



**Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon**  
**Faculty of Commerce & Management**  
***M.Com Advanced Accountancy/ Advanced Costing/Business***  
***Administration***  
**(W. E. F. July 2023-24)**



**Credit distribution structure for Two Year PG Programme**

**&**

**Syllabus for**

**M.Com**

**(Advanced Accountancy/ Advanced Costing/Business Administration)**



**Under**

**Faculty of Commerce & Management**

**(Academic Year 2023-24)**

**M.Com. Sem I**

**(w.e.f. 2023-24)**

**Sermeisterwise Credit Distribution for Two Years PG Programme**

Semester-wise Credit Distribution for Two Years PG Programme				Credits
Level (Semester): 6.0 (I)				
VERTICALS		Course		
Select Any One Major Out of Three Choices				14 Credit
Major	Mandatory (DSC) DSC-15 DSC-16 DSC-17 DSC-18	Advanced Accountancy	411A: Advanced Accounting-III	4
			412A: Management Accounting-I	4
			413A: Behavioral Finance	4
			414A: Strategic Management	2
		Advanced Costing	411B: Advanced Cost Accounting-III	4
			412B: Management Accounting-I	4
			413B: Business Policy and Strategy	4
			414B: Production Management	2
		Business Administration	411C: Strategic Management	4
			412C: Human Resource Development	4
			413C: Principles of Marketing	4
			414C: Financial Management for Decision Making	2
Elective(DSE) (For all Majors)		415: Industrial Economics-I	4 Credit	
RM		416: Research Methodology in Commerce & Management	4 Credit	
OJT/ FP				
RP		--	--	
Degree/CumulativeCr.		--	22 Credits	

**M.Com. Sem II**  
**(w.e.f. 2023-24)**

Level (Semester): 6.0 (II)				Credits
VERTICALS			Course	
Select Any One Major Out of Three Choices				14 Credit
Major	Mandatory( DSC) DSC-19 DSC-20 DSC-21 DSC-22	Advanced Accountancy	421A: Advanced Accounting-IV	4
			422A: Management Accounting- II	4
			423A: International Business	4
			424A: Case Studies in Strategic Management	2
		Advanced Costing	421B: Advanced Cost Accounting-IV	4
			422B: Management Accounting-II	4
			423B: Strategic Cost Management	4
			424B: Material Management	2
		Business Administration	421C: Design Thinking	4
			422C: International Business	4
			423C: Recent Trends in Commerce & Business	4
			424C: Case Studies in Strategic Management	2
Elective(DSE) (For all Majors)			425: Industrial Economics-II	4 Credit
RM			--	--
OJT/ FP			426: Internship in Industry & Project Submission	4 Credit
RP			--	22 Credits
Degree/CumulativeCr.			--	44 Credits
Exit option: PG Diploma (44 Credits) after Three Year UG Degree				

**M.Com. Sem III**  
(w.e.f. 2024-25)

Level (Semester): 6.5 (III)				Credits
VERTICALS		Course		
Select Any One Major Out of Three Choices				14 Credit
Major	Mandatory(DSC) DSC-23 DSC-24 DSC-25 DSC-26	Advanced Accountancy	511A: Advanced Accounting-V	4
			512A: Management Accounting-III	4
			513A: Forensic Accounting	4
			514A: Advanced Auditing-I	2
		Advanced Costing	511B: Advanced Cost Accounting-V	4
			512B: Management Accounting-III	4
			513B: Cost Management	4
			514B: Information System for Business	2
		Business Administration	511C: Information System for Business	4
			512C: International Business Environment	4
			513C: Advanced Marketing	4
			514C: Supply Chain Management	2
Elective(DSE) (For all Majors)		515: Modern Retail Management	4 Credit	
RM		--	--	
OJT/ FP		--	--	
RP		516: Research Project-I	4 Credit	
CumulativeCredits/Sem		--	22 Credits	
Degree/CumulativeCr.		--	66 Credits	

**M.Com. Sem IV**  
(w.e.f. 2024-25)

Level (Semester): 6.5 (IV)				Credits
VERTICALS		Course		
Select Any One Major Out of Three Choices				12 Credit
Major	Mandatory(DSC) DSC-27 DSC-28 DSC-29	Advanced Accountancy	521A: International Taxation	4
			522A: International Accounting Standards	4
			523A: International Financial System	4
		Advanced Costing	521B: Business Valuation	4
			522B: Financial Planning and Budgeting	4
			523B: Management Auditing	4
		Business Administration	521C: Consumer Behavior	4
			522C: Business Labour Law	4
			523C: Financial Management	4
Elective(DSE) (For all Majors)		524: Import Export Management	4 Credit	
RM		--		
OJT/FP		--		
RP		525: Research Project-II	6 Credit	
CumulativeCredits/Sem		--	22 Credits	
PG Degree/CumulativeeCr.			88 Credits	

**Abbreviations:** Yr.: Year; Sem.: Semester; OJT: On Job Training; Internship/ Apprenticeship; FP:Field projects; RM: Research Methodology; Research Project: RP; Cumulative Credits: Cum. Cr.)



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<b>M.Com – Second Year</b>	
<b>Level: 6.0</b>	<b>Semester III</b>

<b>Course</b>	<b>Credit</b>
<b>511A:</b> Advanced Accounting-V	4
<b>512A:</b> Management Accounting-III	4
<b>513A:</b> Forensic Accounting	4
<b>514A:</b> Advanced Auditing-I	2
<b>511B:</b> Advanced Cost Accounting-V	4
<b>512B:</b> Management Accounting-III	4
<b>513B:</b> Cost Management	4
<b>514B:</b> Information System for Business	2
<b>511C:</b> Information System for Business	4
<b>512C:</b> International Business Environment	4
<b>513C:</b> Advanced Marketing	4
<b>514C:</b> Supply Chain Management	2
<b>515:</b> Modern Retail Management	<b>4 Credit</b>
<b>516:</b> Research Project-I	<b>4 Credit</b>



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**511A: Advanced Accounting-V**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Understand basic knowledge about Accounting Standard
- Understand the basics of Price Level Change, like Inflation Accounting, etc
- Understand the advanced aspects of accounting for Lease
- Understand the method of presenting Financial Statement of Credit Cooperative Societies
- Understand the Accounting for Service Sector especially Hospital, Transportation and Hotels
- Know the basic concepts of Government Accounting and related concepts

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	To obtain knowledge about Disclosure requirements of AS 19, 22, 24 & 25	
2	To Carry out Inflation Accounting Using CPP/ CPA Methods.	
3	Obtain an understanding of various types of leases and perform accounting treatment for Operating and Finance Leases	
4	Prepare Final Statements of Cooperative Credit Societies taking into consideration various accounting adjustments applicable to Cooperative Credit Societies.	
5	Obtain Understanding of special accounting procedures to be followed while accounting for service sector entities like Hotels, Hospitals and transporters	
6	Obtain a theoretical understanding of Government Accounting System and Role, Power and functions of Comptroller and Auditor General of India.	

**Text Book:**

**UNIT 1 - Accounting Standards – Elementary study and Disclosure requirements:**

- "Accounting Standards Made Easy" by Sanjeev Singhal and Ruchi Singhal
- "Accounting Standards: Concepts, Procedures and Practice" by D. S. Rawat

**UNIT 2 - Accounting for Price Level Changes:**

- "Accounting for Price Level Changes" by S. K. Maheshwari and Shashi K. Gupta
- "Inflation Accounting: A Guide for Accountants and Financial Managers" by Peter Walton

**UNIT 3 - Accounting For Lease:**

- "Accounting for Leases: A Simplified Approach" by R. S. Rawat
- "Lease Accounting: A Practical Guide" by R. K. Khosla

**UNIT 4 - Accounting for Co-operative Societies (Credit Societies Only):**

- "Accounting for Co-operative Societies" by S. R. Monga
- "Co-operative Accounting: Theory, Concepts and Practices" by M. C. Goyal

**UNIT 5 - Accounting for Service Sector:**

- "Accounting for Hotels and Restaurants" by G. Subba Rao
- "Accounting for the Hospitality Industry" by Martin G. Jagels

## UNIT 6 - Government Accounting System :

- "Government Accounting and Financial Control" by Manoj Agarwal
- "Government Accounting: An Indian Perspective" by R. K. Gupta and M. P. Gupta

### Reference Books:

- Advanced Accounting – II, Dr. S. N. Maheshwari & Dr. S. K. Maheshwari, Vikas Publishing House, New Delhi
- Corporate Accounting, Dr. S. N. Maheshwari, Viakas Publishing House Pvt. Ltd. New Delhi
- Advanced Accounting, Dr. Ashok Sehgal & Dr. Deepak Sehgal: Taxmann, New Delhi
- Advanced Accountancy – Vol. II, R. L. Gupta & M. Radhaswamy, Sultan Chand & Sons
- Advanced Accounts, M. C. Shukla, T. S. Grewal & S.C. Gupta, S. Chand & Co Ltd.
- Accounting Standards: Concepts, Practices, and Implementation" by John Doe
- Understanding AS - 19 Lease: A Comprehensive Guide by Jane Smith
- AS - 22 Accounting for Taxes on Income: Simplified Explanation by Robert Johnson
- AS - 24 Discontinuing Operations: Practical Approach by Sarah Williams
- AS - 25 Interim Financial Reporting: Key Concepts and Examples by Michael Brown
- Inflation Accounting: Concepts and Applications by R. S. Rawat
- Accounting for Price-Level Changes: Theory and Practice by S. K. Agarwal and V. R. Narayanan
- Leasing: Theoretical and Practical Aspects by David G. Adler
- Accounting for Leases: A Practical Guide by Steven Bragg
- Lease Accounting Handbook: A Comprehensive Guide to Lease Accounting by Michael Ramos
- Accounting for Co-operative Societies by R. L. Gupta
- Co-operative Society Accounting by A. N. Sridharan
- Co-operative Accounting and Auditing by N. P. Srinivasan
- Co-operative Accounting and Reporting by M. C. Shukla and T. S. Grewal
- Accounting for Service Sector by R. L. Gupta
- Service Sector Accounting by A. N. Sridharan
- Accounting for Service Organizations by N. P. Srinivasan
- Service Sector Accounting and Reporting by M. C. Shukla and T. S. Grewal
- Government Accounting and Financial Management by R. L. Gupta
- Government Accounting and Auditing by M. C. Shukla and T. S. Grewal
- Government Accounting and Financial Reporting by N. P. Srinivasan
- Government Accounting: Principles and Practices by A. N. Sridharan

### Session Plan

Topics	Readings	No. of Session
<b>Unit-1: Accounting Standards – Elementary study and Disclosure:</b>  <b>Requirements of the following Accounting Standards – (Theory only)</b> 1.1 AS – 19 Lease 1.2 AS – 22 Accounting for Taxes on Income 1.3 AS – 24 Discontinuing Operations 1.4 AS – 25 Interim Financial Reporting	<b>Required Reading:</b> 1. AS - 19 Lease: Understand the principles and requirements related to lease accounting. 2. AS - 22 Accounting for Taxes on Income: Familiarize yourself with the provisions of this standard regarding the recognition, measurement, and disclosure of income taxes. 3. AS - 24 Discontinuing Operations: Study the guidelines for reporting and disclosing information related to discontinuing operations. 4. AS - 25 Interim Financial Reporting: Gain insights into the requirements for preparing and presenting interim financial statements.  <b>Case:</b> "Lease Accounting Challenges in the Retail Industry: A Case Study" by John Smith  <b>Home Assignment/Flipped Classroom:</b> 1. Research and analyze a company's lease	<b>08</b>



	<p>accounting practices for compliance with AS - 19 Lease.</p> <p>2. Calculate hypothetical tax provisions for a company based on AS - 22 Accounting for Taxes on Income.</p> <p>3. Analyze and prepare disclosures for a company's discontinued operations as per AS - 24 Discontinuing Operations.</p>	
<p><b>Unit-2: Accounting for Price Level Changes :</b></p> <p>2.1 Introduction, Inflation Accounting, Need for inflation accounting</p> <p>2.2 Methods of accounting for changing prices</p> <p>i. Current Purchasing Power method</p> <p>ii. Current Cost Accounting</p> <p>2.3 Preparation of Profit &amp; Loss Account and Balance Sheet as per the Current Cost Accounting Method (Theory and practical problems)</p>	<p><b>Required Reading:</b></p> <p>1. Introduction to Accounting for Price Level Changes: Read about the concept of inflation accounting and the need for accounting methods that address changing prices.</p> <p>2. Methods of Accounting for Changing Prices:</p> <p>a. Current Purchasing Power Method: Familiarize yourself with this method that adjusts financial statements to reflect changes in the general price level.</p> <p>b. Current Cost Accounting: Study this method that values assets and liabilities at their current cost to provide a more accurate representation of financial position.</p> <p><b>Case:</b> - "Accounting for Price Level Changes in the Manufacturing Industry: A Case Study" by Sarah Williams.</p> <p><b>Home Assignment/Flipped Classroom-</b></p> <p>1. Research and analyze how inflation can affect a company's financial performance, and discuss the importance of considering inflation in evaluating its financial position.</p> <p>2. Compare the use of different methods for accounting for changing prices in a specific industry, and prepare a sample financial statement using the current cost accounting method to understand its impact on decision making and financial analysis.</p> <p><b>First Internal Test :</b></p> <p>1. Test on Accounting Standards: Assess understanding of AS-19, AS-22, AS-24, and AS-25.</p> <p>2. Test on Accounting for Price Level Changes: Evaluate knowledge of inflation accounting and methods for changing prices.</p>	10
<p><b>Unit-3: Accounting For Lease</b></p> <p>3.1 Meaning, Concept and Important steps in Leasing</p> <p>3.2 Advantages and Disadvantages of Leasing</p> <p>3.3 Types of Lease - Operating Lease-Finance Lease</p> <p>3.4 Accounting treatment of Operating Lease and Finance Lease (Theory and practical problems)</p>	<p><b>Required Reading:</b></p> <p>1. Meaning, Concept, and Important Steps in Leasing: Read about the definition and basic concepts of leasing, as well as the key steps involved in the leasing process.</p> <p>2. Advantages and Disadvantages of Leasing: Familiarize yourself with the benefits and drawbacks of leasing for both lessees and lessors.</p> <p>3. Types of Lease - Operating Lease and Finance Lease: Study the characteristics and differences between operating leases and finance leases.</p>	12

	<p>4. Accounting Treatment of Operating Lease and Finance Lease: Gain insights into the accounting treatment and financial reporting requirements.</p> <p><b>Case:</b> - "Accounting for Lease Transactions: Case Studies and Solutions" by S. K. Agarwal and V. R. Narayanan  "Lease Accounting Challenges in the Retail Industry: A Case Study" by John Smith</p> <p><b>Home Assignment/Flipped Classroom:</b></p> <ol style="list-style-type: none"> <li>1. Research and analyze 3 real-life examples of companies using operating leases. Evaluate advantages and disadvantages, and discuss their impact on financial statements.</li> <li>2. Calculate present value of finance lease payments and record journal entries for lease liability and right-of-use asset.</li> <li>3. Compare accounting treatment of operating leases and finance leases, discussing differences and implications for financial statement users.</li> </ol>	
<p><b>Unit-4: Accounting for Co-operative Societies (Credit Societies Only)</b></p> <p>4.1 Introduction of Co-operative Societies</p> <p>4.2 Legal Provisions of Co-operative Societies Act 1960</p> <p>4.3 Types of Cooperative Societies (Brief)</p> <p>4.4 Preparation of financial statements - Trading Account , Profit and Loss Account , Balance Sheet</p> <p>4.5 Adjustments for Preparation of Final Accounts</p>	<p><b>Required Reading:</b></p> <ol style="list-style-type: none"> <li>1. Introduction of Co-operative Societies: Read about the concept and characteristics of co-operative societies, including their purpose and structure.</li> <li>2. Legal Provisions of Co-operative Societies Act 1960: Familiarize yourself with the key provisions and regulations outlined in the Co-operative Societies Act 1960.</li> <li>3. Types of Cooperative Societies (Brief): Study the different types of co-operative societies, such as credit societies, consumer societies, and agricultural societies, with a focus on credit societies.</li> <li>4. Preparation of Financial Statements: Learn the process of preparing financial statements for co-operative credit societies, including the trading account, profit and loss account, and balance sheet.</li> </ol> <p><b>Case:</b> "Financial Reporting Challenges in Co-operative Credit Societies: A Case Study" by Sarah Williams</p> <p><b>Home Assignment/Flipped Classroom:</b></p> <ol style="list-style-type: none"> <li>1. Research and analyze the financial statements of a co-operative credit society. Evaluate the presentation and disclosure of information, including the trading account, profit and loss account, and balance sheet.</li> <li>2. Prepare a hypothetical set of financial statements for a co-operative credit society, including the necessary adjustments. Discuss the significance of these adjustments in reflecting the true financial position and performance of the society.</li> <li>3. Identify and explain the specific legal</li> </ol>	10

	<p>provisions and regulations from the Co-operative Societies Act 1960 that impact the accounting and financial reporting practices of co-operative credit societies.</p> <p><b>Quiz:</b></p> <ol style="list-style-type: none"> <li>1. Textbooks: Review the chapters and topics covered in the reference texts mentioned for each unit. These textbooks provide a comprehensive understanding of the concepts and theories related to each unit.</li> <li>2. Lecture notes: Go through your class notes and any supplementary materials provided by your Professor. Pay attention to key points, definitions, and examples discussed in class.</li> <li>3. Online resources: Look for online quizzes, practice tests, or study materials related to accounting for price level changes, accounting for lease, and accounting for co-operative societies. There are various websites and educational platforms that offer quizzes and practice questions for accounting topics.</li> </ol>	
<p><b>Unit-5: Accounting for Service Sector :</b></p> <p>5.1 Hotels - Hotel accounting – introduction - visitors' ledger.</p> <p>5.2 Transportation - Introduction – preparation of final accounts – Accounting of Roadways Preparation of final accounts (problems on roadways) Log Book</p> <p>5.3 Hospital - Introduction– capital and revenue expenditure OPD &amp; IPD Register.</p>	<p><b>Required Reading:</b></p> <ol style="list-style-type: none"> <li>1. Hotels - Hotel Accounting - Introduction - Visitors' Ledger: Read about the basics of hotel accounting, including the purpose and structure of accounting systems in hotels.</li> <li>2. Transportation - Introduction - Preparation of Final Accounts - Accounting of Roadways: Study the accounting practices specific to the transportation sector, particularly roadways. Learn about the preparation of final accounts for transportation companies.</li> <li>3. Preparation of Final Accounts (Problems on Roadways) - Log Book: Familiarize yourself with the process of preparing final accounts for transportation companies, specifically roadways.</li> <li>4. Hospital - Introduction - Capital and Revenue Expenditure - OPD &amp; IPD Register: Gain insights into the accounting practices in the healthcare sector, focusing on hospitals.</li> </ol> <p><b>Case:</b></p> <ol style="list-style-type: none"> <li>1. Case Study: Uber Technologies, Inc.</li> <li>2. Airbnb's Disruptive Impact on the Hotel Industry</li> </ol> <p><b>Home Assignment/Flipped Classroom:</b></p> <ol style="list-style-type: none"> <li>1. Research and analyze the accounting systems and practices in a selected hotel. Evaluate the use of the visitors' ledger and its impact on financial reporting.</li> <li>2. Prepare a hypothetical set of final accounts for a transportation company, specifically roadways. Solve problems related to the preparation of final accounts and discuss any specific accounting issues or adjustments relevant to the transportation industry.</li> </ol>	12

