	Lectures 10
<ol style="list-style-type: none"> 1. Concept, Definition, Development & Future of E-Commerce 2. Different Commercial Models: Vanity, Billboard, Advertising, Subscriptions, Storefront-sites 3. Diverse Roles of Websites 	
Unit 3 Factors Affecting Internet Consumer Behaviour	Lectures 08
<ol style="list-style-type: none"> 1. Internet Consumer Behaviour 2. Internet Branding: Internet and Relationships; 3. Internet and Brand Loyalty 4. Internet Communities 	
Unit 4. Internet Retailing:	Lectures 10
<ol style="list-style-type: none"> 1. Merchandising Process for e-retailers: Assortment, Planning, Pricing 2. The Product: Procedure for Payment, Physical Delivery 3. Online Shopping: Concept, Precautions in online shopping 	
Unit 5 Internet Strategy and Promotion:	Lectures 14
<ol style="list-style-type: none"> 1. Virtual Value Chain: Concept, Meaning, Definition, History 2. Intermediation; Concept, Elimination of Intermediaries 3. Transaction Cost Theory (TCT) 4. Internet Promotion: Classifications, Forms of Paid Advertising 5. Affiliation Marketing: Concept, Benefits, Methods, CPM & CPA 6. Model Pay per Click Publishers and distributors 	
Unit 6. Emerging issue & Development In International Marketing	Lectures 10
<ol style="list-style-type: none"> 1. Ethical and Social issues 2. International Marketing of Services 3. Information Technology and International Marketing, 4. Impact of Globalization and World Trade Organization. 	

References

- 1) Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
- 2) Marketing Research –Aakar, Kumar, Day
- 3) Marketing Research – Thomas C. Kinnear
- 4) Marketing Research – Nargundkar
- 5) Marketing Research – Measurement & Methods – Donald S. Tull, Del I. Hawkins
- 6) Marketing Research – Beri
- 7) Business Research Methods – Cooper
- 8) Marketing Research – Burns and Bush- Pearson
- 9) Marketing Research – Luck and Rubin – Prentice Hall Publications
- 10) Marketing Reserch – Rajendra Nargundkar – Tata McGraw Hill
- 11) Marketing Research by S.L. Gupta – Excel Books
- 12) Marketing Research – Suja Nair – Himalaya
- 13) Marketing Reserch by Ramanuj Majumdar- New age International
- 14) Marketing Research by D.M. Sarawte – Everest



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER III

Paper: 304 (E) Supply Chain Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Supply Chain design and management

Learning Objectives

This course aims at enabling students to –

- 1 understand the concept and role of SCM
- 2 understand the relationship of Network design in Supply Chain
- 3 know how to Demand Forecasting works in SCM.
- 4 describe Aggregate Planning in Supply Chain.
- 5 review Planning and Demand in Supply Chain

Required qualification

B.Com or other equivalent having previous knowledge of Commerce

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to -

- identify how technology will redefine supply chain optimization
- examine best practices for supplier relationships
- discover how strengthened SCM drives improved inventory management and equipment reliability
- explore methods to capture data, processes and people
- build and sustain all stakeholder relationships
- review practical methods on making contracting more transparent
- leverage data analytics using business intelligence tools like Tableau, Cognos, etc
- transform your supply chain by leveraging the shift towards renewable energies
- apply a framework to your succession planning strategy to future fill your talent pipeline

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to analyze the manufacturing and selling operations of a firm, and to apply logistics and purchasing concepts to improve supply chain operations.

Course contents

- Unit 1. Designing Distribution Networks and Applications** **Lectures: 10**
- 1.1 The Role of Distribution in the Supply Chain
 - 1.2 Factors Influencing Distribution Network Design
 - 1.3 Design Options for a Distribution Network
 - 1.4 E-Business and the Distribution Network
 - 1.5 Distribution Networks in Practice
- Unit 2. Network Design in the Supply Chain** **Lectures: 10**
- 2.1 The Role of Network Design in the Supply Chain
 - 2.2 Factors Influencing Network Design Decisions
 - 2.3 Framework for Network Design Decisions
 - 2.4 Models for Facility Location and Capacity Allocation
 - 2.5 The Role of IT in Network Design
 - 2.6 Making Network Design Decisions in Practice
- Unit 3. Network Design in an Uncertain Environment** **Lectures: 10**
- 3.1 The Impact of Uncertainty on Network Design
 - 3.2 Discounted Cash Flow Analysis
 - 3.3 Representations of Uncertainty
 - 3.4 Evaluating Network Design Decisions Using Decision Trees
 - 3.5 AM Tires: Evaluation of Supply Chain Design Decisions Under Uncertainty
 - 3.6 Risk Management and Network Design
 - 3.7 Making Supply Chain Decisions Under Uncertainty in Practice
- Unit 4. Demand Forecasting in a Supply Chain** **Lectures: 10**
- 4.1 The Role of Forecasting in a Supply Chain
 - 4.2 Characteristics of Forecasts
 - 4.3 Components of a Forecast and Forecasting Methods
 - 4.4 Basic Approach to Demand Forecasting
 - 4.5 Time-Series Forecasting Methods
 - 4.6 Measures of Forecast Error
 - 4.7 Forecasting Demand at Tahoe Salt
 - 4.8 The Role of IT in Forecasting
 - 4.9 Risk Management in Forecasting
 - 4.10 Forecasting in Practice
- Unit 5. Aggregate Planning in a Supply Chain** **Lectures: 10**
- 5.1 The Role of Aggregate Planning in a Supply Chain
 - 5.2 The Aggregate Planning Problem
 - 5.3 Aggregate Planning Strategies
 - 5.4 Aggregate Planning Using Linear Programming
 - 5.5 Aggregate Planning in Excel
 - 5.6 The Role of IT in Aggregate Planning
 - 5.7 Implementing Aggregate Planning in Practice
- Unit 6. Planning Supply and Demand in a Supply Chain** **Lectures: 10**
- 6.1 Managing Predictable Variability
 - 6.2 Responding to Predictable Variability in a Supply Chain
 - 6.3 Managing Supply
 - 6.4 Managing Demand
 - 6.5 Implementing Solutions to Predictable Variability in Practice

References

- 1) Supply Chain Management- K Shridhar Bhatt- Himalaya Publishing House
- 2) Supply Chain Mangement- Sunil Chopra, Peter Mendl- Prentice Hall of India
- 3) Supply Chain and Logistics Management- Donal Bowersox, David Closs- Tata Macgraw Hill
- 4) Exploring the Supply Chain- Upendra Kachru, Excel Books
- 5) Supply Chain Management- D K Agrawal, Macmillan Publishers
- 6) Logistics Management- V. V Sople, Pearson Education
- 7) Supply Chain Management- Concept and Cases, Rahul V Altekar- Prentice Hall of India
- 8) Supply Chain Management- Janat Shah, Pearson Education



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER IV

Paper: 401 Management Accounting

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper - Financial Control and Decision making

Objectives

This course aims at enabling students to –

1. understand the concept and techniques of financial control used in management accounting
2. imbibe knowledge about the control techniques namely budgetary control and standard costing.
3. develop the skill to analyse the cost-variance for effective cost control.
4. familiarise with the concept, role, and utility of marginal costing, and its implications and utility for managerial decision making process.
5. acquaint themselves with the concept and significance of working capital and its implications in managing the funds.
6. familiarise with the concept, role, and utility of marginal costing, and its implications in decision making
7. provide necessary inputs in form of concepts, theories and appraisal techniques related to capital expenditure decisions, and develop an integrated approach to capital-expenditure decision-making process.