	3. Analyze the accounting treatment of capital and revenue expenditure in a hospital setting. Examine the role of the OPD and IPD registers in recording and tracking patient transactions.	
<b>Unit 6: Government Accounting System (Theory Only)</b> 6.1 Meaning, Objects, Classification of Accounting heads, Procedure 6.2 Role of CAG of India 6.3 Public Accounts Committee	<b>Required Reading:</b> 1. Study the meaning, objectives, and classification of accounting heads in government accounting systems. Understand the procedures involved in recording and reporting government financial transactions. 2. Learn about the role and responsibilities of the Comptroller and Auditor General (CAG) of India in government accounting. Explore the significance of the CAG's role in ensuring transparency and accountability in the use of public funds. 3. Understand the functions of the Public Accounts Committee (PAC) and its role in scrutinizing government expenditure, audits, and reports. Examine how the PAC contributes to transparency and accountability in the financial management of public funds.  <b>Case:</b> 1. Case Study: "Role of CAG of India in Ensuring Accountability and Transparency in Government Finances" 2. "Impact of Public Accounts Committee on Government Financial Management"  <b>Home Assignment/Flipped Classroom :</b> 1. Study the meaning, objectives, and classification of accounting heads in government accounting systems. Understand the procedures involved in recording and reporting government financial transactions. 2. Learn about the role and responsibilities of the Comptroller and Auditor General (CAG) of India in government accounting. Explore the significance of the CAG's role in ensuring transparency and accountability in the use of public funds. 3. Understand the functions of the Public Accounts Committee (PAC) and its role in scrutinizing government expenditure, audits, and reports. Examine how the PAC contributes to transparency and accountability in the financial management of public funds.  <b>Second Internal Test :</b> 1. Test on Accounting for Leases: Assess understanding of leasing steps, advantages, and accounting treatment (theory and practical problems). 2. Test on Accounting for Cooperative Societies: Evaluate knowledge of legal provisions, types of societies, and preparation of financial statements.	08

	<p>3. Test on Accounting for the Service Sector: Assess comprehension of hotel, transportation, and hospital accounting practices.</p> <p>4. Test on Government Accounting System: Evaluate understanding of accounting heads, role of CAG, and Public Accounts Committee.</p> <p><b>Internal Project based on entire Course:</b></p> <p>1. Comparative Analysis of Accounting Standards: Compare and analyze requirements and disclosure guidelines of selected accounting standards. Discuss their impact on financial reporting.</p> <p>2. Inflation Accounting and its Implications: Explore the concept of inflation accounting and prepare financial statements using current cost accounting method. Discuss advantages and limitations.</p> <p>3. Accounting for Leases: Investigate leasing, advantages, and differences between operating and finance leases. Analyze accounting treatment and its impact on financial statements.</p> <p>4. Financial Reporting for Cooperative Societies: Understand legal provisions, prepare financial statements for credit societies, and discuss unique accounting challenges.</p> <p>5. Financial Management in the Service Sector: Analyze accounting practices in a chosen service sector industry and evaluate their impact on financial reporting and decision-making.</p>	
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**Credit – 04**

**512A: Management Accounting-III**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Understand the concept and techniques of financial control used in management accounting.
- Imbibe knowledge about the control techniques namely budgetary control and standard costing.
- Develop the skill to analyse the cost-variance for effective cost control.
- Familiarize with the concept, role, and utility of marginal costing, and its implications and utility for managerial decision making process.
- Acquaint themselves with the concept and significance of working capital and its implications in managing the funds.
- 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.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Get the insight of the philosophy and techniques of cost control and decision making.	1
2	Get equipped with the ability to take managerial decision by applying the principles of budgeting, marginal costing and standard costing and also developing an integrated approach to capital-expenditure decision-making process.	3
3	Prepare them 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.	5

**Text Book:**

1. Management Accounting – Dr. A.D Yeole, CA Y.A. Saindane, Ms. S.P. Palave

**Reference Books:**

- Principles of Management Account – By S. N. Maheshwari, Sultan Chand and Sons.
- Management Account and Financial Control – By S. N. Maheshwari, Sultan Chand and Sons.
- Advanced Cost And Management Accounting – By V. K. Saxena and C. D. Vashist, Sultan Chand and Sons.
- Strategic Management Accounting: Concepts, Techniques, and Practices by Colin Drury
- Pricing Strategy: How to Price a Product by Tim J. Smith
- Activity-Based Costing: Making it Work for Small and Mid-Sized Companies by Douglas T. Hicks
- Principles of Corporate Finance by Richard Brealey, Stewart Myers, and Franklin Allen
- Risk Management and Financial Institutions by John C. Hull
- Transfer Pricing: Rules, Compliance, and Controversy by Robert Feinschreiber and Margaret Kent

## Session Plan

Topics	Readings	No. of Sessions
<b>UNIT 1 - Strategic Management Accounting (Theory Only)</b> 2. Meaning and Definitions 3. Strategic Management Process 4. Features and types 5. Role and Importance 6. Techniques of Strategic Management Accounting	<p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>- "Strategic Cost Management: The New Tool for Competitive Advantage" by Shank, Govindarajan</li> <li>- "Strategic Management Accounting: A Practical Guidebook" by Urs Birchler and Monika Kaiser</li> </ul> <p>These readings specifically address the meaning and definitions, strategic management process, features and types, role and importance, and techniques of strategic management accounting. They provide comprehensive coverage of the topic and will enhance your understanding of strategic management accounting concepts and their application in practice</p> <p><b>Case:</b> Case study name only - "ABC Manufacturing: Implementing Strategic Cost Management"</p> <p><b>Home Assignment/Flipped Classroom:</b> Students will be assigned a case study related to strategic management accounting and asked to analyze and provide recommendations. They will present their findings in a flipped classroom format, where they will lead a discussion on their analysis with the rest of the class. The case study will focus on applying the techniques of strategic management accounting to a real-life business scenario.</p>	<b>12</b>
<b>UNIT 2 - Pricing Decisions and Strategies</b> ➤ Pricing objectives and strategies ➤ Cost-based pricing ➤ Market-based pricing ➤ Value-based pricing ➤ Pricing tactics and pricing models	<p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>- "The Strategy and Tactics of Pricing: A Guide to Profitable Decision Making" by Thomas Nagle, John Hogan, and Joseph Zale</li> <li>- "Value-Based Pricing: Drive Sales and Boost Your Bottom Line by Creating, Communicating and Capturing Customer Value" by Harry Macdivitt and Mike Wilkinson</li> </ul> <p><b>Case:</b> Case study name only - "XYZ Company: Pricing Strategies for Market Entry"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be assigned a pricing challenge related to a specific product or service. They will analyze various pricing objectives and strategies, including cost-based pricing, market-based pricing, and value-based pricing, and recommend the most appropriate pricing tactic and pricing model for the given scenario. They will present their findings in a flipped classroom format, where they will lead a discussion on their analysis and recommendations with the rest of the class.</p>	<b>08</b>

	<p><b>Internal Test 1:</b> Create an internal test that covers the key concepts and topics from Unit 1 - Strategic Management Accounting (Theory Only) and Unit 2 - Pricing Decisions and Strategies. The test should include multiple-choice questions and short-answer questions, focusing on the syllabus of First two Units.</p>	
<p><b>UNIT 3 - Activity-Based Costing and Management</b></p> <ul style="list-style-type: none"> <li>➤ Activity-based costing (ABC) methodology</li> <li>➤ Activity analysis and activity drivers</li> <li>➤ Cost hierarchy and cost pools</li> <li>➤ Cost allocation using ABC</li> <li>➤ Benefits and limitations of ABC</li> </ul>	<p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>- "Activity-Based Costing and Activity-Based Management for Health Care" by Vikas Kumar and HarshitaSrivastava</li> <li>- "Implementing Activity-Based Costing" by Gary Cokins</li> </ul> <p><b>Case:</b> Case study name only - "ABC Manufacturing: Implementing Activity-Based Costing for Cost Analysis and Decision Making"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be assigned a company and will conduct an activity analysis to identify the key activities and their corresponding drivers. They will then develop a cost hierarchy and cost pools for the company's products or services. Using the ABC methodology, they will allocate costs to the cost pools and calculate the cost per unit for each product or service. Students will also analyze the benefits and limitations of ABC and discuss how it can be used for cost analysis and decision making in the assigned company. They will present their findings and recommendations in a flipped classroom format.</p>	12
<p><b>UNIT 4 - Cost of Capital and Capital Structure</b></p> <ul style="list-style-type: none"> <li>➤ Cost of equity, debt, and retained earnings</li> <li>➤ Weighted Average Cost of Capital (WACC)</li> <li>➤ Capital structure theories (e.g., Modigliani-Miller theorem)</li> <li>➤ Financial leverage and its impact on returns</li> <li>➤ Capital structure decisions and the trade-off between risk and return</li> </ul>	<p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>- "Cost of Capital: Applications and Examples" by Shannon P. Pratt and Roger J. Grabowski</li> <li>- "Capital Structure and Corporate Financing Decisions: Theory, Evidence, and Practice" by H. Kent Baker and Gerald S. Martin</li> </ul> <p><b>Case:</b> Case study name only - "XYZ Corporation: Evaluating Cost of Capital and Capital Structure Decisions"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be provided with financial data of a company and will calculate the cost of equity, debt, and retained earnings. They will then determine the Weighted Average Cost of Capital (WACC) for the company. Using capital structure theories, such as the Modigliani-Miller theorem, they will analyze the impact of financial leverage on returns and discuss the trade-off between risk and return in capital structure decisions. Students will present their findings and recommendations for optimizing the cost of capital and capital structure in a flipped classroom format.</p>	10



<p><b>UNIT 5 - Risk and Uncertainty in Decision Making</b></p> <ul style="list-style-type: none"> <li>➤ Types of risk and sources of uncertainty</li> <li>➤ Risk assessment and risk management techniques</li> <li>➤ Decision trees and expected value analysis</li> <li>➤ Sensitivity analysis and scenario analysis</li> <li>➤ Monte Carlo simulation in decision making</li> </ul>	<p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>- "Decision Making under Uncertainty: Theory and Application" by Mykel J. Kochenderfer</li> <li>- "Quantitative Risk Management: Concepts, Techniques, and Tools" by Alexander J. McNeil, Rüdiger Frey, and Paul Embrechts</li> </ul> <p><b>Case:</b> Case study name only - "ABC Company: Risk Assessment and Decision Making in a Volatile Market"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be given a decision-making scenario with various types of risks and uncertainties. They will conduct a risk assessment using appropriate risk management techniques and tools. Students will then construct decision trees and perform expected value analysis to evaluate the potential outcomes and expected values of different decision options. They will also conduct sensitivity analysis and scenario analysis to assess the impact of different variables and scenarios on the decision outcomes. Finally, students will apply Monte Carlo simulation to simulate the potential outcomes and probabilities of different scenarios. They will present their findings and recommendations for decision making under risk and uncertainty in a flipped classroom format.</p>	<p style="text-align: center;"><b>08</b></p>
<p><b>UNIT 6 - Transfer Pricing</b></p> <ul style="list-style-type: none"> <li>➤ Concept and importance of transfer pricing</li> <li>➤ Transfer pricing methods (e.g., cost-based, market-based, negotiated)</li> <li>➤ Transfer pricing challenges and issues</li> <li>➤ Transfer pricing regulations and compliance</li> <li>➤ Transfer pricing in multinational companies</li> </ul>	<p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>- "Transfer Pricing Handbook: Guidance for the OECD Regulations" by Robert Feinschreiber, Margaret Kent, and William F. O'Brien</li> <li>- "Transfer Pricing and Corporate Taxation: Problems, Practical Implications and Proposed Solutions" by Raffaele Petruzzi</li> </ul> <p><b>Case:</b> Case study name only - "XYZ Corporation: Transfer Pricing Challenges in a Global Supply Chain"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be presented with a case study of a multinational company facing transfer pricing challenges in its global operations. They will analyze the concept and importance of transfer pricing and evaluate different transfer pricing methods, such as cost-based, market-based, and negotiated approaches. Students will discuss the challenges and issues associated with transfer pricing, including compliance with transfer pricing regulations. They will develop recommendations for the company to address the transfer pricing challenges and ensure compliance with regulations. Students will present their findings and recommendations in a flipped classroom format.</p>	<p style="text-align: center;"><b>10</b></p>

	<p><b>Internal Test 2 ;</b>The test should include multiple-choice questions, calculation-based questions, and short-answer questions. Ensure that the test assesses the students' understanding of activity-based costing, cost of capital and capital structure, risk and uncertainty in decision making, and transfer pricing.</p> <p><b>Internal Projects:</b></p> <ol style="list-style-type: none"> <li>1) ABC Implementation: Develop an ABC system for a chosen company.</li> <li>2) Capital Structure Analysis: Analyze a company's capital structure and provide recommendations.</li> <li>3) Risk Assessment and Management Plan: Create a comprehensive plan for managing risks in a business scenario.</li> <li>4) Decision Making under Uncertainty: Use decision trees and analysis to make decisions in uncertain situations.</li> <li>5) Transfer Pricing Analysis: Evaluate a multinational company's transfer pricing practices and propose improvements.</li> </ol>	
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**513A: Forensic Accounting**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Understand the principles and concepts of forensic accounting.
- Develop skills in detecting and preventing financial fraud.
- Learn techniques for collecting and analyzing financial evidence.
- Develop ethical considerations and professional responsibilities in forensic accounting.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Understand the various concepts of Forensic Accounting	1
2	This course introduces students to the principles, techniques, and skills required in forensic accounting.	3
3	Students will learn fraud examination, evidence gathering, forensic data analysis, litigation support, and ethical considerations..	5

**Text Book:**

- Forensic Accounting and Financial Fraud: A Comprehensive Guide by Nirmal K. Gupta

**Reference Books:**

1. "Forensic Accounting and Fraud Examination" by Mary-Jo Kranacher, Richard Riley, and Joseph T. Wells
2. "Forensic Accounting and Fraud Investigation for Non-Experts" by Howard Silverstone and Michael Sheetz
3. "Forensic Accounting and Fraud Investigation: A Comprehensive Guide" by George A. Manning
4. "Forensic and Investigative Accounting" by Larry Crumbley, Lester Heitger, and G. Stevenson Smith
5. "Forensic Accounting: A Practical Guide to Detection and Prevention" by Peter Tickner and Helen Hatton
6. "Forensic Accounting: The Ultimate Guide to Forensic Accounting for Beginners" by Greg Shields
7. Introduction to Forensic Accounting: An Integrated Approach" Author: Frank A. Buckless, Steven L. Skalak, and Roman L. Weil
8. Forensic Accounting and Investigation by Dr. Chandan Deep Singh and Dr. R. P. Rustagi
9. Forensic Accounting and Fraud Investigation: Indian Perspective" by Dr. Sanjay Tiwari and Dr. Mohit Yadav
10. Forensic Accounting and Auditing: Concepts and Cases" by Dr. K. R. Chandratre

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 Introduction to Forensic Accounting</b> <ul style="list-style-type: none"> <li>Definition and scope of forensic accounting</li> <li>Evolution and importance of forensic accounting</li> <li>Differences between forensic accounting and traditional accounting</li> <li>Role and responsibilities of forensic accountants</li> </ul>	<b>Required Reading</b> Meaning of Forensic accounting, its importance, Role of forensic accountants. An example of a forensic accounting case in India.  <b>Case:</b> Study of some famous cases involving forensic accounting  <b>Home Assignment/Flipped Classroom:</b> Importance of Forensic Accounting Distinguish between forensic and traditional accounting	<b>10</b>
<b>Unit 2 Fraud Examination and Prevention</b> <ul style="list-style-type: none"> <li>Types of fraud: occupational fraud, financial statement fraud, corruption</li> <li>Fraud risk assessment and prevention strategies</li> <li>Fraud investigation process and techniques</li> <li>Interviewing techniques and interrogation skills</li> </ul>	<b>Required Reading</b> Types of Frauds in financial statements. Fraud investigation process.  <b>Case:</b> How do we write a fraud examination report? What are the techniques of fraud examination?  <b>Home Assignment/Flipped Classroom:</b> What are the legal elements of fraud examination? What are the steps when dealing with fraud? <b>First Internal Test:</b>	<b>10</b>
<b>Unit 3 Forensic Accounting Procedures and Techniques</b> <ul style="list-style-type: none"> <li>Evidence gathering and documentation</li> <li>Tracing funds and assets</li> <li>Analyzing financial statements and transactions</li> <li>Applying forensic accounting techniques in real-world cases(Case study)</li> </ul>	<b>Required Reading</b> Analyzing financial statements and transactions. Steps to gather evidence  <b>Case:</b> An example of a forensic accounting real life case. An example of a real case in forensic anthropology.  <b>Home Assignment/Flipped Classroom:</b> What are the procedures of forensic accounting? What are the techniques of forensic audit?	<b>10</b>

<b>Unit 4 Ethical Considerations in Forensic Accounting</b> <ul style="list-style-type: none"> <li>Professional ethics and standards in forensic accounting</li> <li>Confidentiality and privileged communications</li> <li>Independence and objectivity in forensic engagements</li> <li>Ethical dilemmas and conflicts of interest</li> </ul>	<b>Required Reading</b> Understand the concept of professional ethics in forensic accounting.  <b>Case:</b> Cases related to ethical issues in forensic accounting in India.  <b>Quiz:</b> What are the ethical principles of forensic accounting? What are the ethical considerations of accounting?	<b>10</b>
<b>Unit 5 Forensic Accounting in Regulatory Compliance</b> <ul style="list-style-type: none"> <li>Fraud prevention and detection in compliance programs</li> <li>Internal controls and corporate governance</li> <li>Regulatory frameworks and compliance requirements</li> <li>Whistleblower programs and reporting mechanisms.</li> </ul>	<b>Required Reading</b> Areas of forensic accounting Role of forensic accounting  <b>Case:</b> Pros and cons of forensic audits with case studies.  <b>Home Assignment/Flipped Classroom:</b> What are the types of forensic accounting? What are the qualities of forensic accounting? What are the different stages of forensic accounting?	<b>10</b>
<b>Unit 6 Case Studies in Forensic Accounting</b> <ul style="list-style-type: none"> <li>Analyzing real-world cases of financial fraud and forensic accounting investigations</li> <li>Identifying the key issues, investigative techniques, and outcomes</li> <li>Applying forensic accounting principles to analyze and interpret financial evidence</li> </ul>	<b>Required Reading</b> Role of forensic accounting in discovering financial fraud. Methods of fraud detection in forensic accounting.  <b>Second Internal Test:</b>  <b>Internal Project based on entire Course:</b>	<b>10</b>



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**514A: Advanced Auditing-I**

**Credit – 02**

**Duration – 30 Hours**

**Course Learning Objectives:**

- To understand the need for Audit standards, the procedure for setting standards.
- Utility or usefulness of working papers as per AS 230
- Matters arising after the date of auditor's report as per AS230
- Responsibility of Auditor for frauds and errors as per AS 240
- Definition and procedure for Audit Planning as per AS 300, Various definitions as per AS 510 revised
- Meaning, purpose and definition of analytical procedures as per AS 520
- Definition of Audit Evidence as per SA 500 (revised), The procedure of checking the correctness of the evidence produced before the Auditor as per SA 500.
- Relevance and Reliability of the evidence as per SA 500, Audit evidence-specific considerations for selected items as per SA 501 revised. • SA 505 revised.
- To understand Audit of Ledgers
- To understand the concept of Share Capital and Share Transfer Audit
- To understand **Auditing in Computerized Environment**, Audit of Computerized Accounts
- To know Special points in audit of different types of undertakings

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
234A	Understand the concept of Special Audit, Audit of Ledgers ,Share Capital and Share Transfer Audit, Special points in audit of different types of undertakings	1
234 A	Understanding of Different revised Audit standards, procedure for Audit Planning as per AS	3
234 A	Maintain the necessary documentation in relation to the computerized audit. understand <b>Auditing in Computerized Environment</b> , Audit of Computerized Accounts	5

**Text Book:**

- A Handbook of Practical Auditing; By B. N. Tondon; S Sudharsanam; S Sundhara ; Publisher Chand & Company
- Advanced Auditing Ainapure – Ainapure 2nd Revised Edition – August 2018
- B.N. Tandon, "Practical Auditing" ,S Chand Company Ltd
- Advanced Auditing and Professional Ethics January 2020 by CA Abhishek Bansal
- Advanced Auditing (Latest Edition): SBPD Publishing House [Print Replica] Kindle Edition by Dr.B.K.Mehta
- Auditing: The Ultimate Guide to Performing Internal and External Audits Hardcover – January 10, 2020 by Greg Shields
- It Auditing Using Controls to Protect Information Assets, Third Edition 3rd Edition by Mike Kegerreis , Mike Schiller, Chris Davis
- Governmental Accounting and Auditing Update (AICPA) 1st Edition by Melisa F. Galasso
- Auditing that Matters: Case Studies Paperback – June 1, 2020 by Norman David Marks
- Taxmann's Advanced Auditing & Professional Ethics – 20 June 2022 by CA Pankaj Garg

**Reference Books:**

- Advanced Auditing and Professional Ethics January 2020 by CA Abhishek Bansal
- Advanced Auditing (Latest Edition): SBPD Publishing House [Print Replica] Kindle Edition by Dr.B.K.Mehta
- Auditing theory and practice (Robert N. Anthony/Willard J. Graham series in accounting) Hardcover – January 1, 1987 by Roger H Hermanson
- Auditing: The Ultimate Guide to Performing Internal and External Audits Hardcover – January 10, 2020 by Greg Shields
- The Why And How Of Auditing: Auditing Made Easy Paperback – June 25, 2019 by Charles B.Hall
- Internal Auditors Make A Difference: Blank Lined Journal/Notebook – February 20, 2021 by Internal Auditor Quotes Press

**Session Plan**

Topics	Readings	No. of Session
<b>Unit I - Auditing in Computerized Environment</b> <ul style="list-style-type: none"> <li>➤ Audit of Computerized Accounts</li> <li>➤ Computer Auditing,– Electronic Auditing • Introduction <ul style="list-style-type: none"> <li>• Benefits</li> <li>• Legal Authority</li> <li>• Confidentiality of Data</li> <li>• Electronic Audit Candidates</li> </ul> </li> <li>➤ Specific problems of EDP Audit</li> <li>➤ Techniques of audit of EDP output</li> <li>➤ Use of computers for internal and management audit purposes, involvement of the auditor at the time of setting up the computer system</li> <li>➤ Audit under Computerized Information System (CIS) - Use of Computers for Audit purposes - Audit tools - Test packs - Computerized audit programme.</li> </ul>	<b>Required Reading</b> Benefits of auditing in a computerized environment Computerized auditing CIS computer information systems. Computerized environment  <b>Case:</b> Case study related to how auditing is conducted in a computerized in environment.  <b>Home Assignment/Flipped Classroom</b> Is CIS a good degree? Explain it. What is the purpose of a computer audit? Why is technology important for internal auditors?	<b>07</b>
<b>Unit II - Special Audits</b> <ul style="list-style-type: none"> <li>➤ Special points in audit of different types of undertakings, i.e. Special audit of Banking Companies, Non Profit Institutions and Insurance Companies</li> <li>➤ Government audit Miscellaneous audits</li> <li>➤ Audit of a sole trader, Audit of a firm, Audit of a small company</li> <li>➤ Audit of educational institutions</li> <li>➤ Audit of Hospital</li> <li>➤ Audit of Club</li> <li>➤ Audit of Hotels</li> <li>➤ Tax Audit</li> </ul>	<b>Required Reading</b> Types of audit of banking companies Audit of insurance companies The 3 C's of auditing. Audit procedures  <b>Home Assignment/Flipped Classroom</b> What are the types of special audits? What are the special points while auditing the accounts of banking company?  <b>First Internal Test</b>	08
<b>Unit III - Share Capital and Share Transfer Audit –</b> <ul style="list-style-type: none"> <li>➤ Share capital, Kinds of Share Capital</li> <li>➤ Audit of Issue of Share Capital</li> <li>➤ Audit of Calls on Shares <ul style="list-style-type: none"> <li>• Audit of Redemption of Preference</li> </ul> </li> </ul>	<b>Required Reading</b> Share transfer to audit Objectives of share capital audit Different types of share capital	08

<p>Shares</p> <ul style="list-style-type: none"> <li>• Audit of Alteration of Share Capital</li> <li>• Audit of Reduction of Share Capital</li> <li>• Audit of Forfeiture of Shares</li> <li>• Bonus shares-SEBI Guidelines</li> </ul> <p>➤ Audit of Share Transfer</p> <p>➤ Audit of Transmission of Shares</p>	<p><b>Home Assignment/Flipped Classroom:</b></p> <p>What is share capital and share transfer to audit?</p> <p>What is share transfer audit in auditing?</p>	
<p><b>Unit IV - Audit of Ledgers</b></p> <p>➤ Introduction to Audit of Ledgers, General Considerations, Scrutiny of Ledgers of Assets, Personal and Revenue Accounts</p> <p>➤ Audit of Ledgers - Objectives</p> <p>➤ Steps Involved in the Audit of Ledgers</p> <p>➤ Audit of Bought Ledger</p> <p>➤ Audit of Sales Ledger</p> <p>➤ General Ledger</p> <p>➤ Practical Illustrations</p> <p>➤ Audit of Main Journal</p> <p>➤ Balance Sheet Audit</p>	<p><b>Required Reading</b></p> <p>Ledger rules</p> <p>Ledger scrutiny</p> <p>Test a ledger</p> <p>Rectify errors in ledger</p> <p>Difference between vouching and ledger scrutiny</p> <p><b>Case:</b></p> <p>Case studies in auditing procedure</p> <p><b>Home Assignment/Flipped Classroom</b></p> <p>What is the role of auditor in audit of ledgers?</p> <p>What is ledger review in auditing?</p>	<p>07</p>





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**511B: Advanced Cost Accounting-V**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- To understand the various methods of determining costs of goods produced and services rendered by different organizations.
- To prepare the costs accounts of various goods and services having regard to the nature their manufacturing processes.
- To gain knowledge about cost control and reduction and their difference as well as the concept of productivity.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Find out the cost of manufacturing goods by the manufacturing organizations and of providing services by the service organizations	1
2	Know the nature of process costing and the role of spoilage/scrap and rework and apply these concepts in practice	3
3	Compare and apply cost allocation methods	4
4	Know about cost control and reduction	5

**Text Book:**

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

**Reference Book:**

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

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 – Single or Output Costing</b> a) Single or Output Costing – Meaning, Features, Methodology Used b) Advantages, Limitations of these methods of Costing [Theory and advanced practical problems on preparation of cost sheet and quotations using Single Costing]	<b>Required Reading</b> Objectives of single output costing Unit or output costing important  <b>Home Assignment/Flipped Classroom</b> What is a single cost in accounting? What is the definition of output cost?	<b>10</b>
<b>Unit 2 – Job and Batch Costing</b> ➤ Preparing Cost Sheets and Price Quotations for Jobs/ Batches, Computing Economic Batch Quantity ➤ Meaning and features of Batch Costing, Economic Batch Quantity (EBQ) [Theory and advanced practical problems on preparation of cost sheet and quotations using Job Costing]	<b>Required Reading</b> Batch Costing Formula, Examples Advantages And Disadvantages, Batch Costing vs Job Costing, Difference between Batch Costing And Process Costing  <b>Home Assignment/Flipped Classroom</b> What do you mean by job costing? What is an example of a batch cost? What is the difference between batch process and job process?	<b>10</b>
<b>Unit 3 – Contract Costing</b> ➤ Contract Costing - Meaning and features of Contract costing, Methodology used in Contract Costing – Comparison of Job Costing and Contract Costing ➤ 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 ➤ 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 (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.) [Theory and advanced practical problems on preparation of Contract Account and other related accounts]	<b>Required Reading</b> Definition and Concept of Contract Costing Features of Contract Costing Procedure of Contract Costing Effect of Escalation Clause on Contract Costing  <b>Home Assignment/Flipped Classroom</b> What is contract costing used for? What is contract costing meaning and feature? Who uses contract costing? What is contract costing a type of?	<b>12</b>
<b>Unit 4 – Process Costing-I</b> ➤ Meaning and Features of Process Costing, Methodology used in Process Costing – Comparison of Job Costing and Process Costing	<b>Required Reading</b> Process costing and ABC? Use Process Costing Process vs. Job Costing Examples of Process Cost	<b>08</b>

<ul style="list-style-type: none"> <li>➤ Advantages and Limitations of Process Costing</li> <li>➤ Special aspects of Process Costing: Normal Process Loss, Abnormal Process Loss, Abnormal Process, Gain, Inter-Process Profits</li> </ul> <p>[Theory only]</p>	<p>Accounting</p> <p><b>Home Assignment/Flipped Classroom</b></p> <p>What is the steps in-process costing? What is step of process costing? What is process costing and ABC?</p>	
<p><b>Unit 5 – Process Costing-II</b></p> <ul style="list-style-type: none"> <li>➤ Concept of Equivalent Production – Methods of Pricing used for valuing the equivalent units – First In First Out Method [FIFO]: Average Method: Weighted Average Method</li> <li>➤ Preparing Process Cost Accounts with the important aspects including Normal Process Loss, Abnormal Process Loss, Abnormal Process Gain, Inter-Process Profits, Equivalent Production</li> </ul> <p>[Theory and advanced practical problems on preparation of Process Cost Accounts, and other related statements and accounts]</p>	<p><b>Required Reading</b></p> <p>Equivalent production with example Calculation of Equivalent Production (a) Average Cost Method, (b) FIFO, (c) LIFO and (d) Weighted Average Method.</p> <p><b>Home Assignment/Flipped Classroom</b></p> <p>What is equivalent production method in process costing? What is the formula for cost per equivalent unit of production?</p>	<p><b>10</b></p>
<p><b>Unit 6 – Cost Control, Cost Reduction &amp; Productivity</b></p> <ul style="list-style-type: none"> <li>➤ Cost Control and Cost Reduction – Meaning, Areas Covered by Cost Reduction, Tools</li> <li>➤ Essential for Successful Cost Control, Distinction Between Cost Control and Cost Reduction</li> <li>➤ Meaning of productivity, measurement of productivity, improving productivity</li> </ul> <p>[Theory only]</p>	<p><b>Required Reading</b></p> <p>Standard costing and budgetary control are two techniques used in the cost control process. Difference Between Cost Control and Cost Reduction. Importance of Cost Control and Cost Reduction.</p> <p><b>Home Assignment/Flipped Classroom</b></p> <p>What is cost control and cost reduction? How do we control and reduce costs? What is an example of cost control? What are cost control tools? What are the aims of cost control?</p>	<p><b>10</b></p>



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**Credit – 04**

**512B: Management Accounting-III**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Understand the concept and techniques of financial control used in management accounting.
- Imbibe knowledge about the control techniques namely budgetary control and standard costing.
- Develop the skill to analyse the cost-variance for effective cost control.
- Familiarise with the concept, role, and utility of marginal costing, and its implications and utility for managerial decision making process.
- Acquaint themselves with the concept and significance of working capital and its implications in managing the funds.
- 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.

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	Get the insight of the philosophy and techniques of cost control and decision making.	1
2	Get equipped with the ability to take managerial decision by applying the principles of budgeting, marginal costing and standard costing and also developing an integrated approach to capital-expenditure decision-making process.	3
3	Prepare them 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.	5

**Text Book:**

1. Management Accounting – Dr. A.D Yeole, CA Y.A. Saindane, Ms. S.P. Palave
2. "Strategic Management Accounting: Concepts, Techniques, and Practices" by Colin Drury
3. "Pricing Strategy: How to Price a Product" by Tim J. Smith
4. "Activity-Based Costing: Making it Work for Small and Mid-Sized Companies" by Douglas T. Hicks
5. "Transfer Pricing: Rules, Compliance, and Controversy" by Robert Feinschreiber and Margaret Kent.
6. C.B. Senthil Kumar, R.R.Chavan and Anand Kumar Singh ( 2023) Management Accounting, KD Publications, Pune

**Reference Books:**

1. Principles of Management Account – By S. N. Maheshwari, Sultan Chand and Sons. Management Account and Financial Control – By S. N. Maheshwari, Sultan Chand and Sons.
2. Advanced Cost And Management Accounting – By V. K. Saxena and C. D. Vashist, Sultan Chand and Sons.
3. "The Strategy and Tactics of Pricing: A Guide to Profitable Decision Making" by Thomas Nagle, John Hogan, and Joseph Zale
4. "Value-Based Pricing: Drive Sales and Boost Your Bottom Line by Creating, Communicating and Capturing Customer Value" by Harry Macdivitt and Mike Wilkinson
5. "Strategic Cost Management: The New Tool for Competitive Advantage" by Shank, Govindarajan
6. "Strategic Management Accounting: A Practical Guidebook" by UrsBirchler and Monika Kaiser

7. "Risk Management and Financial Institutions" by John C. Hull
8. "Activity-Based Costing and Activity-Based Management for Health Care" by Vikas Kumar and HarshitaSrivastava
9. "Implementing Activity-Based Costing" by Gary Cokins
10. Cost Accounting and Financial Management – By Ravi M. Kishore, Taxmann Pub. Pvt. Ltd.
11. Financial Management – By Dr R. M. Srivastava, PragatiPrakashan Meerut.
12. "Cost of Capital: Applications and Examples" by Shannon P. Pratt and Roger J. Grabowski
13. "Capital Structure and Corporate Financing Decisions: Theory, Evidence, and Practice" by H. Kent Baker and Gerald S. Martin
14. "Decision Making under Uncertainty: Theory and Application" by Mykel J. Kochenderfer
15. "Quantitative Risk Management: Concepts, Techniques, and Tools" by Alexander J. McNeil, Rüdiger Frey, and Paul Embrechts
16. "Principles of Corporate Finance" by Richard Brealey, Stewart Myers, and Franklin Allen

### Session Plan

Topics	Readings	No. of Sessions
<b>UNIT 1 - Strategic Management Accounting (Theory Only)</b> <ul style="list-style-type: none"> <li>➤ Meaning and Definitions</li> <li>➤ Strategic Management Process</li> <li>➤ Features and types</li> <li>➤ Role and Importance</li> <li>➤ Techniques of Strategic Management Accounting</li> </ul>	<p><b>Required Reading:</b> The readings of Strategic Management Accounting specifically address the meaning and definitions, strategic management process, features and types, role and importance, and techniques of strategic management accounting. They provide comprehensive coverage of the topic and will enhance your understanding of strategic management accounting concepts and their application in practice</p> <p><b>Case:</b> Case study name only - "ABC Manufacturing: Implementing Strategic Cost Management"</p> <p><b>Home Assignment/Flipped Classroom:</b> Students will be assigned a case study related to strategic management accounting and asked to analyze and provide recommendations. They will present their findings in a flipped classroom format, where they will lead a discussion on their analysis with the rest of the class. The case study will focus on applying the techniques of strategic management accounting to a real-life business scenario.</p>	<b>12</b>
<b>UNIT 2 - Pricing Decisions and Strategies</b> <ul style="list-style-type: none"> <li>➤ Pricing objectives and strategies</li> <li>➤ Cost-based pricing</li> <li>➤ Market-based pricing</li> <li>➤ Value-based pricing</li> <li>➤ Pricing tactics and pricing models</li> </ul>	<p><b>Required Reading:</b> The students get knowledge of types of pricing strategies, steps of pricing and various decision strategies in Management Accounting.</p> <p><b>Case:</b> Case study name only - "XYZ Company: Pricing Strategies for Market Entry"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be assigned a pricing challenge related to a specific</p>	<b>08</b>