Required qualification

B.Com or other equivalent having previous knowledge of Accounting

Medium of Instructions

English

Instructions as to study and examinations

- a) This subject shall be studied in English medium.
- b) The question paper shall be set in English, and the students shall answer the paper in English medium only.
- c) Out of the total marks in question paper, 40% marks will be allotted for theory questions and 60% marks will be for the practical problems

Level of Knowledge

Working knowledge with application skill

Course Outcomes

By the end of the course the students will be better able to -

1. get the insight of the philosophy and techniques of cost control and decision making.
2. get equipped with the techniques of budgetary control and standard costing, and to familiarize with the macro as well as micro level techniques of cost control.
3. make an in-depth analysis of causes of variation in actual cost from the standard cost, and to decide on the necessary action so as to increase the efficacy of the business entities
4. get equipped with the ability to make managerial decision by applying the principles of marginal costing.
5. know the important inter-linkages among the components of working capital essential for smooth running of a business organization.
6. get the insight of an integrated approach to capital expenditure decision process and to apply their skills and knowledge effectively in future while dealing with the issues relating to capital expenditure.

7. prepare themselves with the ability to face intricacies in real life and to apply their skills and knowledge while dealing with real life business situation using the techniques of management accounting.
8. pursue their career in the field of managerial decision making and control.

Utilities

The management accountant will be equipped with the techniques of budgetary control, standard costing, marginal costing, and will be able to decide on capital expenditure projects, which will enable him to apply skills and knowledge effectively in dealing with real life business situation, and to assist the management to plan, control, execute the same for effective operation of business.

Course contents

UNIT 1 Budget & Budgetary control

Lectures 12

- 1.1 Meaning, definition of Budget and Budgetary Control.
- 1.2 Objective, advantages, limitations of Budgetary Control
- 1.3 Requirement of a sound budgetary control system
- 1.4 Types of budget –
 - 1.4.1 - According to time – (i) Long term budget (ii) Short-term Budget
 - 1.4.2 - According to function - (i) Sales Budget, (ii) Production Budget, (iii) Cost of Production Budget (iv) Purchase Budget, (v) Personnel Budget, (vi) Research Budget, (vii) Cash Budget (viii) Capital Budget, (ix) Master Budget
 - 1.4.3 - According to flexibility - (i) Flexible Budget (ii) Fixed Budget.
- 1.4 Solving practical problems on preparation of various types of budget from the given information
[Advanced practical problems to be solved on the above topics]

UNIT 2 Standard costing and variance analysis I

Lectures 08

- 1.1 Meaning of standard cost and standard costing
- 1.2 Objectives, Significance, Advantages, Limitation of standard costing
- 1.3 Types of standards, and setting of standards for elements of costs, Establishment of standard costing system
- 1.4 Difference between standard costing and budgetary control.
- 1.5 Computation and analysis of the following variances [Practical problems]
 - 5.5.1 Material Variances
 - 5.5.2 Labour Variances
 [Advanced practical problems to be solved on these above topics]

UNIT 3 Standard costing and variance analysis II

Lectures 08

- 1.1 Computation and analysis of the following variances [Practical problems]
 - 1.1.1 Variable Overheads Variances and Fixed Overheads Variances
 - 1.1.2 Sales Variances
- 1.2 Accounting for variances
[Advanced practical problems to be solved on these above topics]

UNIT 4 Marginal Costing (Theory & Practical Problems)

Lectures 10

- 1.1 Concept of Marginal Cost, Marginal Costing, Contribution, Variable Cost, Fixed Cost, Semi-Variable Cost, Margin of Safety, PV Ratio,
- 1.2 Features, Assumptions, Significance, and Limitations of Marginal Costing
- 1.3 Marginal costing and absorption costing
- 1.4 Break-even Analysis or Cost-Volume-Profit Analysis [CVP analysis], and applications of Marginal Costing – BEP, Break-even Chart, Angle of incidence, Key factor
- 1.5 Decision Making using marginal costing – Computation of BEP and Sales planning; Profitable Sales-mix; Exploring new markets; Introducing a new product; Alternative use of production facilities; Make or buy; Continue or Shut down; Pricing decision etc.
[Advanced practical problems to be solved on these above topics]

UNIT 5 Management of Working Capital

Lectures 10

- 1.1- Concept and definition of working capital; Types of working capital;
 - 1.2 - Significance of working capital; Factors determining working capital requirement; Sources of working capital
 - 1.3 - Components of working capital; Assessment of working capital needs - Calculating operating cycle period and estimation of working capital requirements
 - 1.4 - Financing of working capital and Maximum permissible bank finance as per the norms of bank finance – Tandon Committee recommendations
- [Advanced practical problems to be solved on management of working capital]

UNIT 6 Capital Budgeting decision

Lectures 12

- 1.1 Meaning and nature of capital budgeting, Importance of capital budgeting,
- 1.2 Study of nature, merits and demerits of methods of appraisal of Capital expenditures – Pay Back Period and its variants; Accounting rate of return; Discounted Cash Flow methods; Net Present Value, Internal Rate of Return; Profitability Index (Solving Practical Problems on these methods)
- 1.3 Capital Rationing

References

1. Principles of Management Account – By S. N. Maheshwari, Sultan Chand and Sons
2. Management Account and Financial Control – By S. N. Maheshwari, Sultan Chand and Sons.
3. Advanced Cost And Management Accounting – By V. K. Saxena and C. D. Vashist, Sultan Chand and Sons.
4. Cost Accounting and Financial Management – By Ravi M. Kishore, Taxmann Pub. Pvt. Ltd.
5. Financial Management – By Dr R. M. Srivastava, Pragati Prakashan Meerut.
6. Financial Management Principles and Practice – By G. Sudarsana Reddy, Himalaya Publishing House
7. Financial Management – By P. V. Kulkarni, Himalaya Publishing House.
8. Cost and Management Accounting – By M. E. Thukaram Rao, New Age International (P) Ltd.
9. Management Accounting - M.Y. Khan & P.K. Jain – TMH
10. Principal of Management accounting – Manmohan and Goyal
11. Management Accounting - Murthy - TMH

Additional References

- 1.- Anthony, Robert : Management Accounting, Tarapore wala, Mumbai
- 2.- Barfield, Jessie, Ceily A. Raiborn and Micheal R. Kenny : Cost Accounting, Traditions and Innovations, South Western College Publishing, Cincinnati, Ohio
- 3.- Decoster, Don T. and Elden L. Schater : Management Accounting, a decision emphasis, John Wiley and Sons Inc, New York
- 4.- Garrison, Ray.H and Eric W Noreen : Management Accounting, Richard D Erwin, Chicago
- 5.- Hansen, Don R and Maryanne M Morren : Management Accounting South Western College Publishing, Cincinnati, Ohio
- 6.- Homgran, C.T.Gary L.Sundem and William O Stratton: Introduction to Management Accounting, Prentice Hall, Delhi
- 7.- Homgren, Charles T George Foster and Srikant M Daliar: Cost Accounting, a managerial emphasis, Prentice Hall, Delhi
- 8.- Lall, B.M and I.C Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi
- 9.- Pandey, I.M : Management Accounting, Vani Publication, Delhi
- 10.-Welsch Glenn A, Ronald W Hilton and Paul N Gorden: Budgeting, Profit Planning and Control, Prentice Hall, Delhi



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER IV

Paper: 402 Modern Retail Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Management of modern retail stores

Learning Objectives

This course aims at enabling students to –

- 1) acquaint the students with the various concepts and theoretical aspect of retail management
- 2) introduce the most modern techniques and practices of retailing for employment opportunity
- 3) understand dynamics of modern organised retail trade

Required qualification

B.Com or other equivalent having previous knowledge of Commerce

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to -

- get the insight of the theoretical aspect of retail management
- know the modern techniques and practices of retailing in India
- design the strategies and understand dynamics of modern organised retail trade

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to use his knowledge in the management of modern retailing organisations.