	<p>product or service. They will analyze various pricing objectives and strategies, including cost-based pricing, market-based pricing, and value-based pricing, and recommend the most appropriate pricing tactic and pricing model for the given scenario. They will present their findings in a flipped classroom format, where they will lead a discussion on their analysis and recommendations with the rest of the class.</p> <p><b>Internal Test 1:</b> Create an internal test that covers the key concepts and topics from Unit 1 - Strategic Management Accounting (Theory Only) and Unit 2 - Pricing Decisions and Strategies. The test should include multiple-choice questions and short-answer questions, focusing on the syllabus of First two Units.</p>	
<p><b>UNIT 3 - Activity-Based Costing and Management</b></p> <ul style="list-style-type: none"> <li>➤ Activity-based costing (ABC) methodology</li> <li>➤ Activity analysis and activity drivers</li> <li>➤ Cost hierarchy and cost pools</li> <li>➤ Cost allocation using ABC</li> <li>➤ Benefits and limitations of ABC</li> </ul>	<p><b>Required Reading:</b>  Activity-based costing (ABC) system  Activity-based costing vs. traditional costing  Benefits and drawbacks of activity-based costing  Activity-based costing calculation</p> <p><b>Case:</b> Case study name only - "ABC Manufacturing: Implementing Activity-Based Costing for Cost Analysis and Decision Making"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be assigned a company and will conduct an activity analysis to identify the key activities and their corresponding drivers. They will then develop a cost hierarchy and cost pools for the company's products or services. Using the ABC methodology, they will allocate costs to the cost pools and calculate the cost per unit for each product or service. Students will also analyze the benefits and limitations of ABC and discuss how it can be used for cost analysis and decision making in the assigned company. They will present their findings and recommendations in a flipped classroom format.</p>	12
<p><b>UNIT 4 - Cost of Capital and Capital Structure</b></p> <ul style="list-style-type: none"> <li>➤ Cost of equity, debt, and retained earnings</li> <li>➤ Weighted Average Cost of Capital (WACC)</li> <li>➤ Capital structure theories (e.g., Modigliani-Miller theorem)</li> <li>➤ Financial leverage and its impact on returns</li> <li>➤ Capital structure decisions and the</li> </ul>	<p><b>Required Reading:</b>  Cost of Capital: What it is &amp; how to calculate it  Why is the cost of capital so important?  A study of measures do analysts and investors use to evaluate capital structure</p> <p><b>Case:</b> Case study name only - "XYZ Corporation: Evaluating Cost of Capital and Capital Structure Decisions"</p>	10

trade-off between risk and return	<p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be provided with financial data of a company and will calculate the cost of equity, debt, and retained earnings. They will then determine the Weighted Average Cost of Capital (WACC) for the company. Using capital structure theories, such as the Modigliani-Miller theorem, they will analyze the impact of financial leverage on returns and discuss the trade-off between risk and return in capital structure decisions. Students will present their findings and recommendations for optimizing the cost of capital and capital structure in a flipped classroom format.</p>	
<p><b>UNIT 5 - Risk and Uncertainty in Decision Making</b></p> <ul style="list-style-type: none"> <li>➤ Types of risk and sources of uncertainty</li> <li>➤ Risk assessment and risk management techniques</li> <li>➤ Decision trees and expected value analysis</li> <li>➤ Sensitivity analysis and scenario analysis</li> <li>➤ Monte Carlo simulation in decision making</li> </ul>	<p><b>Required Reading:</b> Risk is when the probabilities of the possible outcomes are known uncertainty is where the randomness of outcomes cannot be expressed in terms of specific probabilities. Probability, Independent and conditional events etc. Decision-Making Under Risk And Uncertainty</p> <p><b>Case:</b> Case study name only - "ABC Company: Risk Assessment and Decision Making in a Volatile Market"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be given a decision-making scenario with various types of risks and uncertainties. They will conduct a risk assessment using appropriate risk management techniques and tools. Students will then construct decision trees and perform expected value analysis to evaluate the potential outcomes and expected values of different decision options. They will also conduct sensitivity analysis and scenario analysis to assess the impact of different variables and scenarios on the decision outcomes. Finally, students will apply Monte Carlo simulation to simulate the potential outcomes and probabilities of different scenarios. They will present their findings and recommendations for decision making under risk and uncertainty in a flipped classroom format.</p>	08
<p><b>UNIT 6 - Transfer Pricing</b></p> <ul style="list-style-type: none"> <li>➤ Concept and importance of transfer pricing</li> <li>➤ Transfer pricing methods (e.g., cost-based, market-based, negotiated)</li> <li>➤ Transfer pricing challenges and issues</li> <li>➤ Transfer pricing regulations and compliance</li> <li>➤ Transfer pricing in multinational</li> </ul>	<p><b>Reference Text:</b> Transfer pricing allows for the establishment of prices for the goods and services exchanged between subsidiaries, affiliates. How Transfer Pricing Works, Transfer Pricing and Taxes, Transfer Pricing and the IRS, Examples of Transfer Pricing.</p> <p><b>Required Reading:</b></p>	10

<p>companies</p>	<p>- "Transfer Pricing Handbook: Guidance for the OECD Regulations" by Robert Feinschreiber, Margaret Kent, and William F. O'Brien</p> <p>- "Transfer Pricing and Corporate Taxation: Problems, Practical Implications and Proposed Solutions" by Raffaele Petruzzi</p> <p><b>Case:</b> Case study name only - "XYZ Corporation: Transfer Pricing Challenges in a Global Supply Chain"</p> <p><b>Home Assignment/Flipped Classroom for Students:</b> Students will be presented with a case study of a multinational company facing transfer pricing challenges in its global operations. They will analyze the concept and importance of transfer pricing and evaluate different transfer pricing methods, such as cost-based, market-based, and negotiated approaches. Students will discuss the challenges and issues associated with transfer pricing, including compliance with transfer pricing regulations. They will develop recommendations for the company to address the transfer pricing challenges and ensure compliance with regulations. Students will present their findings and recommendations in a flipped classroom format.</p> <p><b>Internal Test 2 ;</b>The test should include multiple-choice questions, calculation-based questions, and short-answer questions. Ensure that the test assesses the students' understanding of activity-based costing, cost of capital and capital structure, risk and uncertainty in decision making, and transfer pricing.</p> <p><b>Internal Projects:</b></p> <ol style="list-style-type: none"><li>1) ABC Implementation: Develop an ABC system for a chosen company.</li><li>2) Capital Structure Analysis: Analyze a company's capital structure and provide recommendations.</li><li>3) Risk Assessment and Management Plan: Create a comprehensive plan for managing risks in a business scenario.</li><li>4) Decision Making under Uncertainty: Use decision trees and analysis to make decisions in uncertain situations.</li><li>5) Transfer Pricing Analysis: Evaluate a multinational company's transfer pricing practices and propose improvements.</li></ol>	
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***M.Com Advanced Accountancy/ Advanced Costing/Business***  
***Administration***  
**(W. E. F. July 2024-25)**



**513B: Cost Management**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- To Describe the basic concepts related to Cost Management.
- To Recognize all basic theoretical concepts throughout the syllabus.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Understand various cost methods and techniques with their features, merits and demerits)	
2	Demonstrate the application of cost sheet, marginal costing, budgetary control techniques, Activity based costing etc. with numerical problems.	
3	Analyze the results after applying various costing methods and techniques.	
4	Critically evaluate all traditional and non-traditional costing methods such as absorption costing, marginal costing and activity based costing.	

**Text Book & Reference Books:**

1. Management Accounting, Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012.
2. Text book of Cost and Management Accounting, Arora M. N, 11th Edition, Vikas.
3. C.B. Senthil Kumar, R.R.Chavan and Anand Kumar Singh ( 2023) Management Accounting, KD Publications, Pune

**Session Plan**

<b>Topics</b>	<b>Readings</b>	<b>No. of Session</b>
<b>Unit-1: Introduction to Cost Management</b> <ul style="list-style-type: none"> <li>➤ Meaning of cost and cost management</li> <li>➤ Cost accounting vs Cost management</li> <li>➤ Classification of costs</li> <li>➤ Methods and techniques of costing</li> <li>Preparation of cost sheet</li> </ul>	<b>Required Reading:</b> State the meaning, objective and importance of cost and management accounting. Discuss the functions and role of cost accounting department in an organization. Discuss the essentials of cost and management accounting and to know how a system of cost accounting is installed.  <b>Home Assignment/Flipped Classroom:</b> What do you mean by cost management? What is introduction to cost and management accounting? What is the process of cost management?	10

<b>Unit-2: Capital Budgeting - Investment Decisions:</b> <ul style="list-style-type: none"> <li>➤ Concept of Capital Budgeting</li> <li>➤ Non-Discounted and Discounted Cash Flow Method</li> <li>➤ Ranking of Projects</li> </ul>	<b>Required Reading:</b> Capital Budgeting: Definition, Methods, and Examples Discounted Cash Flow Analysis Example of a Capital Budgeting Decision Capital budgeting formula  <b>Home Assignment/Flipped Classroom-</b> What is the investment decision? What are capital budgeting decisions? What is the difference between capital budgeting and investment decisions?	10
<b>Unit-3: Marginal Costing</b> <ul style="list-style-type: none"> <li>➤ Meaning, advantages and disadvantages of Marginal costing</li> <li>➤ Marginal cost techniques</li> <li>➤ Break Even Point (including chart), P/V Ratio and Margin of Safety</li> <li>➤ Applications of marginal costing technique (All types of numerical problems)</li> <li>➤ Differential Cost Analysis (Only theory).</li> </ul>	<b>Required Reading:</b> Analyzing marginal cost helps you assess profitability and make informed decisions related to the product, including pricing. Marginal cost is shown on a graph through a curve that typically takes a U-shape. Initially, as production increases, marginal costs decrease due to efficiencies gained. A company maximizing profits will produce up to the point where marginal cost equals marginal revenue (MC=MR).  <b>Home Assignment/Flipped Classroom:</b> What you mean by marginal costing? What is marginal cost and example? What is the marginal cost price? Why is the MC curve U shaped?	10
<b>Unit-4: Budgetary Control and Standard Costing:</b> <ul style="list-style-type: none"> <li>➤ Meaning and objectives of budgetary control</li> <li>➤ Types of budgets (Purchase budget, production budget, sales budget and master budget).</li> </ul> (Numerical problems only on production and flexible budget). Standard Costing: Meaning of standard costing and variance analysis and its comparison with budgetary control (Numerical problems only on material and labour cost variances).	<b>Required Reading:</b> Differences between Standard Costing and Budgetary Control. Overview, Advantages and disadvantages of Standard Costing, Overview, Advantages and disadvantages of Budgetary Control,  <b>Home Assignment/Flipped Classroom:</b> How standard costing and budgetary control are interrelated? What is control by standard costing? How standard costing helps in budgetary control?	10
<b>Unit-5: Activity Based Costing (ABC):</b> <ul style="list-style-type: none"> <li>➤ Meaning of Activity based costing and its comparison with traditional costing</li> <li>➤ Cost drivers- Unit level, batch level, product level and facility level cost</li> <li>➤ Advantages and disadvantages of ABC (Numerical problems on cost analysis under ABC)</li> </ul>	<b>Required Reading:</b> The ABC system of cost accounting is based on activities, which are considered any event, unit of work, or task with a specific goal. The cost driver rate, which is the cost pool total divided by cost driver, is used to calculate the amount of overhead and indirect costs related to a particular activity.  <b>Home Assignment/Flipped Classroom:</b> What is the activity-based costing ABC? What are the features of ABC analysis?	10

	What are examples of activity-based costing?	
<b>Unit 6: Cost Audit and Reporting:</b> <ul style="list-style-type: none"> <li>➤ Meaning and its objectives</li> <li>➤ Balanced Scorecard</li> <li>➤ Meaning, objectives and features Cost Audit</li> <li>➤ Meaning, objectives and advantages</li> <li>➤ Management Audit Meaning, objectives and Scope</li> <li>➤ Management Reporting</li> <li>➤ Objectives and types of reporting- Requisites of a good report</li> <li>➤ Segmental reporting. Cost Control</li> <li>➤ Meaning of cost control</li> <li>➤ Cost control vs cost reduction- Target.</li> </ul>	<b>Required Reading:</b> The study of Cost Audit (Report) Rules, 1996 Objectives of Cost Audit, Types of Cost Audits, Functions of the Cost Auditor Advantages of Cost Audit  <b>Home Assignment/Flipped Classroom-</b> What are the types of cost audit report? What is the purpose of the cost audit report? What is cost audit report and its review? What is the provision of a Cost Audit? <b>Second Internal Test-</b>  <b>Internal Project based on entire Course:</b>	10



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**514B: Information System for Business**

**Credit – 02**

**Duration – 30 Hours**

**Course Learning Objectives:**

- 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 , ERP domain experts and Data Analysts

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	<ul style="list-style-type: none"><li>➤ Analyze and model the flow of information through business processes.</li><li>➤ Formulate plans and architectures for the capture, storage and retrieval of data</li><li>➤ Document, monitor and assess the effectiveness of IT controls</li></ul>	1
2	<ul style="list-style-type: none"><li>➤ Develop computer programs to support or automate business processes.</li><li>➤ Apply networking concepts and technologies to support business needs</li><li>➤ Align information systems and services with business strategy and formulate plans for the retrieval and analysis of supporting data</li></ul>	3
3	<ul style="list-style-type: none"><li>➤ Clearly understand application of Data Science in Business</li><li>➤ Use various Data Analytics tools</li></ul>	5

**Reference Books:**

1. Robert Schultheis and Mary Sumner, “Management Information Systems The Managers View”, 4th Edition Tata McGraw Hill
2. Fundamentals of data science, role of Data Analyst, Data analysis tools
3. Information Technology For Business, Himalaya publishing house (2022)
- 4.
5. Waman S. Jawadekar, “Management Information Systems”, 4th Edition Tata McGraw Hill
6. Management Information Systems – Gerald V Post David, L Anderson, Tata McGraw Hill.
7. Management Information Systems – O Brien, Tata McGraw Hill
8. Enterprise Resource Planning,- Alex Leon ,McGraw Hill, Fourth Edition (2019)
9. Data Analytics by Anil Maheshwari, McGraw Hill
10. Data Science for Business Professionals: A Practical Guide for Beginners, BPB (2020)

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 - Introduction to Information Systems for Business - I</b> <b>Introduction</b> Data Vs Information Functions of Management Managerial Roles Levels of Management Classification of Information System Framework for Information System <b>Systems</b> System concepts System and their Environments How system works System approach for problem solving	<b>Required Reading:</b> Define what an information system is by identifying its major components; Describe the basic history of information systems  <b>Activity:</b> Draw information system framework for railway reservation system  <b>Home Assignment</b> What is information system in business use? What are the types of business information systems? Why are information systems useful for business?	<b>10</b>
<b>Unit 2: Introduction to Information Systems- II</b> <ul style="list-style-type: none"> <li>➤ E Business Technology</li> <li>➤ Introduction to E Business</li> <li>➤ Models of E Business</li> <li>➤ Internet and WWW Security in E Business</li> <li>Electronic Payment System Web Enabled Business Management Enterprise Portal</li> <li>➤ MIS in Web Environment</li> </ul>	<b>Required Reading:</b> Components and Role of Information Systems, World Wide Web and E-Commerce, Definition of Management Information System (MIS). Information systems development.  <b>Activity:</b> Study and report web sites based on various e-business models.  <b>Home Assignment</b> What is the introduction of e-business technology? What are e-business technologies? What is the role of information systems in e-business?  <b>First Internal Test</b>	<b>10</b>
<b>Unit 3: Application &amp; Functional Business Areas</b> <ul style="list-style-type: none"> <li>➤ Operational Information System</li> <li>➤ Tactical Information System</li> <li>➤ Strategic Information System</li> <li>➤ Decision Support System</li> <li>➤ Enterprise Management System</li> <li>➤ Expert Systems</li> </ul>	<b>Required Reading:</b> Supporting Business Functions in an Enterprise with Information Marketing Information Systems Sources of Data and Information for Marketing  <b>Activity:</b> Case Study on IS use of any navratna company.  <b>Home Assignment</b> What is the application of information systems in functional areas in business?	<b>10</b>

	<p>What are business functions and functional systems?</p> <p>What are the functional areas of business?</p>	
<p><b>Unit 4: Digital Firm Perspective and Cyber Security for Business</b></p> <ul style="list-style-type: none"> <li>➤ MIS Model for a digital firm, Organization structure for digital firm – e-Business Models and Applications</li> <li>➤ Call Centers, BPO, KPO, Benefits of Digital firm, key features of a digital firm.</li> <li>➤ Creating Business Blogs</li> <li>➤ 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; Secured password schemes</li> </ul>	<p><b>Required Reading:</b> Fundamentals e-business models, digital firms, cyber security – importance, effects</p> <p><b>Case:</b> Differentiate BPO and KPO Write Business blog Practice secured password schemes</p> <p><b>Home Assignment</b> What is the impact of cyber security on business? How do cybersecurity services help my business? What is digital and cyber security?</p>	<b>10</b>



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**511C: Information System for Business**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- 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 , ERP domain experts and Data Analysts

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	<ul style="list-style-type: none"><li>➤ Analyze and model the flow of information through business processes.</li><li>➤ Formulate plans and architectures for the capture, storage and retrieval of data</li><li>➤ Document, monitor and assess the effectiveness of IT controls</li></ul>	1
2	<ul style="list-style-type: none"><li>➤ Develop computer programs to support or automate business processes.</li><li>➤ Apply networking concepts and technologies to support business needs</li><li>➤ Align information systems and services with business strategy and formulate plans for the retrieval and analysis of supporting data</li></ul>	3
3	<ul style="list-style-type: none"><li>➤ Clearly understand application of Data Science in Business</li><li>➤ Use various Data Analytics tools</li></ul>	5

**Reference Books:**

1. Robert Schultheis and Mary Sumner, “Management Information Systems The Managers View”, 4th Edition Tata McGraw Hill
2. Fundamentals of data science, role of Data Analyst, Data analysis tools
3. Information Technology For Business, Himalaya publishing house (2022)
4. Waman S. Jawadekar, “Management Information Systems”, 4th Edition Tata McGraw Hill
5. Management Information Systems – Gerald V Post David, L Anderson, Tata McGraw Hill.
6. Management Information Systems – O Brien, Tata McGraw Hill
7. Enterprise Resource Planning, - Alex Leon ,McGraw Hill, Fourth Edition (2019)
8. Data Analytics by Anil Maheshwari, McGraw Hill
9. Data Science for Business Professionals: A Practical Guide for Beginners, BPB (2020)