Course contents

Unit 1. Introduction to Retail Management

Lectures-8

- 1.1 Concept of Retailing and organized Retail
- 1.2 Scope and Importance of Retailing
- 1.3 Retail Management
- 1.4 Retail as a career in various sectors
- 1.5 Theory of Retail development
- 1.6 Recent Trends in Retailing: Modern Retail format, Mall System, etc
- 1.7 Consumerism and ethics in retailing

Unit 2. Retail in India**Lectures-8**

- 2.1 Development of Retailing in India
- 2.2 Rural Retailing and the size of retail in different sector in India
- 2.3 Importance of retailing in the Economy
- 2.4 Factors attracting global Retailers to India
- 2.5 FDI in Retailing in Indian Context
- 2.6 Challenges to retail development in India

Unit 3. Retail Management Strategy**Lectures-12****3.1 Retail Strategies**

- 3.1.1 Promotional Strategies
- 3.1.2 Retail Planning Process
- 3.1.3 Retail Market Segmentation

3.2 Relationship Marketing Strategies

- 3.2.1 CRM in Retailing
- 3.2.2 Retail Value Chain
- 3.2.3 Retail Life Cycle

3.3 Consumer Strategies

- 3.3.1 Consumer Behaviour in Retail Context
- 3.3.2 Buying Process
- 3.3.3 Customer Service as a part of Retail Strategy

Unit 4. Store location and store design**Lectures-10**

- 4.1 Store location
 - 4.1.1 Importance
 - 4.1.2 Types of Retail location
 - 4.1.3 Step involved in choosing a Retail location
- 4.2 Store design
 - 4.2.1 Concept & Elements of store design
 - 4.2.2 Steps involved in of store design
 - 4.2.3 Importance of store layout

Unit 5. Merchandise Management**Lectures-12**

- 5.1 Merchandise Planning
 - 5.1.1 The concept of merchandise planning
 - 5.1.2 Merchandise Planning Process
 - 5.1.3 Retail Branding, Merchandise Buying, Visual Merchandise
- 5.2 Category Management
 - 5.2.1 Concept of category management
 - 5.2.2 Reason for the Emergence of category management
 - 5.2.3 Process of category management
- 5.3 Retail Pricing
 - 5.3.1 Concept and Importance of Retail pricing
 - 5.3.2 Factors affecting the pricing decision
 - 5.3.3 Ethical issue in pricing

Unit 6. Application of Information Technology in Retail**Lectures-10**

- 6.1 Technologies: Application, Importance and Data Based Management System
- 6.2 E-Retailing: Format, Challenges, Green Retailing-Concept and Importance
- 6.3 Retail as a Career: Career options in retail, Responsibilities of Store Manager and Functions of Merchandise Manager

References

1. Retailing Management by Arif sheikh, kaneez Fatima- Himalaya publishing house
2. Fundamental of Retailing by Tata MC.Graw hill education pvt.Ltd.
3. Retailing Management by swapnapradhan Tata MC.Graw hill education pvt.Ltd
4. Retailing Environment and operation by Thomson learning
5. Retail Management Suja Nair-Himalaya publishing House
6. Gibson-G.Vedamni Third Edition (2008)



North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER IV

Paper: 403 (A) Information System for Business

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Management of Information System for business

Learning Objectives

This course aims at enabling students to –

- develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in Managing a Business.
- learn to use Information Technology to gain competitive advantage in business
- develop students as Cyber Security experts, Information System Auditors.

Required qualification

B.Com or other equivalent having previous knowledge of computer and data processing

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to –

- analyze and model the flow of information through business processes.
- formulate plans and architectures for the capture, storage and retrieval of data.
- develop computer programs to support or automate business processes.
- apply networking concepts and technologies to support business needs.
- align information systems and services with business strategy and formulate plans for the retrieval and analysis of supporting data.
- document, monitor and assess the effectiveness of IT controls.

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to design and implement computerised information system for business with the required security measures.

Course contents

Unit 1. Introduction To Information Systems-I

Lectures 8

Introduction to Organization – Decision levels – Managerial roles – Information needs of Management Information System – Definition – Features – System concepts – Framework for Information Systems Strategic uses of Management Information Systems – Future of IS in an Organization – Business Process Reengineering.

Unit 2. Introduction To Information Systems-Ii

Lectures 10

Hardware – Input and Output devices – Computer Memory (Primary, Secondary & Cache) – Memory Access Time – File Structures – Network Components. Software – Operating System software – Application software – Groupware – Multiprogramming – Multi tasking.
Database – Definition -Data Capture – Data Integrity – Components of Database Management Systems.

Unit 3. Information Technology Infrastructure: Information Systems Architecture Lectures 9

Mainframe, Client Server, Web Based, Distributed, Grid, Cloud – requirements of Hardware and Software, Storage and Networking Devices – Networks Types - Topologies of Networks, Components of Cloud Computing Infrastructure

Unit 4. Management Of Information Systems

Lectures 8

Information Systems Security – Risks – Threats – Protection of Information Systems. Roles & Responsibilities of IS Professionals – Ethical issues, Management Issues in MIS: Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products

Unit 5. Digital Firm Perspective

Lectures 10

MIS Model for a digital firm, Organization structure for digital firm – e-Business Models and Applications – Mobile computing, Call Centres, BPO, Benefits of Digital firm, key features of a digital firm

Unit 6. Cyber Security For Business And Application Of Information Systems In Business Areas

Lectures 15

Cyber security for business- Introduction to Cyber Security-Concept, Impact of cyber attack on your business- Economic cost of cyber attack, Reputational damage, Cyber Crime and its effects on Business; Application of Information Systems at the Operational, Tactical & Strategic Levels in the areas of Accounting & Finance, Marketing, Human Resources and Production.

References:

1. Management Information Systems – The Manager’s View, Robert Schulthesis, Mary Summer. Tata Mc Graw Hill Publications
2. Management Information Systems – Gerald V Post David, L Anderson, Tata McGraw Hill.
3. Management Information Systems – Jaiswal S
4. Management Information Systems – O Brien, Tata Mc Graw Hill.
5. IT The Breaking Wave –Denis P Curtin.