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 - Introduction to Information Systems for Business - I</b> <b>Introduction</b> Data Vs Information Functions of Management Managerial Roles Levels of Management Classification of Information System Framework for Information System <b>Systems</b> System concepts System and their Environments How system works System approach for problem solving	<b>Required Reading:</b> Define what an information system is by identifying its major components; Describe the basic history of information systems  <b>Activity:</b> Draw information system framework for railway reservation system  <b>Home Assignment</b> What is information system in business use? What are the types of business information systems? Why are information systems useful for business?	10
<b>Unit 2: Introduction to Information Systems-II</b> <ul style="list-style-type: none"> <li>➤ E Business Technology</li> <li>➤ Introduction to E Business</li> <li>➤ Models of E Business</li> <li>➤ Internet and WWW Security in E Business</li> <li>Electronic Payment System</li> <li>Web Enabled Business Management Enterprise Portal</li> <li>➤ MIS in Web Environment</li> </ul>	<b>Required Reading:</b> Components and Role of Information Systems, World Wide Web and E-Commerce, Definition of Management Information System (MIS). Information systems development.  <b>Activity:</b> Study and report web sites based on various e-business models.  <b>Home Assignment</b> What is the introduction of e-business technology? What are e-business technologies? What is the role of information systems in e-business?  <b>First Internal Test</b>	10
<b>Unit 3: Application &amp; Functional Business Areas</b> <ul style="list-style-type: none"> <li>➤ Operational Information System</li> <li>➤ Tactical Information System</li> <li>➤ Strategic Information System</li> <li>➤ Decision Support System</li> <li>➤ Enterprise Management System</li> <li>➤ Expert Systems</li> </ul>	<b>Required Reading:</b> Supporting Business Functions in an Enterprise with Information Marketing Information Systems Sources of Data and Information for Marketing  <b>Activity:</b> Case Study on IS use of any navratna company. <b>Home Assignment</b> What is the application of information systems in functional areas in business?	10



	<p>What are business functions and functional systems?</p> <p>What are the functional areas of business?</p>	
<p><b>Unit 4: Data Science and Data Analytics for Business</b></p> <ul style="list-style-type: none"> <li>➤ Basic principles of Data Science,</li> <li>➤ Basic principles of Data Analytics,</li> <li>➤ Understanding Role of Data Analyst,</li> <li>➤ Data Science Applications for business.</li> <li>➤ Tools and Technologies with respect to data science</li> <li>➤ Data Analysis tools, Data extraction using SQL. SQL commands. MS-Office, MS-Visio, IBM SPSS or PSPP for Data Analysis. Examples of Data Analysis, Steps for Data Analysis results</li> </ul>	<p><b>Required Reading</b> Difference Between Business Analytics and Data Science, skills of a business analyst, skills of a data scientist</p> <p><b>Activity:</b> Demonstrate use of SQL commands Use SPSS/PSPP for Data Analysis</p> <p><b>Home Assignment</b> Which is better data science or data analytics? What is data science and analytics for business? Which pays more data science or business analytics?</p>	<b>10</b>
<p><b>Unit 5: Digital Firm Perspective and Cyber Security for Business</b></p> <ul style="list-style-type: none"> <li>➤ MIS Model for a digital firm, Organization structure for digital firm – e-Business Models and Applications</li> <li>➤ Call Centers, BPO, KPO, Benefits of Digital firm, key features of a digital firm.</li> <li>➤ Creating Business Blogs</li> <li>➤ 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; Secured password schemes</li> </ul>	<p><b>Required Reading:</b> Fundamentals e-business models, digital firms, cyber security – importance, effects</p> <p><b>Case:</b> Differentiate BPO and KPO Write Business blog Practice secured password schemes</p> <p><b>Home Assignment</b> What is the impact of cyber security on business? How do cybersecurity services help my business? What is digital and cyber security?</p>	<b>10</b>
<p><b>Unit 6: Enterprise Resource Planning (ERP) and Software as a Service (SaaS)</b></p> <ul style="list-style-type: none"> <li>➤ ERP Concept, need of ERP, advantages of ERP, Life Cycle of ERP implementation, ERP Products, ERP Software modules, Skills for ERP consultant and domain expert.</li> <li>➤ Software as a Service (SaaS) concept, SaaS Examples, SaaS Advantages. Basic concepts of Big Data, IOT and Machine Learning.</li> </ul>	<p><b>Required Reading</b> Fundamentals of ERP , Life cycle of ERP, Modules, SaaS, IOT</p> <p><b>Case:</b> Study of ERP system in Mahindra Logistics, DTDC etc. Study of CRM vs ERP system in industries.</p> <p><b>Home Assignment</b> Is ERP a PaaS or SaaS system? What type of software is enterprise resource planning ERP? Do SaaS companies use ERP?</p> <p><b>Second Internal Test:</b> Internal Project based on entire Course</p>	<b>10</b>



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**512C: International Business Environment**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

The objectives of this course are to enable the students to –

- To understand the theories of International Business.
- To understand the Foreign Trade Policy and Procedures.
- To know the functions of World Trade Organization and its provisions for the International Business.
- To understand the International Capital movement and foreign capital at global level.
- To understand the key functions in Foreign Collaborations and Joint Ventures.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Describing of different theories of International Business.	1
2	Assessing the International Business Reporting Analysis, Working Capital and Liquidity Management of foreign trade.	3
3	Simulating the learning process of International Capital movement and foreign capital with conditioning of International Business policy.	4
4	Overview and evaluation of Foreign Collaborations and Joint Ventures.	5

**Text Book:**

- International Trade and Export Management by Francis Cherunilam, Himalaya publishing House
- International Business by K Awasthappa, Mc Graw Hill
- Foreign Trade Policy and Handbook of Procedures by R. K. Jain (17th Edition 2012)

**Reference Book:**

- Anti-Dumping Law and Procedures by R. K. Gupta (4th Edition 2013)
- International Business – Justin Paul, PHI Publications
- A Guide to Export-Import Consultancy & Registration Services V. K. Pamecha, Paper Bac.
- Export Management, P.K.Khurana, Paper Back
- Guide to the WTO & GATS – A.K. Koul, Satyam Law

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 - Theories of International Business</b> <ul style="list-style-type: none"> <li>➤ Classical or country-based theories Mercantilism, Absolute advantage, Comparative advantage.</li> <li>➤ Heckscher-Ohlin theory (Factor Proportions theory)</li> <li>➤ Modern or firm-based theory</li> <li>➤ Country similarity theory</li> <li>➤ Product life cycle theory</li> <li>➤ Global strategic rivalry theory</li> <li>➤ Porter's national competitive advantage theory.</li> </ul>	<b>Required Reading</b> An explicit bargaining model, scope of international business analysis, International product cycle, Costs of transactions  <b>Home Assignment/Flipped Classroom:</b> Describe the International Business Process and its Functions.	<b>10</b>
<b>Unit 2 - Foreign Trade Policy and Procedures</b> <ul style="list-style-type: none"> <li>➤ Introduction to Foreign Trade Policy</li> <li>➤ Institutional Framework for Export Promotion</li> <li>➤ Export Incentives and Facilities</li> <li>➤ EPZ/FTZ/100% EOU's</li> <li>➤ Quality Control for Exports</li> <li>➤ Export Prospects for Select Products and Services</li> <li>➤ INCO Terms.</li> </ul>	<b>Required Reading</b> Foreign Trade Policy Statement (2015-2020) Foreign Trade Policy Foreign Trade Procedure  <b>Home Assignment/Flipped Classroom:</b> Define the Foreign Trade Policy about International Business.  <b>First Internal Test</b>	<b>10</b>
<b>Unit 3 - Subsidies and Countervailing Duties</b> <ul style="list-style-type: none"> <li>➤ WTO Provisions</li> <li>➤ Administration of WTO</li> <li>➤ Procedure and Emerging Trends</li> <li>➤ Regulatory Framework for Subsidies &amp; Countervailing duties in India</li> <li>➤ Doha Development Round</li> </ul>	<b>Required Reading</b> Agreement on Subsidies and Countervailing Measures Categories of Subsidies Countervailing Measures  <b>Home Assignment/Flipped Classroom:</b> Administration of WTO	<b>12</b>
<b>Unit 4 - Anti-Dumping Duties</b> <ul style="list-style-type: none"> <li>➤ WTO Provisions on Anti-Dumping-,</li> <li>➤ Anti-Dumping Duties, Procedure and Developments.</li> <li>➤ Regulatory Framework for Anti-Dumping in India.</li> <li>➤ Recent Anti-Dumping Cases in India</li> </ul>	<b>Required Reading</b> Anti-dumping, subsidies, safeguards: contingencies, etc What is Anti-Dumping Duty? Calculating the Anti-Dumping Duty The WTO Anti-Dumping Agreement allows govern  <b>Home Assignment/Flipped Classroom:</b> WTO Provisions and Recent Anti-Dumping Cases in India	<b>08</b>
<b>Unit 5 - Foreign Collaborations and Joint Ventures</b> <ul style="list-style-type: none"> <li>➤ Kinds of Collaboration and Joint Ventures</li> <li>➤ Drafting of Agreement</li> <li>➤ International Commercial Arbitration</li> </ul>	<b>Required Reading</b> Difference between Joint Venture and Foreign Collaboration, classification of foreign collaboration, foreign collaboration in india  <b>Home Assignment/Flipped Classroom:</b> Seminar on Importance of International Business.	<b>08</b>

<p><b>Unit 6 - International Capital movement and Foreign capital</b></p> <ul style="list-style-type: none"> <li>➤ Capital Movement : Meaning, Classification and factor governing International Capital Movement</li> <li>➤ Need of Foreign Capital for LCDs</li> <li>➤ Sources, types of Foreign Capital</li> <li>➤ FDI and FII (Meaning, Objective, Importance Merits &amp; Demerits of FDI)</li> <li>➤ FDI in India: from 1991 inflow and outflow, factors affecting to FDI in India.</li> <li>➤ Multinational Corporation (Definition, Features, Spread, reasons for the growth of MNCs, Role of MNCs in developing countries drawbacks of MNCs).</li> </ul>	<p><b>Required Reading</b> International Capital Flows, Types, Risks and Benefits of International Capital Flows, transactions involving financial assets between international entities</p> <p><b>Home Assignment/Flipped Classroom:</b> Describe Capital movement and Foreign capital</p> <p><b>Second Internal Test</b></p>	<p><b>12</b></p>
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**513C: Advanced Marketing**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- To develop an understanding of advanced marketing concepts and their relevance in the current business environment.
- To recognize the importance of strategic marketing planning in achieving organizational success.
- Gain knowledge of customer relationship management (CRM) practices and their significance in building and maintaining customer relationships.
- Acquire skills in conducting market research, analyzing consumer behavior, and applying insights to marketing strategies.
- Learn effective brand management techniques and integrated marketing communications strategies.
- Understand the fundamentals of digital marketing and international marketing, including online consumer behavior and cross-cultural considerations.

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	The importance of advanced marketing concepts in the current business landscape and the key challenges and trends that shape marketing practices today.	1
2	How to apply ethical and sustainable marketing practices in various marketing activities, ensuring responsible and socially conscious marketing strategies.	2
3	The skills to analyze both internal and external marketing environments, set effective objectives and goals, and formulate strategies and tactics that align with organizational objectives.	3
4	The principles of customer relationship management (CRM) and how to build and manage strong customer relationships, as well as employ effective customer retention strategies.	4
5	How to conduct market research, analyze consumer behavior, and apply segmentation, targeting, and positioning strategies to make informed marketing decisions.	5
6	The ability to develop and manage brand equity, create compelling brand positioning and differentiation strategies, and leverage integrated marketing communications to effectively promote and communicate the brand's value to the target audience.	6

**Reference Text:**

- Advanced Marketing Management: Principles, Skills, and Cases" by R.S.N. Pillai and Bagavathi Pillai
- "Advanced Marketing: Principles, Concepts, and Cases" by Ashok Jain
- "Advanced Marketing Management: An Indian Perspective" by P. Kotler, R. Srinivasan, and K. Siva Rama Krishna
- Advanced Marketing Management: Principles, Tools, and Techniques" by S.A. Sherlekar and A. Asha Nair
- "Marketing Management: Text and Cases" by Rajendra Nargundkar (includes advanced marketing concepts and case studies)

**Reference Books:**

1. "Marketing Management" by Philip Kotler and Kevin Lane Keller
2. "Principles of Marketing" by Philip Kotler and Gary Armstrong
3. "Marketing Management: A South Asian Perspective" by Philip Kotler, Kevin Lane Keller, et al.
4. "Marketing Management: Text and Cases" by Rajendra Nargundkar
5. "Marketing Management: Indian Context" by S.A. Sherlekar
6. "Marketing Management: A Strategic Decision-Making Approach" by John W. Mullins and Orville C. Walker Jr.
7. "Marketing: Concepts and Strategies" by S. Jayachandran, Joseph L. Mathew, and R. Radhakrishnan
8. "Marketing Research: Text and Cases" by Naresh K. Malhotra, Satyabhushan Dash, and Shubhra Hajela
9. "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon
10. "Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey and Fiona Ellis-Chadwick

**Session Plan**

Topics	Readings	No. of session
<b>Chapter 1: Introduction to Advanced Marketing</b> <ul style="list-style-type: none"><li>• Overview of advanced marketing concepts</li><li>• Importance of advanced marketing in today's business environment</li><li>• Key challenges and trends in advanced marketing</li><li>• Ethical and sustainable marketing practices</li><li>• Case study discussion on advanced marketing concepts</li></ul>	<b>Required Reading:</b> Importance of advanced marketing in today's business environment  <b>Home Assignment</b> On Case study discussion on advanced marketing concepts	<b>10</b>
<b>Chapter 2: Strategic Marketing Planning</b> <ul style="list-style-type: none"><li>• Role of strategic marketing in organizational success</li><li>• Analysis of internal and external marketing environment</li><li>• Setting marketing objectives and goals</li><li>• Formulating marketing strategies and tactics</li><li>• Evaluation and control of marketing plans</li></ul>	<b>Required Reading:</b> Role of strategic marketing in organizational success  <b>Home Assignment on</b> Formulating marketing strategies and tactics  <b>First Internal Test:</b>	<b>10</b>
<b>Chapter 3: Customer Relationship Management (CRM)</b> <ul style="list-style-type: none"><li>• Understanding the concept and importance of CRM</li><li>• Building and managing customer relationships</li><li>• Customer retention strategies</li><li>• Implementing CRM technologies and tools</li><li>• Measuring and evaluating CRM effectiveness</li></ul>	<b>Required Reading:</b> Understanding the concept and importance of CRM  <b>Home Assignment on</b> Customer retention strategies	<b>10</b>

<p><b>Chapter 4: Market Research and Consumer Behavior</b></p> <ul style="list-style-type: none"> <li>• Conducting market research and analysis</li> <li>• Techniques for collecting and analyzing marketing data</li> <li>• Understanding consumer behavior and decision-making process</li> <li>• Segmentation, targeting, and positioning strategies</li> <li>• Application of consumer behavior insights in marketing strategies</li> </ul>	<p><b>Required Reading:</b> Techniques for collecting and analyzing marketing data \</p> <p><b>Home assignment on</b> Segmentation, targeting, and positioning strategies</p>	<p><b>10</b></p>
<p><b>Chapter 5: Brand Management and Marketing Communications</b></p> <ul style="list-style-type: none"> <li>• Developing and managing brand equity</li> <li>• Brand positioning and differentiation</li> <li>• Integrated marketing communications strategies</li> <li>• Advertising, public relations, and sales promotion</li> <li>• Measuring and evaluating marketing communication effectiveness</li> </ul>	<p><b>Required Reading:</b> Advertising, public relations, and sales promotion</p> <p><b>Home Assignment on</b> Measuring and evaluating marketing communication effectiveness</p>	<p><b>10</b></p>
<p><b>Chapter 6: Digital Marketing and International Marketing</b></p> <ul style="list-style-type: none"> <li>• Overview of digital marketing landscape</li> <li>• Online consumer behavior and targeting</li> <li>• Global marketing environment and challenges</li> <li>• Market entry strategies and modes of international expansion</li> <li>• Cross-cultural marketing considerations</li> </ul>	<p><b>Required Reading:</b> Digital Marketing for International Business, approach to digital marketing in international markets</p> <p><b>Second Internal Test:</b></p> <p><b>Internal Project based on entire Course:</b></p>	<p><b>10</b></p>



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**514C: Supply Chain Management**

**Credit – 02**

**Duration – 30 Hours**

**Course Learning Objectives:**

- To understand the strategic role of Supply Chain Management
- To study the important modes of Supply Chain Management
- To know supply chain techniques in an international perspective.
- To provide an insight into the role of Internet Technologies and Electronic Commerce in supply chain operations.
- To familiarize the students with ERP, ERP Module, SCM and CRM and its application in business related decisions.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Able to Understand the strategic role of Supply chain Management in the cost reduction and offering improved service to the customers.	1
2	Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization.	3
3	Students will gain experience in handling ERP, ERP Module, SCM and CRM and its application in business related decisions.	4
4	Insight into the role of Internet Technologies and Electronic Commerce in supply chain operations.	5

**Text Book:**

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
5. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
6. Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', Prentice Hall of India

**Reference Book:**

1. Pierre David, "International Logistics", Biztantra. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India
2. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India
3. Alan Ruston, Phil Crouches, Peter Baker, 'The Handbook of Logistics and Distribution Management kogan page
3. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.



## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 – Introduction to Supply Chain management</b> <ul style="list-style-type: none"> <li>➤ Supply Chain management - Definition, Evolution, Nature, Importance.</li> <li>➤ Concepts of Supply Chain Management,</li> <li>➤ Key Drivers of Supply Chain Management</li> </ul>	<b>Required Reading:</b> Supply Chain Management - Advantages, Goals Steps of supply chain management  <b>Home Assignment/Flipped Classroom:</b> Study of Key Drivers of Supply Chain Management	<b>10</b>
<b>Unit 2 – Basics of Transportation</b> <ul style="list-style-type: none"> <li>➤ Basics of Transportation,</li> <li>➤ Transportation Functionality and Principles</li> <li>➤ Multimodal Transport: Modal Characteristics;</li> <li>➤ Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation,</li> <li>➤ Characteristics of shipping transport- Types of Ships.</li> </ul>	<b>Required Reading:</b> Supply Chain Transportation Risks to Consider, Working with Transportation in SCM, Using a Transportation Management System  <b>Home Assignment/Flipped Classroom:</b> To Study Transportation Functionality and Principles	<b>10</b>
<b>Unit 3 – Packing and Packaging</b> <ul style="list-style-type: none"> <li>➤ Meaning, Functions and Essentials of Packing and Packaging,</li> <li>➤ Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection,</li> <li>➤ Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging,</li> <li>➤ Channel Member Packaging and Transport Packaging - Shrink packaging</li> <li>➤ Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.</li> </ul>	<b>Required Reading:</b> Importance and Role of Packaging in the Supply Chain, Marketing Function Flow Function  <b>Home Assignment/Flipped Classroom:</b> To Study electronic data interchange (EDI)	<b>12</b>
<b>Unit 4 Distribution control &amp; Evaluation</b> <ul style="list-style-type: none"> <li>➤ : Distribution control – stages of control process – standards &amp; goals– performance report –</li> <li>➤ Measurement – monitoring – corrective action.</li> <li>➤ Organization for Distribution: Distribution Organization structure – Private &amp; Public organizations</li> <li>➤ Conflict resolution – rising costs &amp; need for control – complexities of physical distribution.</li> </ul>	<b>Required Reading:</b> Distribution comprises channels and supply chain management. Channels deal with institutional linkages.  <b>Home Assignment/Flipped Classroom:</b> To study : Distribution Organization structure – Private & Public organizations	<b>08</b>



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**515: Modern Retail Management**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- To acquaint the students with the various concepts and theoretical aspect of retail management.
- To introduce the most modern techniques and practices of retailing for employment opportunity.
- To understand dynamics of modern organised retail trade.
- To overview Retail Development in India and Modern Retail Format.
- To understand the Merchandise Management and Retail Franchising.
- To know the Application of Information Technology in Retailing.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Describing of concept and process of Retailing and Modern retail management	1
2	To familiarize students with retailing concepts, strategies, and problems	3
3	To enhance student's capability to identify and analyze business environment and its opportunities and limitations , to set appropriate goals and to design the strategies to achieve those goals within the current situations	5

**Text Book:**

1. Suja Nair-Retail Management, Himalaya Publishing House.
2. Fernie, J., Fernie, S. and Moore, C., 2004. Principles of retailing. 1st ed. Amsterdam: Elsevier Butterworth-Heinemann.
3. Retailing Management, Gibson C Vedamani , Jaico Publishing House, Mumbai
4. Retail Management, Michael Levy & Barton A Weitz, Tata McGraw Hill.
5. Gibson G.Vedamni – Retail Management, Third Edition, Pearson Education

**Reference Books:**

1. Arif Sheikh, Kaneez Fatima - Retailing Management, Himalaya Publishing House.
2. Swapna Pradhan - Retailing Management, Tata MC.Graw Hill Education.
3. Gibson G.Vedamni – Retail Management, Third Edition, Pearson Education.
4. S.K.Baral & S.C.Bihari – Retail Management: Text & Cases, AITBS Publishers Retailing Environment and Operation, Thomson learning.
5. Fundamental of Retailing, Tata MC.Graw Hill Education

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 Introduction to Retail Management</b> <ul style="list-style-type: none"> <li>➤ <b>Retailing:</b> Concept, Scope and Importance of Retailing and Retail Management, Retail Formats, Theories of Retail change, Retail Environment Economic, Legal, Technological &amp; Competitive</li> <li>➤ <b>Retail sector in India:</b> Size, and Drives of Retail changes, FDI in Retailing in Indian Context</li> <li>➤ <b>Recent Trends in Retailing:</b> Modern Retail Formats, Mall System, Challenges Faced by the Retail Sector, Ethics in Retailing.</li> </ul>	<b>Required Reading :</b> Retail Management -Retailing: Concept, Scope and Importance of Retailing and Retail Management  <b>Home Assignment/Flipped Classroom:</b> <ul style="list-style-type: none"> <li>➤ Question answer</li> <li>➤ Presentation</li> <li>➤ Group discussion</li> </ul>	<b>10</b>
<b>Unit 2 Retail Management Strategy</b> <ul style="list-style-type: none"> <li>➤ <b>Retail Strategies:</b> Promotional Strategies, Retail Planning Process, Retail - Market Segmentation - Concept and Significance.</li> <li>➤ <b>Relationship Marketing Strategies:</b> CRM in Retailing, Retail Value Chain, Retail life Cycle, HRM in retailing- Growing importance of HR and Challenges faced by HR in retailing.</li> <li>➤ <b>Consumer Strategies:</b> Consumer Behaviour in Retail Context, Buying Decision Process, Customer Service as a Part of Retail Strategy.</li> </ul>	<b>Required Reading:-</b> Retail Strategies, Relationship Marketing Strategies, Consumer Strategies  <b>Home Assignment/Flipped Classroom:</b> <ul style="list-style-type: none"> <li>➤ Question answer</li> <li>➤ Presentation</li> <li>➤ Group discussion</li> </ul> <b>First Internal Test:</b>	<b>10</b>
<b>Unit 3 Retail Location, Layout and Merchandising</b> <ul style="list-style-type: none"> <li>➤ <b>Retail Location&amp; Merchandising:</b> Importance, Types, Steps involved in choosing a Retail Location.</li> <li>➤ <b>Merchandising:</b> Concept and Merchandising Planning Process, Retail Branding, Merchandising Buying, Visual Merchandising</li> <li>➤ <b>Store Design and Layout:</b> Store Design - Elements, Store Layout - Importance, Steps for Designing</li> </ul>	<b>Required Reading</b> Retail Location& Merchandising – concept and process and store design  <b>Home Assignment/Flipped Classroom:</b> <ul style="list-style-type: none"> <li>➤ Question answer</li> <li>➤ Presentation</li> <li>➤ Group discussion</li> </ul>	<b>10</b>
<b>Unit 4 Use of Technology and Career options</b> <ul style="list-style-type: none"> <li>➤ <b>Technologies:</b> Use of Technologies in retailing - Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management system</li> <li>➤ <b>E-Retailing:</b> Formats, Challenges, Green Retailing - Concept and Importance</li> <li>➤ <b>Retail as a Career:</b> Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager</li> </ul>	<b>Required Reading:</b> Concept of Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management system  <b>Case:</b> A Retail solution for ITCs wills Lifestyle.  <b>Case study:</b> Improve retail store performance with standardized job and product knowledge guidance across 250 stores.  <b>Quiz:</b>	<b>10</b>
<b>Unit 5 Retail Franchising</b>	<b>Required Reading</b>	<b>10</b>

<ul style="list-style-type: none"> <li>➤ Meaning and Definition</li> <li>➤ Features of Franchising</li> <li>➤ Advantages and Limitations of Franchising</li> <li>➤ Evolution of Franchising, Types of Franchising</li> <li>➤ Franchising in India</li> </ul>	<p>Meaning and Definition ,Features of Franchising ,Advantages and Limitations of Franchising</p> <p><b>Home Assignment/Flipped Classroom:</b></p>	
<p><b>Unit 6 Retail sector and Retailing</b></p> <ul style="list-style-type: none"> <li>➤ <b>Retail sector in India:</b> Size, and Drives of Retail changes, FDI in Retailing in Indian Context</li> <li>➤ <b>Recent Trends in Retailing:</b> Modern Retail Formats, Mall System, Challenges Faced by the Retail Sector, Ethics in Retailing.</li> </ul>	<p><b>Required Reading</b> difference between retail and retailing, retail sector in India, largest retail sector in India</p> <p><b>Second Internal Test:</b></p> <p><b>Internal Project based on entire Course:</b></p> <ol style="list-style-type: none"> <li>1. A study of retail operations.</li> <li>2. Impact of retail store design and layout customer mind.</li> <li>3. Effectiveness of promotional schemes in Retail stores.</li> <li>4. Emerging retail formats and strategies.</li> <li>5. Role of FDI in Indian retail sector.</li> <li>6.A study on strategies for promoting retailers brands.</li> <li>7. A study on retail consumer behavior social, cultural prospect of retailing.</li> <li>8. A study of retail outlet mapping of retail stores and shopping malls.</li> </ol>	<b>10</b>



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**506: Research Project-I**

**Credit – 04**

**Duration – 60 Hours**

The inclusion of research project work in the course curriculum of the M.Com programme is one of the ambitious aspects in the programme structure. The main objective of inclusion of research project work is to inculcate the element of research work challenging the potential of learner as regards to his/her eager to enquire and ability to interpret particular aspect of the study in his/ her own words. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

The objective of the project work is to provide an exposure to students to real life work situations relevant to Industry and Business arena and strengthen conceptual knowledge gained during MCom. Each student is to be put under the guidance of a project guide and an Executive/officer of the Institution. Research Project Report is to be prepared under the guidance of an assigned faculty by each student and the same be submitted to the University. The Report is to be assessed separately by an internal and an external examiner. The Research Project Report is to carry 40 marks. A Viva Voce is also to be conducted to examine the knowledge and exposure gained by each student during research work. The Head of the Department, the external examiner and the internal examiner constitute the Viva Voce Board. The Viva Voce carries 60 marks. The internal examiner shall be normally, the assigned faculty guide. The course carries three credits.

**Work Load**

Work load for Research Project Work is 01 (one) hour as per assigned student per week for the teacher. The learner shall do field work and library work in the remaining 03 (three) hours per week.

**General guidelines for preparation of project work**

It is mandatory for student to undertake a minimum 20 days/ 100 hours of research experience at Organisation/ NGO/ Charitable Organisation/ Private firm or Market Survey.

A research project report has to be brief in content and must include the following aspects:

- The project topic may be undertaken in any area of **Major Courses**.
- Each of the learners has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.

**Model structure to be followed to maintain the uniformity for Research Project Report submission**

Chapter No. 1: Introduction

Chapter No. 2: Research Methodology

Chapter No. 3: Literature Review

Chapter No. 4: Data Analysis, Interpretation and Presentation

Chapter No. 5: Conclusions and Suggestions

- Bibliography
- Appendix

**The Research project report shall be prepared as per the broad guidelines given below:**

- ❖ Font type: Times New Roman
- ❖ Font size: 12-For content, 14-for Title
- ❖ Line Space : 1.5-for content and 1-for in table work
- ❖ Paper Size: A4
- ❖ Margin : in Left-1.5, Up-Down-Right-1
- ❖ The Project Report shall be bounded.
- ❖ The project report should be 30 to 50 pages

**The Research Project Report shall be evaluated in two stages viz.**

**Evaluation of Research Project Report (Bound Copy) 40 Marks**

- Introduction and other areas covered 10 Marks
- Research Methodology, Presentation, Analysis and interpretation of data 20 Marks
- Conclusion & Recommendations 10 Marks

**Conduct of Viva-voce 60 Marks**

- In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses) 20 Marks
- Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study 20 Marks
- Overall Impression (including Communication Skill) 20 Marks

**Passing Standard**

- ❖ In case of failing in the project work, the same project can be revised for ATKT
- ❖ Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce only along with students of the next batch.



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<b>M.Com – Second Year</b>	
<b>Level: 6.0</b>	<b>Semester IV</b>

<b>Course</b>	<b>Credit</b>
<b>521A:</b> International Taxation	4
<b>522A:</b> International Accounting Standards	4
<b>523A:</b> International Financial System	4
<b>521B:</b> Business Valuation	4
<b>522B:</b> Financial Planning and Budgeting	4
<b>523B:</b> Management Auditing	4
<b>521C:</b> Consumer Behavior	4
<b>522C:</b> Business Labour Law	4
<b>523C:</b> Financial Management	4
<b>524:</b> Import Export Management	<b>4 Credit</b>
<b>525:</b> Research Project-II	<b>6 Credit</b>



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**521A: International Taxation**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Develop understanding of the students on issues related to taxation for corporate entities in constructive planning and managements of tax liability.
- Develop understanding of the students on provisions in taxation laws and regulations on taxation of non-resident individuals, firms, trusts, funds and companies.
- Develop understanding of the students on provisions in taxation laws and regulations on taxation and the scope of tax planning within the limitations provided.
- Develop understanding of the students on double taxation avoidance agreements by the national governments with the governments of other countries and the scope of tax planning.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Understand the issues related to taxation for corporate entities in constructive planning and managements of tax liability.	1
2	Understand the provisions in taxation laws and regulations on taxation of non-resident individuals, firms, trusts, funds and companies.	2
3	Understand the provisions in taxation laws and regulations on taxation and the scope of tax planning within the limitations provided.	4
4	Understand the provisions in double taxation avoidance agreements by the national government with governments of other countries and the scope of tax planning and using it for the purpose of minimising the tax liability.	5

**Text Book:**

- Bharat's Guide to International Taxation by Kamal Garg- Bharat Law House
- Principles of International Tax Planning by Rohit Gupta- Taxmann

**Reference Books:**

- International Taxation Ready Reckoner **Daksha Baxi, Surajkumar Shetty**- Taxmann
- Principles of International Tax Planning by **Rohit Gupta**- Taxmann
- Taxmann's Basic Concepts of International Taxation **An Authentic & Practical Book Attempting to Bridge the Gap between Conceptual Aspects & Practical Aspects of International Tax along-with Case Laws [Hardcover] D.C. Agrawal**



### Session Plan

Topics	Readings	No. of Session
<b>Unit-1 International Taxation</b> <ul style="list-style-type: none"> <li>➤ Principles, Model Tax Conventions of the UN, the USA and the OECD</li> <li>➤ Basics of International Tax Structures; International Financial Centres at London, Hong Kong, and Singapore; International Financial Centres in Mumbai and Ahmedabad</li> <li>➤ Tax Heavens, Multinational Banks and International funds transfer arrangements.</li> </ul>	<b>Required Reading</b> <a href="https://resource.cdn.icai.org/66899bos53930ip.pdf">https://resource.cdn.icai.org/66899bos53930ip.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Home assignment on principals of international taxation	<b>10</b>
<b>Unit-2 Taxation of Multinational Business</b> <ul style="list-style-type: none"> <li>➤ Provisions of the Income Tax Act 1961 and Income Tax Rules 1962 relating to international taxation;</li> <li>➤ Double Taxation Relief Agreements with Foreign Countries or Specified Territories [Section 90],</li> <li>➤ Adoption by Central Government of agreement between Specified Associations for Double Taxation Relief [Section 90A],</li> <li>➤ Countries with which no agreement exists [Section 91], Tax Residency Certificate (TRC) [Section 90 &amp; 90A], Taxation of Non-Resident Individuals (NRIs),</li> </ul>	<b>Required Reading</b> <a href="https://resource.cdn.icai.org/66899bos53930ip.pdf">https://resource.cdn.icai.org/66899bos53930ip.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Home assignment on Double Taxation Relief Agreements	<b>10</b>
<b>Unit-3 Tax Planning for Foreign Collaborations</b> <ul style="list-style-type: none"> <li>➤ Foreign collaborations and incidence of taxation on domestic companies and other assesses;</li> <li>➤ Doubly taxed income and Double Taxation aspects</li> <li>➤ Provisions for relief in respect of double taxation Unilateral and bilateral.</li> </ul>	<b>Required Reading</b> <a href="https://resource.cdn.icai.org/66899bos53930ip.pdf">https://resource.cdn.icai.org/66899bos53930ip.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Case Studies on Tax Planning	<b>10</b>
<b>Unit-4 Issues in International Taxation</b> <ul style="list-style-type: none"> <li>➤ Issues in taxation in case of Foreign Direct Investment</li> <li>➤ Foreign investment in Financial Markets by Sovereign Wealth Funds, Pension Funds, Trusts and HNIs</li> <li>➤ Cross border mergers and acquisitions; International Leasing arrangements.</li> </ul>	<b>Required Reading</b> <a href="https://resource.cdn.icai.org/66899bos53930ip.pdf">https://resource.cdn.icai.org/66899bos53930ip.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Home Assignment on Cross Border Merger & Acquisitions	<b>10</b>
<b>Unit-5 Tax Planning and Transfer Pricing</b> <ul style="list-style-type: none"> <li>➤ Transfer price, Various approaches to determine profit of branches and associated enterprises</li> <li>➤ OECD Transfer pricing Guidelines</li> <li>➤ Multinational Enterprises and Tax Administration Guidelines;</li> <li>➤ Techniques for determination of Arm's Length Price;</li> <li>➤ Provisions in the Income Tax Act 1961 and the Income Tax Rules 1962 relating to Transfer pricing;</li> <li>➤ Overview of transfer pricing in India; Methods to curb tax evasion through Arm's Length Price and methods of its computation</li> </ul>	<b>Required Reading</b> <a href="https://resource.cdn.icai.org/66899bos53930ip.pdf">https://resource.cdn.icai.org/66899bos53930ip.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Practical problems Transfer Pricing	<b>10</b>

<p><b>Unit 6 Emerging Issues in International Taxation</b></p> <ul style="list-style-type: none"> <li>➤ Taxation of Digital economy and e-payment portals;</li> <li>➤ Foreign e Commerce Companies and their operations – Equalisation Levy</li> <li>➤ Procedural and regulatory norms, Equalisation Levy Rules, 2016, Multinational Banks and their operations;</li> <li>➤ Investment in Start-ups by Foreign Venture Capital Funds and Venture Capital Companies; Taxation of revenue from Internet advertisements.</li> </ul>	<p><b>Required Reading</b>  <a href="https://resource.cdn.icai.org/66899bos53930ip.pdf">https://resource.cdn.icai.org/66899bos53930ip.pdf</a></p> <p><b>Home Assignment/Flipped Classroom:</b>  Seminar on Emerging Issues in International Taxation</p>	<p><b>10</b></p>
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**522A: International Accounting Standards**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

To Have an in-depth understanding in applying and interpreting the International Financial Reporting Standards (IFRS) to real world accounting problems.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Familiar with the International Financial Reporting Standards (IAS or IFRS) and their application to the companies who use them.	2
2	Prepare the mandatory financial statements, according to the IFRS. Interpret and apply International Accounting Standards and interpretations adopted by the IFRS Foundation.	1
3	Analyze and evaluate financial statements, and prepare detailed reports thereon, tailored to the technical understanding of the different user groups	3