6. MIS, - Managing the digital firm – Landon & Gendom, Pearson Prentice Hall.
7. O Brien, Introduction to IS, TMH. 8. Management Information System – Jaiswal & Mittal , Oxford University Press
8. Management Information Systems by Jaiswal and Mittal, Oxford University Press Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
9. Cloud Computing: Concepts, Technology & Architecture - Thomas Erl Hardcover
10. Cloud – G Sadmin



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER IV

Paper: 403 (B) Foreign Trade

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Management of Foreign Trade

Learning Objectives

This course aims at enabling students to –

1. understand the concept and Foreign Trade
2. know the international business environment.
3. study the India's Foreign Trade Policy.
4. know the concept of Foreign Collaboration and Joint Venture.
5. understand the International Strategic Alliances.
6. study the role of institutions towards foreign trade.

Required qualification

B.Com or other equivalent having previous knowledge of Commerce

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to –

1. understand the concepts related to foreign trade transactions.
2. understands the importance of factors forming part of the export transactions.
3. make an analysis of the foreign trade policies of the country so as to exploit the opportunities of exporting goods to foreign countries.
4. equip themselves with the ability to apply their skills and knowledge effectively in future while dealing with real life business situation.
5. get the insight of the International Strategic Alliances and the organisations supporting foreign trade.

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to exploit the possibilities of exporting goods to different countries within the framework of the foreign policies of the country.

Course contents

Unit 1. International Trade

Lectures: 10

- 1.1 Need and Importance of International Trade
- 1.2 Nature and Scope of International Business
- 1.3 Divers of International Business
- 1.4 Benefits of International Business
- 1.5 Globalization and International Trade

Unit 2. International Business Environment

Lectures: 10

- 2.1 Introduction and Concept
- 2.2 Internal and External Environment
- 2.3 Tools for Environment Analysis - PEST
- 2.4 Legal Environment for International Trade
- 2.5 Legal Frame work for Foreign Trade in India

Unit 3. India's Foreign Trade Policy

Lectures: 10

- 3.1 Foreign Trade Policy 2009-14
- 3.2 New Initiatives and Export Promotion
- 3.3 Import Policy and Control
- 3.4 Foreign Investment Policy
- 3.5 Policy Framework for FDI in India

Unit 4. Foreign Collaboration and Joint Venture

Lectures: 10

- 4.1 Foreign Collaboration
- 4.2 Examples of Foreign Collaboration
- 4.3 Features and Objectives of Foreign Collaboration
- 4.4 Foreign Collaboration in India
- 4.5 Reason for Forming a Joint Venture
- 4.6 Basic Elements of Joint Venture
- 4.7 Structure and Advantages of Joint Venture
- 4.8 Joint Venture Agreements

Unit 5. International Strategic Alliances

Lectures: 10

- 5.1 Nature and Scope of International Strategic Alliances
- 5.2 Alliance Development Process
- 5.3 Making Alliance Work
- 5.4 Economic Consideration for Strategic Alliances
- 5.5 ASEAN, SAARC, SAPTA, SAFTA

Unit 6. Institutional Support

Lectures: 10

- 6.1 United Nations and World Bank
- 6.2 International Monetary Fund
- 6.3 International Labour Organization
- 6.4 WTO- Functions, Objectives, Structure and Principals
- 6.5 UNCTAD, WIPO, UNIDO

References

- 9) International Business- K Aswathappa - Tata Macgraw Hill
- 10) International Business- Sonia Gupta - McGraw Hill Education Pvt.Ltd.
- 11) Basics of International Business- Neelankavil and Anoop Rai
- 12) International Business: Text and Cases- Francis Cherunilam, PHI Learning Pvt.Ltd.
- 13) International Business- Frank McDonald and Fred Burton, Thomson
- 14) International Business- Mike Peng and Klaus Meyer, Cengage Learning



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M.Com II – w.e.f. AY 2018-19

SEMESTER IV

Paper: 403 (C) Corporate Social Responsibility

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper - Corporate Social Responsibility

Learning Objectives

This course aims at enabling students to –

1. understand the concept, philosophy and mechanics of Corporate Social Responsibility
2. know the provisions of the Companies Act, 2013 relating to the Corporate Social Responsibilities of companies in India.
3. know the concept of business ethics in relation to CSR.
4. study the relationships of stability and equality with stakeholders related to the company, mainly: shareholders, employees, providers, distributors, clients and society.
5. understand as to how the CSR aims at ensuring the companies conduct their business in an ethical way.

Required qualification

B.Com or other equivalent having previous knowledge of Management

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to –

- get the understanding of the philosophy and framework of Corporate Social Responsibility
- know the inter-linkages between the Society, the business houses and their corporate social responsibilities
- equip themselves with the ability to apply their skills and knowledge effectively in future while dealing with real life business situation.

Utilities

The students will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to apply their knowledge in managing the business organisations within the framework of the CSR and the related guidelines, so as to improve the public image of the organisation.

Course contents

UNIT 1. CSR I	Lectures 12
1.1 Meaning, Concept, Definition, scope, 1.2 What is stakeholder Advantages to stakeholders (customers, Community, Employees, Shareholders, Vendors, Entrepreneurs, Managers, NGO, Govt officers, Bank) 1.3 Performance of above stakeholders toward CSR, stakeholder Theory. 1.4 Government's Special contribution to boost CSR	
UNIT 2. CSR and Companies Act 2013	Lectures 08
2.1 Provisions for CSR in companies Act 2013 2.2 Significance of CSR to sustainability of business, 2.3 Development of CSR in India CSR in foreign countries,	
UNIT 3. CSR and Governance	Lectures 12
3.1 Definition, Evaluation Need of CSR, 3.2 Theoretical perspectives, corporate citizenship, Business practices, 3.3 Evaluation of Governance, , It's practices and regulations structure and development of boards, 3.4 Role of Capital market and govt. Governance ratings, future of governance.	
UNIT 4. CSR II	Lectures 06
4.1 Various aspects of CSR- Responsibility, Accountability, of sustainability and social contract, 4.2 problems of CSR , Recent guidelines in CSR,	
UNIT 5. Triple bottom line in CSR- Corrol Model- CSR and Business environment-	Lectures 08
5.1 Legal, economical, philanthropical and environmental, 5.2 CSR and social entrepreneurship- meaning of S.E , characteristics, Role of S.E in CSR. 5.3 CSR and activities. – environmental performance Index. 5.4 Importance of environmental CSR initiative	
UNIT 6. Business Ethics in CSR. –	Lectures 07
6.1 Business ethics, meaning, Dep ⁿ , Government's special, contribution 6.2 Importance Of Business ethics in CSR, to boost CSR, corporate social entrepreneurship,	
UNIT 7. Green Industries –	Lectures 07
7.1 CSR and small micro and medium industries various CSR activities of corporate sector. 7.2 Business ethics- Meaning, Def ⁿ principles, Characteristics, 7.3 Importance of B.E. in CSR, 7.4 Corporate social entrepreneurship CSR and small, micro, medium industries.	

References:

1. A.C.Fernando (2006), Corporate Governance Principles, policies and practices, Pearson Education, Delhi.
2. Ahmad Ashfaq and Amna Khatoon (2013), Prevention of Environmental Degradation by Means of Solid Waste Management. Journal of Industrial Pollution Control, 29(1) (2013) pp1-6. EM INTERNATIONAL.
3. C.R. Kothari (2004), Research Methodology Methods and Techniques, New Age
4. International Publishers, New Delhi
5. Dr. Ankita Neeru (2011) Social Entrepreneurship and Corporate Social Responsibility, Signature Books International, Delhi.
6. Dr. Avirupa Dutta Chatterjee (2013), a Ph.D. Thesis on "A Study Of The Concept Of Sustainable Development & Its Implications On Corporate Social Responsibility: With Special Reference To Constitutional Mandate And Safeguarding Of Existing Environmental Resources"

7. Dr. Neeru Vasishth and Dr. Namita Rajput, Business Ethics and Values with Case Studies, Taxmann's Publications.
8. Dr. Sushma S. Patil and Prof. Nitin S. Kharche (March 2013) research paper of
9. "An Empirical Study of Small and Medium Scale Industrial Units towards Corporate Social Responsible Activities, with special reference to Jalgaon MIDC."
10. NIIR BOARD, Modern Technology of Waste Management: Pollution Control, Recycling, Treatment & Utilization, Asia Pacific Business Press Inc. Delhi.
11. R.K. Khitoliya (2004), Environmental Pollution Management & Control for Sustainable Development, S. CHAND & COMPANY, New Delhi.



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SEMESTER IV

Paper: 404 (A) Advanced Accounting

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper –

Audit of various business organisations and non-profit organisations

Learning Objectives -

This course aims at enabling students to –

1. know audit skills required for audit of various forms of business organizations and non-profit organizations
2. understand the legal framework governing the audit of various forms of business entities and non-business entities
3. understand the proper way of making examination of the financial statements of various business entities, and form opinion thereon

Required qualification

B.Com or other equivalent having previous knowledge of Auditing

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Working knowledge with application skill

Course Outcomes

By the end of the course the students will be better able to:

1. get the insight of the various types of audit skills required for various forms of business organizations and non-profit organizations
2. get the knowledge of legal framework governing the auditing requirements of various forms of business entities and non-business entities
3. make an in-depth examination of the financial statements of various forms and types of business entities, and form opinion thereon
4. equip themselves with the ability to apply their skills and knowledge effectively in future while dealing with real life business situation.
5. pursue their career in the profession of auditing

Utilities

The auditor will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to get the insight of the audit skills required for various forms of business organizations and non-profit organizations and the legal framework governing the auditing requirements of these various entities.

Course contents

UNIT 1 Audit of Banks

Lectures 12

1. Salient features of enactments affecting Banks – Provisions of the Banking Regulation Act, 1949, which are relevant for the purpose of audit,
2. Bank Audit; its approach - Concept of Balance Sheet Audit
3. Steps in Bank Audit
4. Audit of the Assets and Liabilities of a bank – Verification of –
 - a. Cash in hand and with the RBI and other banks; Money at call and short notice; and Investments;
 - b. Loans and Advances given to the borrowers; their types, documentations, sanction, and performance; Concept of Non-Performing Assets (NPAs); their definition; provisions required for NPAs;
 - c. Fixed assets and other non-banking assets;
 - d. Share Capital and Reserves and Surplus
 - e. Deposits, Unclaimed deposit of depositors;
 - f. Other Liabilities and provisions; Contingent liabilities
5. Audit of the items debited and credited to the Profit & Loss Account of a bank –
 - a. Interest income and other incomes;
 - b. Recognition of Income on NPAs;
 - c. Transfer of profit to Reserve Fund;
 - d. Appropriations and Payment of dividend;
6. Audit Report of Banks,

UNIT 2 Audit of Co-operative Societies

Lectures 06

1. Special features of Audit of Co-operative Societies;
2. Provisions pertaining to audit of co-operative societies under the Maharashtra State Co-operative Societies Act, 1960
3. Audit Report of Co-operative Societies.

UNIT 3 Audit of Non-governmental Organisations (NGOs)

Lectures 12

1. Concept of an NGO; NGOs in Maharashtra registered as Societies, Public Trusts, and Non-Profit Companies.
2. Provisions of Maharashtra Public Trust Act 1950 pertaining to audit of Public Trusts,
3. Audit procedure for audit of a public trust/charitable institution; special considerations in the audit of a public trust/charitable institution –
4. Steps involved in audit of a charitable institution; an educational institution, a sports club
5. Audit report under the provisions of the Maharashtra Public Trust Act 1950.

UNIT 4 Audit of an insurance companies carrying on general insurance business –

Lectures 12

1. Introduction of legal back ground of audit of an insurance company – Books and registers to be maintained; Reports and Returns are regulated U/s 18 of the Insurance Act 1938
2. Statutory provisions relating to some important items under the Insurance Act, 1938 - Minimum Paid-up Capital; Deposit with the RBI; Separation of Accounts and Funds; Accounts and Balance Sheet; and Audit
3. Requirements of Schedule B to the IRDA Regulations, 2002 –
 - (a) Financial Statements of Indian Insurance companies carrying on general insurance business - Revenue Account, Profit and Loss Account, Balance Sheet, and Auditor's Report of Insurance Companies prescribed by the IRDA.
 - (b) Important items to be audited from the Profit & Loss Account and the balance sheet of general insurance companies –

- i) Verification of Premium; Claims; Commission; Operating expenses; Interest, Dividend and Rent (earned)
 - ii) Verification of Investments; Cash and bank balances; Outstanding premium and agents' balance; Provision for Taxation; Unexpired Risks Reserve; Re-Insurance Inward; Re-Insurance Outward; Co-insurance
- (c) Disclosure requirements in respect of contingent liabilities

4. Schedule C - Auditor's Report of insurance companies

UNIT 5 Audit of Specialized Units

Lectures 06

1. Audit procedure for the audit of a Hospital
2. Audit procedure for the audit of a Hotel
3. Audit procedure for the audit of a Cinema Hall
4. Audit procedure for the audit of a Hire-purchase and Leasing company

UNIT 6 Government Audit

Lectures 12

1. Legal framework and the CAG
2. Consolidated fund and Public Account, Nature, Aims and Objectives of Government Audit,
3. Comptroller and Auditor General of India - The provision as to appointment, remuneration, duties and Power CAG, Role of Controller and Auditor General of India
4. Audit of receipts, expenditure, Sanctions,
5. Public Accounts Committee-
6. Audit of departmental commercial undertaking-
7. Audit of Local bodies.