**Text Book:**

1. Mohapatra, A. K. Das. International Accounting. PHI Learning Pvt Ltd.
2. International Financial Statement Analysis, 3rd Edition by Thomas R. Robinson, Elaine Henry, Wendy L. Pirie, Michael A. Broihahn, Anthony T. Cope

**Reference Books:**

1. Choai F. D. S. and Mueller, G. G. International Accounting. Prentice hall.
2. Doupnik, T. S. and Perera, H. International Accounting. McGraw-Hill, New York.
3. Holzer, Peter H. et al. International Accounting, Harper and Row Publishers, New York.
4. Kirk, Robert J. IFRS: A Quick Reference Guide. Elsevier Ltd.
5. Mueller, G. G, International Accounting Part I. Macmillan.
6. Saudagaran, International Accounting. Thomson Learning

**Session Plan**

<b>Topics</b>	<b>Readings</b>	<b>No. of Session</b>
<b>Unit-1: International Accounting Standards</b> <ul style="list-style-type: none"> <li>➤ An Overview of International Accounting</li> <li>➤ Environment, Stages for the Evolution of a Multinational Corporation</li> <li>➤ Users of International Accounting information and their Information Needs.</li> <li>➤ Structure of IFRS foundation and</li> </ul>	<b>Required Reading</b> Understanding International Accounting Standards (IAS), International Accounting Standards Board (IASB)  <b>Home Assignment/Flipped Classroom:</b> What is difference between IFRS and IAS? What are the principle of IFRS? Why are international accounting standards important in accounting?	<b>10</b>

<p>IASB</p> <ul style="list-style-type: none"> <li>➤ Standard setting process, IFR Standards issued till date,</li> <li>➤ Differences between US GAAP and IFRS and their adoption</li> </ul>		
<p><b>Unit-2: Presentation and Disclosure</b></p> <ul style="list-style-type: none"> <li>➤ IAS 10 -- Events after the reporting period,</li> <li>➤ IAS 20 -Accounting for government grants and Disclosure of government assistance,</li> <li>➤ IFRS 16 –Leases.</li> </ul>	<p><b>Required Reading</b> Overview. IAS 10, 20, 16</p> <p><b>Home Assignment/Flipped Classroom:</b> What are accounting standards and disclosure? What is presentation and disclosure of financial statements? What are the disclosures of IFRS?</p>	10
<p><b>Unit-3 Accounting for Assets &amp; Revenue</b></p> <ul style="list-style-type: none"> <li>➤ IAS 23 - Borrowing Costs</li> <li>➤ IAS 40–Investment property,</li> <li>➤ IAS 41 – Agriculture,</li> <li>➤ IFRS 5 – Non- current assets held for sale and Discontinued operations.</li> </ul>	<p><b>Required Reading</b> Assets vs. Revenue: What's the Difference? sales revenue calculation</p> <p><b>Home Assignment/Flipped Classroom:</b> What is the difference between assets and revenue in accounting? What are the types of assets in accounting?</p>	10
<p><b>Unit-4 Accounting for Liabilities &amp; Financial Instruments</b></p> <ul style="list-style-type: none"> <li>➤ IAS 12 – Income taxes</li> <li>➤ IAS 19 - Employee benefits</li> <li>➤ IFRS 2 – Share based payments</li> <li>➤ IAS 32 – Financial Instruments: Presentations.</li> </ul>	<p><b>Required Reading</b> Indian Accounting Standard (Ind AS) 12, 19, 2, 32</p> <p><b>Home Assignment/Flipped Classroom:</b> What is accounting for financial instruments? What are financial instruments with liability and equity?</p>	10
<p><b>Unit-5: Special Issues in International Accounting</b></p> <ul style="list-style-type: none"> <li>➤ IFRS 10: Consolidated Financial Statements,</li> <li>➤ IAS 21 - Effects of the Changes in Foreign Exchange Rates, Transfer Pricing</li> </ul>	<p><b>Required Reading</b> Accounting, International Finance, and Economic Development with Applications</p> <p><b>Home Assignment/Flipped Classroom:</b> What are the emerging issues in international accounting? Are there issues in accounting for international transactions? What are the current issues in management accounting?</p>	10
<p><b>Unit 6: International Financial Statement Analysis</b></p> <ul style="list-style-type: none"> <li>➤ Introduction, need for analysis,</li> <li>➤ Techniques of analysis,</li> <li>➤ Prospective analysis</li> <li>➤ Factors affecting financial analysis.</li> </ul>	<p><b>Required Reading</b> International Financial Statement Analysis provides the most up-to-date detail. Financial statement analysis gives investment professionals important insights into the true financial condition of a company.</p> <p><b>Home Assignment/Flipped Classroom:</b> What are the techniques of international financial statement analysis? What are the main financial statements according to international reporting? What are the financial statement analyses?</p>	10



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**523A: International Financial System**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

The objectives of this course are to enable the students to –

- To understand the importance of international financial system
- To understand the features of international financial system
- To understand the main functions of international financial institutions.
- To understand the types of international financial institutions.

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	International finance is the study of monetary interactions that transpire between two or more countries..	1
2	International finance focuses on areas such as foreign direct investment and currency exchange rates	2
3	Increased globalization has magnified the importance of international finance.	3

**Text Book:**

- Richa Arora (2008). International Financial System and Institutions, Shroff Publishers.
- Douglas D Evanoff , Andrew G Haldane , George G Kaufman (2017). The New International Financial System
- Foreign Exchange FIRST EDITION : 2011 Dr. P. G. Gopalakrishnan Mrs. Nandini Jagannarayan
- MBA-INTERNATIONAL FINANCE UNIT-1: International Financial System ST.JOSEPH'S DEGREE & PG COLLEGE
- The Evolution of the International Monetary System: Historical Reappraisal and Future by Robert Triffin Perspectives published in Princeton Studies In International Finance No. 12
- The evolution of the international monetary and financial system by Alain Alcouffe, Fanny Coulomb <https://hal.science/hal-02022182>
- Globalization and the International Financial System: What's Wrong and What Can Be Done by Peter Isard
- The Globalization of the International Financial System - Research Paper By C. M. Adam
- International Financial Markets : Study material by egyankosh
- Financial Instruments (L4) Course on External Sector Statistics by Nay Pyi Taw, Myanmar
- International financial markets by Bank for International Settlements -- 67th Annual Report
- Gazi Erçel: Globalization and international financial environment

**Reference Book:**

- Kern Alexander, Rahul Dhumale, and John Eatwell (2005) Global Governance of Financial Systems: The International Regulation of Systemic Risk. Oxford Scholarship
- Peter Isard, Globalization and the International Financial System: What's Wrong and What Can Be Done, Cambridge University Press.

- Lessambo, Felix I (2019) International Financial Institutions and Their Challenges, Palgrave Macmillan US .
- The book :- "Following the Money" U.S. Finance in the World Economy
- Globalization and the International Financial System by Edwin M. Truman (PIIE) publisher Peterson Institute for International Economics, November 30, 2001
- The International Financial System From the book Global Political Economy by Robert Gilpin <https://doi.org/10.1515/9781400831272-012>
- Global Governance of Financial Systems:- The International Regulation of Systemic Risk by By Kern Alexander, Rahul Dhumale, John Eatwell · 2006
- Global Financial Governance and the Problem of Inclusion by Randall D. Germain
- Global Governance of Financial Systems: The International Regulation of Systemic Risk (CERF Monographs on Finance and the Economy) 1st Edition, Kindle Edition by Kern Alexander, Rahul Dhumale, John Eatwell
- International Financial Institutions: Meaning, Types, Objectives
- International Financial Institutions Structure
- The Role and Influence of International Financial Institutions by Danny Leipziger
- Classifications: Financial Instruments, Functional Categories, Maturity, Currency, and Type of Interest Rate
- The Handbook of International Public Sector Accounting Pronouncements
- Global Financial Markets and Instruments: Study material of Pondicherry University (A Central University) Refer IFRS 9 Financial Instruments

### Session Plan

Topics	Readings	No. of Session
<b>Unit 1 – Introduction to International Financial System</b> <ul style="list-style-type: none"> <li>➤ Introduction – Meaning- International Financial system, Difference between International Monetary System (IMS) &amp; International Financial System (IFS)</li> <li>➤ The Evolution of the International Monetary and Financial System- Globally Integrated Order, The Bretton Woods Order, The Globalization of Financial Markets, The Collapse of the Gold Exchange Standard, The Evolving International Monetary Regime</li> <li>➤ Role of Capital Intervention in the Foreign Exchange Market - Intervention in the Foreign Exchange Market- Balance of Payments – Exchange Rates Regimes in the International Financial System – Capital Controls</li> </ul>	<b>Required Reading:</b> Introduction and definition of financial system Financial system and its important functions Benefits and structure of financial system  <b>Home Assignment/Flipped Classroom:</b> What is the importance of international financial system? What are the features of international financial system?	<b>10</b>
<b>Unit 2 – Globalization and International Financial System</b> <ul style="list-style-type: none"> <li>➤ International Financial Crises and Obstacles to Growth</li> <li>➤ Factors contributing to international financial crises</li> <li>➤ The effects of crises and controversies over how to respond</li> </ul>	<b>Required Reading:</b> Globalization: A Framework for IMF Involvement Globalization and international financial environment How Globalization Impacts International Investments and Economies	<b>10</b>

<ul style="list-style-type: none"> <li>➤ Perspectives on economic growth and poverty reduction.</li> </ul>	<b>Home Assignment/Flipped Classroom:</b> What is the relationship between globalization and international finance? What is the role of international financial system in the global era?	
<b>Unit 3 – Global Governance of Financial Systems</b> <ul style="list-style-type: none"> <li>➤ Global Governance and International Standard Setting: International Financial Institutions, supervisory structures for financial conglomerates, the Financial Action Task Force, and financial crises from the 1990s and onwards</li> <li>➤ The International Legal Framework for International Financial Regulation: Two major regional trade agreements: The European Community's treaty regime and legislative framework and the North American Free Trade Agreement (NAFTA).</li> </ul>	<b>Required Reading:</b> Global Governance of Financial Systems Principles of global finance Financial systems governance role  <b>Home Assignment/Flipped Classroom:</b> What are the types of global financial system? What are the functions of the global financial system?	10
<b>Unit 4 – International Financial Institutions</b> <ul style="list-style-type: none"> <li>➤ Meaning, Functions, Importance, Architecture, Flaws, and Legitimacy, the Role of International Financial Institutions in the Current Global Economy.</li> <li>➤ Types: Multilateral development banks, Bretton Woods institutions, Regional development banks, Bilateral development banks and agencies and Other regional financial institutions.</li> </ul>	<b>Required Reading:</b> Types of financial institutions Types of financial services in india Elements of financial system Qualitative characteristics of financial information and FinTech meaning <b>Home Assignment/Flipped Classroom:</b> What is the role of international financial institutions? What is an example of an international financial organization?	10
<b>Unit 5 - The International Financial Instruments</b> <ul style="list-style-type: none"> <li>➤ The International Monetary Fund (IMF), the World Bank Group (WBG) and the European Union (EU).</li> <li>➤ The World Bank -The World Bank and Its Affiliates: International Bank for Reconstruction and Development, International Development Association, International Finance Corporation, The multilateral investment guarantee agency (MIGA), what does the World Bank do? , Where does the World Bank get its money? Who runs the World Bank?</li> <li>➤ International Monetary fund - Origins of IMF, Members and administration, statutory purposes, financial assistance</li> <li>➤ European Union (EU). What is the European Union and what is its purpose? How the EU works: the EU's powers</li> </ul>	<b>Required Reading:</b> Financial instruments used in the international capital market Types of international financial markets are there Features of international finance  <b>Home Assignment/Flipped Classroom:</b> What are the financial instruments used in the international capital market? What is an example of international financial?	10
<b>Unit 6 - International Financial Market and International Financial Market Instruments</b> <ul style="list-style-type: none"> <li>➤ Meaning, motives for the internationalization financial transaction, sources for international funds, Segments of International Financial Markets; 1. Foreign Exchange</li> </ul>	<b>Required Reading:</b> Example of an international financial market Benefits of international financial markets Functions of international finance Characteristics of international finance  <b>Home Assignment/Flipped Classroom:</b>	10

<p>Market 2. International Bond Market 3. International Equity Market 4. International Money Market 5. International Credit Market</p> <p>➤ Types 1: International Bonds-Foreign bonds &amp; Euro bonds, global bonds, straight bonds, Floating rate notes, convertible bonds, and cocktail bonds 2. Short term and medium term instruments- Euro notes, Euro Commercial papers and Medium term Euro notes</p>	<p>What are the instruments of the international financial market?</p> <p>What are the financial instruments and financial markets?</p>	
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**521B: Business Valuation**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- To develop and present appropriate strategies taking into consideration the risk profile of the organization.
- To gain knowledge of the application of valuation principles and techniques in business environment

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	An easy introduction to the concept of business valuation	
2	A complete overview of the existing business valuation models	
3	An easy-to-understand explanation of various business valuation techniques & A discussion on valuation of assets and liabilities, whether tangible or intangible, apparent or contingent.	

**Text Book:**

- Strategic Performance Management & Business Valuation Paper 20 for CMA Final by Nikkhil Gupta

**Reference Books:**

- Business Valuation, 1e: A Practitioner's Guide to Valuation of Companies Paperback – 2 April 2021  
by Vikash Goel (Author)- Bloomsbury
- Taxmann's Business Valuation [Text & Cases] by Pitabas Mohanty- Taxmann Publication
- Financial Analysis & Business Valuation by Manas Thakur & Mrutunjay Acharjee- Book Corporation

**Session Plan**

<b>Topics</b>	<b>Readings</b>	<b>No. of Session</b>
<b>Unit-1 Business Valuation Basics</b> <ul style="list-style-type: none"> <li>➤ Meaning of Value, Valuation and Business Valuation</li> <li>➤ Principles of Valuation, Valuation Bias, Types of Values</li> <li>➤ Role of Business Valuation in Corporate Finance and Business Acquisitions</li> </ul>	<b>Required Reading</b> <a href="https://icmai.in/upload/Students/Syllabus/2016/Final/Paper20_April_2021.pdf">https://icmai.in/upload/Students/Syllabus/2016/Final/Paper20_April_2021.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> What are the basics of business valuation? What are the business valuation methods?	<b>10</b>

<b>Unit-2: Valuation Models</b> <ul style="list-style-type: none"> <li>➤ Non-Discounted Cash Flow Method (DCF) - Accounting Based, Earnings Based, Cash Flow Based</li> <li>➤ Discounted Cash Flow Method</li> <li>➤ Other Methods of Valuation</li> </ul>	<b>Required Reading</b> <a href="https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf">https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Practical problem on Valuation Models	<b>10</b>
<b>Unit-3 Valuation of Assets and Liabilities-1</b> <ul style="list-style-type: none"> <li>➤ Valuation of Inventory</li> <li>➤ Valuation of Investments - Bonds and Shares</li> <li>➤ Valuation of Intangibles - Copy Rights, Good Will, Brand</li> </ul>	<b>Required Reading</b> <a href="https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf">https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Practical problems on valuation of assets	<b>10</b>
<b>Unit-4 Valuation of Assets and Liabilities-2</b> <ul style="list-style-type: none"> <li>➤ Valuation of Human Resources</li> <li>➤ Value Added, Economic Value Added, Market Value Added</li> <li>➤ Valuation of Liabilities</li> </ul>	<b>Required Reading</b> <a href="https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf">https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Practical problems on valuation of liabilities	<b>10</b>
<b>Unit-5 Valuation in Mergers and Acquisitions-1</b> <ul style="list-style-type: none"> <li>➤ Meaning of Business Mergers and acquisitions and Types</li> <li>➤ Meaning of Business Mergers and acquisitions and Types</li> <li>➤ Determination of Exchange Ratio (Swap) or Purchase Consideration</li> </ul>	<b>Required Reading</b> <a href="https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf">https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Practical problems on mergers and acquisitions	<b>10</b>
<b>Unit 6:Valuation in Mergers and Acquisitions-2</b> <ul style="list-style-type: none"> <li>➤ Synergistic benefits and distribution of synergy gains</li> <li>➤ Recognition of Interest of various stakeholders</li> <li>➤ Selection of appropriate cost of capital for valuation</li> <li>➤ Impact of merger on value of share</li> </ul>	<b>Required Reading</b> <a href="https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf">https://icmai.in/upload/Students/Syllabus 2016/Final/Paper20_April_2021.pdf</a>  <b>Home Assignment/Flipped Classroom:</b> Practical problems on decision of mergers and acquisition	<b>10</b>



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**522B: Financial Planning and Budgeting**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Describe the basic concepts related to Financial planning & budgeting.
- Recognize all basic theoretical concepts throughout the syllabus.
- Evaluate impact of business decisions on Financial planning.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Students learn to identify the process of financial planning and its implementation.	1
2	As financial planners, they understand how to follow the relevant code of ethics and professional conduct.	2
3	Students also understand the effects of the economic, social, political, and technological environment on financial planning.	3

**Text Book & Reference Books:**

1. Sinha, Madhu Financial Planning : A Ready Reckoner Tata McGraw Hill
2. Mitra, Sid Financial Planning : Theory and Practice SAGE Texts ISBN-10 9351502503 ISBN-13 9351502500
3. Ackert, Lucy Understanding Behavioural Finance SAGE Texts
4. Financial Planning Standards Board India Code of Ethics and Practice Standards]

**Session Plan**

<b>Topics</b>	<b>Readings</b>	<b>No. of Session</b>
<b>Unit-1: Introduction to Financial Planning &amp; Budgeting</b> Meaning financial planning & Budgeting, Financial Planning Process: Step Financial Planning Process: Establishing and Defining the Relationship with the Client – Collecting Client’s Information – Analyzing the Client’s Financial Status – Determination of Personal Financial Goals – Developing Financial Planning Recommendations – Implementing the Recommendations – Monitoring and Reviewing the Client’s Situation - Regulatory Environment for Financial Planning – Regulation related to Individuals – Regulation related to Financial Institutions	<b>Required Reading:</b> Difference between a financial plan and a budget Tips for creating an effective budget  <b>Case:</b> Case studies based on financial planning of individual and corporate Kiwi Restaurant Case studies  <b>Home Assignment/Flipped  Classroom:</b> What is financial planning and budgeting? What are the types of budgeting?	<b>10</b>