References:

1. Stettler Howord – Auditing Principles, PHI – New Delhi.
2. L. K. Shukla – Auditing – Principles & Practice – Taxmann law's New Delhi.
3. Auditing by Vinod Kumar Agrawal & Abhishek Porwal – A. S. Foundation, Pune.
4. Kamal Gupta : Contemporary Auditing, TMH – New Delhi.
5. Stettler Howord – Auditing Principles, PHI – New Delhi.
6. Saxena & Saravavel – Practical Auditing – Himalaya Publishing House, Mumbai.
7. Saxena & Reddy – Essentials of Auditing - Himalaya Publishing House, Mumbai.
8. Taxmann – Students' guide to Standards on Auditing by D. S. Rawat.
6. B.N. Tondon: A Handbook of Practical Auditing
7. The Institute of Chartered Accountants of India: Standards on Auditing
8. George Koshi : Tax Audit Manual (Taxmann, New Delhi)
9. The Institute of Chartered Accountants of India : Guidance note on Tax Audit U/s 44 AB of the Income Tax Act
10. T. V. Rao: HRD Audit, Sage Publications, New Delhi.
11. Dinkar Pagare: Principles and Practice of Auditing. Sultan chand and Sons, Educational Publishers New Delhi.
12. R. G. Saxena: Principles and Practice of Auditing. Himalaya Publishing House. New Delhi.
13. Gordon Davis : Management Information System, TMH, New Delhi.
14. P. Mohar : Management Information System, HPH, New Delhi.
15. Elies Award : System Analysis & Design, Galgotia Publishers, New Delhi.
16. Uma G. Gupta : Management Information System, Galgotia Publ. New Delhi.
17. C.S.V. Murthy : Management Information System, HPH, New Delhi.
18. CA Final Study Module of Auditing published by the ICAI, New Delhi
19. Taxmann's "Law & Practice Relating to Income Computation & Disclosure Standards", written by B.D. Chatterjee and Chintan N Patel
20. Taxmann's "Guide To Income Computation & Disclosures Standards" written by Srinivasan Anand
21. Income Computation and Disclosure Standards 2nd Edition - Ready Reckoner in Q & A format (English, Paperback), by CA (Dr) N. Suresh, publisher Bloomsbury India
22. E-Book on Income Computation and Disclosure Standards (ICDS) at: https://www.caclubindia.com/share_files/e-book-on-income-computation-and-disclosure-standards-icds--73148.asp
23. Standards on Auditing for CA Students by [Anshul Mittal](#), publisher Arya Publishing Company



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FACULTY OF COMMERCE AND MANAGEMENT

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SEMESTER IV

Paper: 404 (B) Advanced Cost Accountancy

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Techniques of Costing

Learning Objectives

This course aims at enabling students to –

1. understand the cost control techniques, and cost budgeting
2. understand the modern techniques of costing and pricing used by different organizations.
3. understand the process of decision making amidst the scenario of cost differences, and to make proper short-term decisions by distinguishing between fixed cost and variable costs
4. understand the process of decision making related to the Capital investment proposal on the basis of different project evaluation techniques

Required qualification

B.Com. or other equivalent having previous knowledge of Accounting and Costing

Medium of Instructions

English

Instructions as to study and examinations

- a) This subject shall be studied in English medium.
- b) The question paper shall be set in English, and the students shall answer the paper in English medium only.
- c) Out of the total marks in question paper, 40% marks will be allotted for theory questions and 60% marks will be for the practical problems

Level of Knowledge

Working knowledge with application skill

Course Outcomes

By the end of the course the students will be better able to -

1. prepare budgets for various functional areas of the business activities of the manufacturing organisations.
2. exercise control over the various elements of cost at macro level and micro level with the help of the techniques of budgetary control and standard costing
3. project the required level of business activities to be achieved for earning the desired level of profits.

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to exercise control over the cost of operations of manufacturing organisations and to project the sales to be achieved for the planned profits.

Course contents

Unit 1. Budget and Budgetary Control

Lectures 12

- 1.1 Concept of Budget, Budgeting & Budgetary Control, Steps involved in the process of preparation of a budget, Budget Manual,
- 1.2 Objectives, Advantages, Limitations of Budgetary Control, Organisation for Budgetary Control, Principal Budgeting Factor,

- 1.3 Classification of Budgets : Long-term budget, Short-term budget, Flexible budget, Fixed budget, Master Budget
- 1.4 Functional Budgets: Sales Budget, Production Budget, Purchase Budget, Capital Expenditure Budget, Cash Budget
- 1.5 Zero-Base Budgeting, Nature, procedure, Advantages and Limitations of ZBB
[Advanced practical problems on preparation of budgets including Sales Budget, Production Budget, Purchase Budget, Capital Expenditure Budget, Cash Budget, Flexible budget, Fixed budget, Master Budget]

Unit 2. Standard Costing & Variance Analysis

Lectures 12

- 2.1 Standard Cost and Standard Costing - Meaning, uses of Standard cost, Standard Cost Vs Historical Cost. Types of standards – Standard setting procedure, Standard Costing procedure, Preliminary steps prior to the installation of a Standard Costing system.
- 2.2 Advantages and Limitations of Standard Costing. Variances Analysis – Variances – Concept and Classification of Variances,
- 2.3 Material Variances : Materials Cost Variance , Materials Price Variance, Materials Usage Variance, Materials Mix Variance, Materials Revised Usage Variance, Materials Yield Variance.
- 2.4 Labour Variances : Labour Cost Variance, Labour Rate Variance, Labour Idle Time Variance, Labour Efficiency Variance, Labour Gang-composition Variance, Labour Revised Efficiency Variance, Labour Yield Variance
- 2.5 Overhead Variances – Variable Overhead Variance, Fixed Overhead Variance –
 - 2.5.1 Variable Overhead Variances - Variable Overhead Cost Variance, Variable Overhead Expenditure Variance, Variable Overhead Efficiency Variance -,
 - 2.5.2 Fixed Overhead Variances - Fixed Overhead Cost Variance, Fixed Overhead Expenditure Variance, Fixed Overhead Volume Variance, Fixed Overhead Capacity, Variance, Fixed Overhead Efficiency Variance, Fixed Overhead Calendar Variance
 [Practical problems on computation of variances for different elements of costs stated above including variances related to Materials, Labour and Overheads]

Unit 3. Marginal Costing-I

Lectures 05

- 3.1 Concepts of Marginal Cost and Marginal Costing, Advantages and Limitations of Marginal Costing,
- 3.2 Classification of costs, Fixed, Variable, Semi-variable- Break-up of Semi-Variable Expenses, Role of Contribution, Basic Equation of Marginal Costing,
- 3.3 Marginal Costing Vs Absorption costing, Practical applications of Marginal Costing

Unit 4. Break Even Analysis

Lectures 10

- 4.1 Meaning of Break-even point, Break-even Chart, Profit-Volume Ratio, Margin of Safety, Key- Factor,
- 4.2 Cost-Volume Profit analysis, Point of Indifference, Computation and application of Break-Even Analysis.
[Practical problems on computation of Break-Even Point, Profit under different levels of activity, Desired level of activity - decisions on Make or Buy, accepting special order; problems on Key-factor related decisions, drawing of Break-Even Chart etc]

Unit 5. Capital Budgeting Decision

Lectures 09

- 5.1 Meaning, Importance of Capital budgeting decision
- 5.2 Various types of capital investment decisions (i) replacement and modernization decisions, (ii) Expansion decision, (iii) Diversification decisions (iv) Accept-Reject decisions

Unit 6. Capital Budgeting

Lectures 12

- 6.1 Various projects evaluation techniques / Methods -
 - 6.1.1 Simple Cash Flow techniques like
 - (1) Pay-back method , (2) Payback Reciprocal, (3) Accounting Rate of Return
 - 6.1.2 Discounted Cash Flow Techniques like
 - (1) Net Present Value (NPV), (2) Internal Rate of Return (IRR), (3) Profitability Index (PI) (or) Benefit cost Ratio (4) Discounted Pay Back (or) Time adjusted BEP
 [Advanced practical problems on evaluation of capital budgeting proposal using the above stated techniques / methods of evaluation]

References:

1. Basics of Cost Accounting by V. K. Saxena and C. D. Vashist - Sultan Chand & Sons, New Delhi
2. Cost Accounting – Problems and Solutions - V. K. Saxena and C. D. Vashist - Sultan Chand & Sons, New Delhi
3. Fundamentals of Cost Accounting by S N Maheshwari – Sultan Chand & Sons, New Delhi
4. Principles and Practice of Cost Accounting by N K Prasad
5. Cost Accounting by Jawaharlal – Tata McGraw Hill Publishing company Limited New Delhi
6. Cost Accounting Principles & Practice by Nigam & Sharma
7. Cost Accounting Principles & Practice by S P Iyenger
8. Cost Accounting Principles & Practice by P K Ghosh
9. Cost Accounting Principles & Practice by B S Khanna
10. Practical Costing (Self-Tutor) by Gauri Shankar - Himalaya Publishing House, Mumbai
11. Cost Accounting by Jain & Narang
12. Practical Costing by Ahuja , Khanna & Pandey
13. Cost Accounting by B K Bhar
14. Cost & Management Accounting [For CS Inter] - V. K. Saxena and C. D. Vashist - Sultan Chand & Sons
15. Cost & Management Accounting [For Stage II of ICWA Inter] - V. K. Saxena and C. D. Vashist – Sultan Chand & Sons, New Delhi
16. Cost and Management Accounting (Theory Problems and Solutions) by M N Arora – Himalaya Publishing House, Mumbai
17. Cost Accounting by Ravi M Kishore - Taxmann Allied Services Pvt Ltd
18. A Text Book (with in-built Compiler) on Cost Accounting by S. K. Aggarwal, Abha Aggarwal – Reliance Publications Ltd, Gurgaon



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M.Com II – w.e.f. AY 2018-19

SEMESTER IV

Paper: 404 (C) Human Resource Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Industrial relations and legal framework

Learning Objectives

This course aims at enabling students to –

1. know the legal framework governing the industrial behaviour and relationship at the workplace.
2. understand the basic provisions of the Acts relating to Labour, Industrial disputes, Wages and other benefits available to the workers.
3. make the students aware about mechanisms of settlement of industrial disputes
4. impart the students knowledge of laws, and the how the law affects the industry and labour

Required qualification

B.Com or other equivalent having previous knowledge of business management.

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to –

- get the insight of the laws regulating industrial relations, disputes, and their settlement
- develop, implement, and evaluate employee related policies of the business house within the framework of legal environment in the country.
- decide upon the benefits to be given to the women employees

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to get the insight of managing the industrial relations within the framework of the industrial and labour laws

Course contents

Unit 1. Trade Union Act 1926	Lectures- 10
<ul style="list-style-type: none">a. Objects, Definitions, Registration of Trade Unionb. Rights and Liabilities of Registered Trade Unionc. Trade Union Movement in Indiad. Problems of Trade Union in Indiae. Measures for strengthening Trade Unionf. Procedure and Penaltiesg. Meaning, Importance & Process of Collective Bargainingh. Conditions of effective Collective Bargaining	
Unit 2. The Industrial Disputes and Industrial Disputes Act, 1947	Lectures- 10
<ul style="list-style-type: none">a. Concept, Meaning and Causes of Industrial Disputesb. Forms of Industrial disputes, Prevention of Industrial disputesc. Authorities under the Industrial Disputes actd. Powers and duties of Authorities, Strike and Lockout, Lay-off, Retrenchmentse. Reference of Disputes to boards	
Unit 3. The Factories Act, 1948	Lectures- 10
<ul style="list-style-type: none">a. Object & Definitionsb. The Inspecting Staffc. Provisions regarding safety and healthd. Provisions regarding leave and wagese. Provisions regarding working hours of adultsf. Employment of young persons	
Unit 4. The Payment of Wages Act, 1936	Lectures- 10
<ul style="list-style-type: none">a. Object and Definitionsb. Responsibility for the Payment of Wagesc. Authorities under the actd. Authorized deductionse. Penalties for Offences under the Act,f. Claims and Appeal	
Unit 5. The Minimum Wages Act, 1948	Lectures- 10
<ul style="list-style-type: none">a. Aims, Object, Scope, Definitionsb. Fixation and Revision of Minimum Rates of Wagesc. Fixation of Working hours and Determination of wagesd. Authorities under the Acte. Offences and Penaltiesf. Obligations of Employers	
Unit 6. A. The Maternity Benefit Act, 1961	Lectures- 6
<ul style="list-style-type: none">a. Applications and Non-Applications of the Actb. Right to Maternity Benefitc. Restrictions on employment,d. Forfeiture of Maternity benefite. Penalty for contravention of Act by Employerf. Highlight of the maternity benefit (Amendment) Bill-2016 & Bill-2017.g. Features of the Act, Advantages and Disadvantages of the Act.	
B The Child Labour (Prohibition and Regulation) Act, 1986	Lectures-4
<ul style="list-style-type: none">a. Object, Scope and Definitionb. Prohibition of child labourc. Regulation of conditions of child labour	

- d. Obligations of Employers
- e. Offences and Penalties
- f. Highlight of the Child Labour Act, 1986 (Amendment) Bill-2016.

References

1. Dynamics of Industrial Relation--- Dr. C.B. Mamoria, Dr. S. Mamoria, S.V. Gankar-Himalaya Publishing House
2. Labour Laws—B.D.Sing
3. Industrial Jurisprudence and Labour Legislation—By A.M.Sarm, Himalaya Publication
4. Industrial Relations ByArunMonappa.
5. Labour and Industrial Law in India ByS.K.Mishra, Allahabad law Agency
6. Industrial and Labour Law ByP.L.Malik
7. Commentaries on Payment of wages Act, 1998 by K.D. Shrivastava, Eastern BookCo.
8. Law and Practice on Minimum Wages, 1999 by S.B. Rao
9. Labour and Industrial Laws by S.K. Puri
10. Labour Laws – Bare Acts
11. Amendment to be Maternity Benefit Act – 1961, Press Information Bureau, Union Cabinet August – 2016, March-2017
12. Amendment of the Child Labour (Prohibition and Regulation) Amendment Bill-2016.



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FACULTY OF COMMERCE AND MANAGEMENT

M.Com II – w.e.f. AY 2018-19

SEMESTER IV

Paper: 404 (D) Marketing Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Marketing Research

Learning Objectives

This course aims at enabling students to –

- understand various concepts and theoretical aspect of marketing research
- know the sources of marketing information and the mechanism of collecting and processing the market information for making intelligent decisions.
- study the ways in which the marketing research can be applied in business

Required qualification

B.Com or other equivalent having previous knowledge of commerce

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to -

1. get the insight of the philosophy and framework of marketing research
2. know the important aspects to be studied in marketing research
3. get equipped with the ability to apply the marketing research techniques to solve the marketing related problems of a business organisation

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to apply the marketing research techniques to solve the marketing related problems in real life situation.

Course contents

Unit 1. Introduction

Lectures 06

- a. Marketing Research - Concept- Definition- Scope and obstacles in acceptance
- b. Impact of marketing research on marketing mix
- c. Limitations of marketing research
- d. Ethics in marketing research.

Unit 2. Market Information

Lectures 08

- a. Quality and quantity of Market Information – value of information – types of market information.
- b. Various sources of market Information – Methods of collecting Market Information - Secondary data sources, problems of fit and accuracy.
- c. Decision tree and Bayesian analysis concept, Shop and retail audits
- d. Readership surveys and viewer ship surveys, Experience surveys, Focus Groups

Unit 3. Marketing Research Process

Lectures 08

- a. Research process – problem formulation
- b. Hypothesis statement – characteristics of a good hypothesis, preparing research proposal.
- c. Research designs – Types

Unit 4. Marketing Intelligence

Lectures 10

- a. Marketing intelligence – Marketing Decision Support System components
- b. Scope and Significance of Marketing Intelligence in decision making
- c. Market potential analysis, methods. Sales analysis – by territory, by product, by customer and by size order.
- d. Sales forecasting – objective and subjective methods, Test marketing, Industrial vs consumer marketing research.

Unit 5. Application of Marketing Research

Lectures 10

- a. Applications of Marketing Research: Cluster analysis for identifying market segments, Conjoint analysis for Product research, Multi-dimensional scaling,
- b. Discriminate analysis and perceptual mapping for Brand positioning research,
- c. Advertising research

Unit 6. I.T. Enabled Marketing

Lectures 06

- a. Web based marketing research - using the internet for collection of data
- b. Advantages and limitations in data collection – reach – analysis – accuracy – time.

References

- 1) Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
- 2) Marketing Research –Aakar, Kumar, Day
- 3) Marketing Research – Thomas C. Kinnear
- 4) Marketing Research – Nargundkar
- 5) Marketing Research – Measurement & Methods – Donald S. Tull, Del I. Hawkins
- 6) Marketing Research – Beri
- 7) Business Research Methods – Cooper
- 8) Marketing Research – Burns and Bush- Pearson
- 9) Marketing Research – Luck and Rubin – Prentice Hall Publications
- 10) Marketing Reserch – Rajendra Nargundkar – Tata McGraw Hill
- 11) Marketing Research by S.L. Gupta – Excel Books
- 12) Marketing Research – Suja Nair – Himalaya
- 13) Marketing Reserch by Ramanuj Majumdar- New age International
- 14) Marketing Research by D.M. Sarawte – Everest



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SEMESTER IV

Paper: 404 (E) Supply Chain Management

60+40 Pattern: External Marks 60, Internal Marks 40. Maximum Total Marks: 100

Required Lectures: 60

Title of the Paper – Inventory Management

Learning Objectives

This course aims at enabling students to –

1. understand the concept and role of Cycle inventory in Supply Chain.
2. know the role of Safety Environment in SCM.
3. determine optimum level of Product Availability.
4. know sourcing decisions in Supply Chain.
5. understand Pricing and Revenue Management in Supply Chain.
6. describe role of Information Technology in SCM.

Required qualification

B.Com or other equivalent having previous knowledge of Commerce

Medium of Instructions

English or Marathi

Instructions as to study and examinations

- a) This subject may be studied in English medium or Marathi medium.
- b) The question paper shall be set in basically in English medium with its Marathi version, and the students shall have an option to answer the question-paper either in English medium or in Marathi medium in its entirety.
- c) The question paper shall consist of all theory questions. However, the question-paper setter may at his option set questions of applied nature or the in the form of a case study. The applied component shall not exceed 20% of the aggregate marks in the university examinations.

Level of Knowledge

Reasonable working knowledge

Course Outcomes

By the end of the course the students will be better able to -

- understand and manage the Cycle inventory in Supply Chain
- discover how the Safety Inventory can be managed in Practice
- decide on the optimum level of Product Availability, and the sources in the Supply Chain.
- understand Pricing and Revenue Management in Supply Chain.

Utilities

The student will be equipped with the ability to apply skills and knowledge effectively in dealing with real life business situation, and to analyze the Cycle inventory in Supply Chain, and to decide on the pricing in the supply chain

Course contents

Unit 1. Role of Cycle Inventory in Supply Chain

Lectures: 10

- 1.1 Introduction
- 1.2 Economies of Scale to Exploit Fixed Costs
- 1.3 Economies of Scale to Exploit Quantity Discounts
- 1.4 Short-Term Discounting: Trade Promotions
- 1.5 Managing Multiechelon Cycle Inventory
- 1.6 Estimating Cycle Inventory-Related Costs in Practice

Unit 2. Role of Safety Inventory in Supply Chain

Lectures: 10

- 2.1 Introduction
- 2.2 Determining Appropriate Level of Safety Inventory
- 2.3 Impact of Supply Uncertainty on Safety Inventory
- 2.4 Impact of Aggregation on Safety Inventory
- 2.5 Impact of Replenishment Policies on Safety Inventory
- 2.6 Managing Safety Inventory in a Multiechelon Supply Chain
- 2.7 The Role of IT in Inventory Management
- 2.8 Estimating and Managing Safety Inventory in Practice

Unit 3. Determining the Optimal Level of Product Availability

Lectures: 10

- 3.1 The Importance of the Level of Product Availability
- 3.2 Factors Affecting Optimal Level of Product Availability
- 3.3 Managerial Levers to Improve Supply Chain Profitability
- 3.4 Setting Product Availability for Multiple Products Under Capacity Constraints
- 3.5 Setting Optimal Levels of Product Availability in Practice

Unit 4. Sourcing Decisions in a Supply Chain

Lectures: 10

- 4.1 The Role of Sourcing in a Supply Chain
- 4.2 In-House or Outsource
- 4.3 Third- and Fourth-Party Logistics Providers
- 4.4 Supplier Scoring and Assessment
- 4.5 Contracts and Supply Chain Performance
- 4.6 Design Collaboration
- 4.7 The Procurement Process
- 4.8 Sourcing Planning and Analysis
- 4.9 The Role of IT in Sourcing
- 4.10 Risk Management in Sourcing

Unit 5. Pricing and Revenue Management in Supply Chain

Lectures: 10

- 5.1 Introduction
- 5.2 Pricing and Revenue Management for Multiple Customer Segments
- 5.3 Pricing and Revenue Management for Perishable Products
- 5.4 Pricing and Revenue Management for Seasonal Demand
- 5.5 Pricing and Revenue Management for Bulk and Spot Contracts
- 5.6 The Role of IT in Pricing and Revenue Management
- 5.7 Using Pricing and Revenue Management in Practice

Unit 6. Information Technology in Supply Chain

Lectures: 10

- 6.1 The Role of IT in a Supply Chain
- 6.2 The Supply Chain IT Framework
- 6.3 Internal Supply Chain Management
- 6.4 Supplier Relationship Management
- 6.5 The Transaction Management Foundation
- 6.6 The Future of IT in the Supply Chain
- 6.7 Risk Management in IT and Practice

References:

- 1) Supply Chain Management- K Shridhar Bhatt- Himalaya Publishing House
- 2) Supply Chain Management- Sunil Chopra, Peter Mendl- Prentice Hall of India
- 3) Supply Chain and Logistics Management- Donal Bowersox, David Closs- Tata Macgraw Hill
- 4) Exploring the Supply Chain- Upendra Kachru, Excel Books
- 5) Supply Chain Management- D K Agrawal, Macmillan Publishers
- 6) Logistics Management- V. V Sople, Pearson Education
- 7) Supply Chain Management- Concept and Cases, Rahul V Altekar- Prentice Hall of India
- 8) Supply Chain Management- Janat Shah, Pearson Education