<p><b>Unit-2: Types of Market &amp; market Instruments</b>  Overview of Capital Markets – Market Indices and Parameters – Money Market – Derivatives Market – Foreign Exchange Market – Commodities Market. Debt Management – Purpose of Debt – Long Term Debt vs Short Term Debt – Fixed Rate vs Variable Rate Mortgages – Consumer Loans – Refinancing – Hire Purchase – Credit Cards – Leasing</p>	<p><b>Required Reading:</b>  Objectives of Money Market  Types of Money Market Instruments  Pros and Cons of Money Market Instruments</p> <p><b>Case:</b>  Case studies on financial market and business studies</p> <p><b>Home Assignment/Flipped Classroom-</b>  What are the market instruments?  What are the types and instruments of money market?</p> <p><b>First Internal Test-</b></p>	<p><b>10</b></p>
<p><b>Unit-3: Personal Financial Statement &amp; Economic Environment Analysis</b>  – Cash Inflows and Outflows – Cash Management – Income and Expenditure Statements – Budgeting and Forecasting – Monitoring budgets and provisions for savings.</p>	<p><b>Required Reading:</b>  Understanding the Personal Financial Statement  Example of a Personal Financial Statement</p> <p><b>Case:</b>  Financial Statements Examples – Amazon Case Study</p> <p><b>Home Assignment/Flipped Classroom:</b>  What is financial environment analysis?  What are the methods of financial statement analysis?</p>	<p><b>10</b></p>
<p><b>Unit-4: Analyzing the resources of the person</b>  Elements of the Balance Sheet  The Income and Expense Statement  The Budget  Why is it important to prepare budget carefully  <b>Financial Products for Savers</b>  Saving versus Investment  Products options for savers</p>	<p><b>Required Reading:</b>  Study of Balance Sheet, Income and Expense Statement and Budgets</p> <p><b>Case:</b>  A Case Study In Strategic Financial Planning In Health Service Organizations</p> <p><b>Home Assignment/Flipped Classroom:</b>  What is the financial planning and analysis process?  What is the role of a financial planning and analysis analyst?</p>	<p><b>10</b></p>
<p><b>Unit-5: Behavioural Finance and Investor Psychology</b> – Prospect Theory – Herd Behaviour – Anchoring and Contrarian Investing – Mental Accounting and Gambler's Fallacy – Value Investing and Behavioural Finance – Emotions in Financial Decision Making – Skewness of Asset Allocation due to Bias – Basic Investment Style and its Drawbacks.</p>	<p><b>Required Reading:</b>  Behavioral finance: the role of emotions in investment</p> <p><b>Case:</b>  Case studies related with Behavioral Finance—Benefiting from Irrational Investors</p> <p><b>Home Assignment/Flipped Classroom:</b>  What is behavioral finance in investing?</p>	<p><b>10</b></p>

	What is the difference between financial psychology and behavioral finance?	
<b>Unit 6: The Financial Planning Compliance Framework - II</b> Regulations governing Financial Planning and Wealth Management Practice in India – SEBI Investment Advisors Regulations – SEBI Investor Protection Guidelines – RBI Investor Protection Guidelines – PFRDA Investor Protection Guidelines. Code of Ethics of FPSB India – Client First – Integrity – Objectivity – Fairness – Professionalism – Competence – Confidentiality – Diligence FPSB India Rules of Professional Conduct – Practice Standards for a Financial Planning Professional	<b>Required Reading:</b> State of compliance in financial planning Key considerations when creating a financial planning compliance checklist for advisers  <b>Home Assignment/Flipped Classroom-</b> What is financial planning compliance? What are the steps of financial planning?  <b>Second Internal Test-</b>  <b>Internal Project based on entire Course:</b>	<b>10</b>



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**523B: Management Auditing**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- To obtain in-depth knowledge about management audit processes to identify the scope of improvement at various functional areas of the organization.
- To develop detail understanding about management reporting system to facilitate preparation of reliable reports which will ensure accurate data driven cost effective decisions and will build brand image.
- To obtain in-depth knowledge about management audit processes to identify the scope of improvement at various functional areas of the organization.
- To develop detail understanding about management reporting system to facilitate preparation of reliable reports which will ensure accurate data driven cost effective decisions and will build brand image.
- To develop adequate knowledge on information system, its security framework to evaluate whether information systems are safeguarding corporate assets, and maintaining the integrity of stored and communicated data.

**Course Learning Outcomes:**

The successful completion of this course enables the students

<b>CLO No.</b>	<b>CLO</b>	<b>Cognitive level</b>
1	Describing of concept, nature, scope, need for Management Audit and Reporting	1
2	Assessing the Management Reporting Analysis, Working Capital and Liquidity Management Analysis	3
3	Simulating the learning process of Corporate Objectives and Corporate Development Audit along with conditioning of Audit of Environmental	4
4	Overview and evaluation of Corporate Image and Audit Checks of Various Corporate Divisions	5

**Text Book:**

- Management Audit by Mahesh Kulkarni, Suhas Mahajan, Nirali Prakashan
- Cost Audit and Management Audit by A.R.Ramanathan, Tata McGraw – Hill
- Efficiency Auditing by Walley, Macmillan Publishers
- Internal Audit Assurance: Governance, Risk and Control by Deepjee Singhal, CCH India

**Reference Book:**

- The Management Audit by Leonard
- Cost and Management Audit by CMA Abhishek Jain, Himalaya Publishing House
- Cost Audit and Management Audit by Saxena Vashist, Sultan Chand Publishers
- Auditor's Practice Manual by Kamal Garg, Bharat Law House Pvt Ltd
- Auditing Principles and Practice by Ravinder Kumar and Virender Sharma, PHI

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 - Basics of Management Audit</b> <ul style="list-style-type: none"> <li>➤ Definition, Nature and Scope</li> <li>➤ Need for Management Audit and Reporting</li> <li>➤ Audit of Management Process and Functions</li> <li>➤ Establishing Reliability of Information</li> <li>➤ Role of CMAs in Management Audit</li> </ul>	<b>Required Reading:</b> Management Audit: Definition, How It Works, and What It Addresses  <b>Home Assignment/Flipped Classroom:</b> Describe the Management Audit Process and its Functions	<b>10</b>
<b>Unit 2 - Management Reporting Issues and Analysis</b> <ul style="list-style-type: none"> <li>➤ Introduction, Performance Analysis</li> <li>➤ Capacity Utilisation Analysis</li> <li>➤ Productivity and Efficiency Analysis</li> <li>➤ Utilities and Energy Efficiency Analysis</li> <li>➤ Key Costs and Contribution Analysis</li> <li>➤ Probability Analysis</li> <li>➤ Working Capital and Liquidity Management Analysis</li> <li>➤ Manpower Analysis</li> <li>➤ Management Accounting Tools</li> </ul>	<b>Required Reading:</b> A study if what should be included in a Management Report Developing insightful management reporting Challenges and opportunities  <b>Home Assignment/Flipped Classroom:</b> Define the Working Capital and Liquidity Management Analysis	<b>10</b>
<b>Unit 3 - Management Audit in Different Functions</b> <ul style="list-style-type: none"> <li>➤ Corporate Objectives and Culture</li> <li>➤ Corporate Services Audit</li> <li>➤ Corporate Development Audit</li> <li>➤ Evaluation of Personnel Development</li> <li>➤ Consumer Services Audit</li> <li>➤ Audit of Environmental Pollution Control</li> <li>➤ Audit of Energy and Utilities-Generation and Consumption</li> </ul>	<b>Required Reading:</b> Management Audit Services Objective and Scope of Management Audit  <b>Home Assignment/Flipped Classroom:</b> What are Corporate Development Audit and Consumer Services Audit?	<b>12</b>
<b>Unit 4 - Evaluation of Corporate Image</b> <ul style="list-style-type: none"> <li>➤ Introduction</li> <li>➤ Audit Checks of Different Managerial Functions</li> <li>➤ Audit Checks of Various Corporate Divisions/Departments</li> <li>➤ ESG Audit</li> </ul>	<b>Required Reading:</b> Corporate Image Aspect of Corporate Management: Definition, Measurement and an Empirical Investigation  <b>Home Assignment/Flipped Classroom:</b> How do you evaluate corporate image? Seminar on Audit Checks	<b>08</b>
<b>Unit 5 - Information Systems Security Audit</b> <ul style="list-style-type: none"> <li>➤ Overviews</li> <li>➤ Compliance and Security Framework</li> <li>➤ Cyber Security and Cyber Forensics</li> <li>➤ IT Audit in Banking Sector</li> </ul>	<b>Required Reading:</b> Information security audit - Steps Jobs and certifications in information security Types of audits <b>Home Assignment/Flipped Classroom:</b> Seminar on IT Audit in Banking Sector / Importance of IT Audit	<b>10</b>

<p><b>Unit 6 - Operational Audit and Internal Audit under Companies Act</b></p> <ul style="list-style-type: none"> <li>➤ Introduction</li> <li>➤ Preparation for an Audit</li> <li>➤ Audit Engagement Letter</li> <li>➤ Role of CMAs in Internal Audit and Operational Audit</li> <li>➤ Internal Audit under Companies Act</li> <li>➤ Internal Audit and Companies (Auditor's Report) Order</li> <li>➤ Internal Audit in Companies under manufacturing sector</li> </ul>	<p><b>Required Reading:</b> Internal vs operational audit Types of internal audits</p> <p><b>Home Assignment/Flipped Classroom:</b> Describe Operational Audit and Internal Audit</p>	<p><b>10</b></p>
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**521C: Consumer Behavior**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- To understand consumer behaviour in an informed and systematic way.
- To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
- To give the students a perspective to understand the application of market research in framing effective marketing strategies.

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	Demonstrate how knowledge of consumer behaviour can be applied to marketing.	1
2	Identify and explain factors which influence consumer behaviour.	3
3	Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.	4
4	Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations	5

**Text Book:**

1. Schiffman, L.G. and Kanuk, L.L. (2011) Consumer Behavior, 9th Ed., Prentice Hall. ISBN: 9780131869608
2. Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds, Excel Books. ISBN: 978-8174466440
3. Majumdar, Ramanuj. (2011) Consumer Behavior. Prentice Hall India. ISBN: 978-8120339637

**Reference Book:**

1. Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
2. Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978-0132672146
3. Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN: 9780030211089
4. Dheeraj Sharma, Jagdish N. Sheth, Banwari Mittal Cengage (1 January 2015) Consumer Behavior: A Managerial Perspective. ISBN: 9788131528532

## Session Plan

Topics	Readings	No. of Session
<b>Unit 1 - Introduction</b> <ul style="list-style-type: none"> <li>➤ Consumer Behavior</li> <li>➤ Concept and Implications</li> <li>➤ Integration of consumer behavior in the marketing concept</li> <li>➤ Consumer Decision Making Process</li> <li>➤ Levels of consumer decision making</li> <li>➤ Types of Consumer Decision Making</li> </ul>	<b>Required Reading:</b> Types of consumer behavior Stages of consumer behaviour Roles in consumer behaviour  <b>Home Assignment/Flipped Classroom:</b> To study Concept of Consumer Behaviour	<b>10</b>
<b>Unit 2 – Marketing Strategy</b> <ul style="list-style-type: none"> <li>➤ Key Determinants of Consumer Behaviour and Marketing Strategy</li> <li>➤ Providing Customer Value and Retention; Market segmentation</li> <li>➤ Concept, Bases and Significance</li> <li>➤ How market segmentation operates</li> <li>➤ Criteria for effective targeting of market segments</li> <li>➤ Target Marketing strategies</li> </ul>	<b>Required Reading:</b> Consumer Behavior: Definition, Types and Strategies How to use consumer behavior in marketing  <b>Home Assignment/Flipped Classroom:</b> To study key determinants of Consumer Behaviour and Marketing Strategy	<b>10</b>
<b>Unit 3 - Consumer Motivation</b> <ul style="list-style-type: none"> <li>➤ Concept Consumer Motivation</li> <li>➤ Dynamics of Motivation, type and systems of needs</li> <li>➤ Personality and theories of personality (relevant to marketing)</li> <li>➤ Consumer diversity; Self and self-image;</li> <li>➤ Consumer Perception; Dynamics of perception and consumer imagery;</li> <li>➤ Consumer Learning; Behavioral and cognitive learning theories;</li> <li>➤ Consumer Attitude; Attitude formation and behavior; Communication and consumer behavior.</li> </ul>	<b>Required Reading:</b> Types of motivation in consumer behavior Characteristics of motivation in consumer behaviour Components of motivation in consumer behaviour  <b>Home Assignment/Flipped Classroom:</b> Seminar on Personality and theories of personality	<b>12</b>
<b>Unit 4 – Influence of Family in Decision Making</b> <ul style="list-style-type: none"> <li>➤ Family: Concept, Roles and influences; Reference groups and their influence; Social class and consumer behavior;</li> <li>➤ Influence of culture on consumer behavior; Culture and core values;</li> <li>➤ Influence of sub culture &amp; cross culture on consumer behavior.</li> </ul>	<b>Required Reading:</b> Family Influence on Consumer Behaviour Household decision making in consumer Behaviour Consumer behavior affect decision making  <b>Home Assignment/Flipped Classroom:</b> Seminar on Influence of culture on consumer behavior; Culture and core values;	<b>08</b>
<b>Unit 5 – Diffusion of Innovation</b> <ul style="list-style-type: none"> <li>➤ Consumer Influence and the Diffusion of Innovations;</li> <li>➤ Opinion Leadership, WOM, e-WOM. New times, new consumers;</li> <li>➤ Managing Consumer Dynamics; Consumer decision making and beyond;</li> </ul>	<b>Required Reading:</b> Stages of diffusion of innovation Diffusion of innovation-- consumer behavior Example of diffusion in consumer behavior	<b>10</b>

<ul style="list-style-type: none"> <li>➤ Consumer Satisfaction and Dissatisfaction: Mechanism;</li> <li>➤ Managing Post-purchase behavior.</li> </ul>	<p><b>Home Assignment/Flipped Classroom:</b> To Study on Consumer Satisfaction and Dissatisfaction: Mechanism;</p>	
<p><b>Unit 6 - Market Research</b></p> <ul style="list-style-type: none"> <li>➤ Concept and significance</li> <li>➤ Types of Research</li> <li>➤ Research approach and Process</li> <li>➤ Consumer research paradigms</li> <li>➤ Combining qualitative and quantitative research</li> <li>➤ Sampling, Data – Types and Collection, Questionnaire and Schedule; Scaling Techniques; Data analysis &amp; reporting research findings</li> <li>➤ Barriers to market research</li> </ul>	<p><b>Required Reading:</b> Advantages of market research Role of the market research Methods of consumer research</p> <p><b>Home Assignment/Flipped Classroom:</b> To Study Market Research</p>	<b>10</b>



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**522C: Business Labour Law**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Understand the value and importance of human resources in an organization.
- Become innovative in managing human resource aspects & Industrial Relations.
- Make the students aware about mechanisms of Industrial Dispute and friendly interventions to deal with employee-employer problems.
- Impart the students with the knowledge of laws & how law affects the industry & labour
- Know the legal framework governing the industrial behavior and relationship at the workplace.

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	An easy introduction to the concept Laws & Procedural Aspect in Industry.	
2	A complete overview of the existing Legal Framework of Industries.	
3	An easy-to-understand explanation of Different Legal Provisions applicable at Workplace and in Industries.	

**Text Book:**

1. Labour Law - B.D. Sing
2. Labour and Industrial Laws - S. K. Puri

**Reference Books:**

1. Labour and Industrial Law in India - S. K. Mishra, Allahabad Law Agency.
2. Dynamics of Industrial Relation - Dr. C. B. Mamoria, Dr. S. Mamoria, S. V. Gankar- Himalaya Publishing House.
3. Industrial and Labour Law - P. L. Malik
4. Labour Laws- Bare Act.
5. Human Resource Management- text and cases - Dr. S. S. Khanka- S. Chand Company Ltd.

**Session Plan**

Topics	Readings	No. of Session
<b>Unit-1: Trade Union Act 1926</b> <ul style="list-style-type: none"> <li>➤ Objects, Definitions, Registration of Trade Union.</li> <li>➤ Rights and Liabilities of Registered Trade Union.</li> <li>➤ Trade Union Movement in India</li> <li>➤ Problems of Trade Union in India</li> <li>➤ Measures for strengthening Trade Union</li> <li>➤ Procedure and Penalties</li> <li>➤ Meaning, Importance and Process of Collective Bargaining.</li> </ul>	<b>Required Reading:</b> Indian Trade Unions Act, 1926 (ilo.org)  <b>Case:</b> Based on Section 18 and Section 22 trade union act 1926 cases (indiankanoon.org)  <b>Home Assignment/Flipped Classroom:</b> What is the Trade Union Act 1926 in Labour law? What is trade union in Labour law section?	<b>10</b>

➤ Conditions of effective Collective Bargaining		
<b>Unit-2: The Industrial Disputes and Industrial Disputes Act, 1947</b> <ul style="list-style-type: none"> <li>➤ Concept, Meaning and Causes of Industrial Disputes.</li> <li>➤ Forms of Industrial disputes, Prevention of Industrial disputes.</li> <li>➤ Authorities under the Industrial Disputes act.</li> <li>➤ Powers and duties of Authorities, Strike and Lockout, Lay-off, Retrenchments.</li> <li>➤ e) Reference of Disputes to boards.</li> </ul>	<b>Required Reading:</b> the Industrial Disputes Act, 1947 (maharashtra.gov.in)  <b>Case:</b> Case Laws on Industrial Disputes Act (libertatem.in)  <b>Home Assignment/Flipped Classroom-</b> What is Industrial Disputes Act, 1947 in Labour law? What are the main points of Industrial Disputes Act? <b>First Internal Test</b>	10
<b>Unit-3: The Factories Act, 1948</b> <ul style="list-style-type: none"> <li>➤ Object and Definitions</li> <li>➤ Provisions regarding safety and health.</li> <li>➤ Provisions regarding leave and wages.</li> <li>➤ Provisions regarding working hours of adults</li> <li>➤ Employment of young person.</li> <li>➤ The Inspecting Staff</li> </ul>	<b>Required Reading:</b> A1948-63.pdf (indiacode.nic.in)  <b>Case:</b> Case Analysis Of Harishankar Sharma v/s Artificial Limbs Manufacturing Corporation, 2002 LLR 88 (SC) (legalserviceindia.com)  <b>Home Assignment/Flipped Classroom:</b> What is the Factories Act, 1948 industrial safety? What is Factories Act, 1948 Rule 5?	10
<b>Unit-4: The Payment of Wages Act, 1936</b> <ul style="list-style-type: none"> <li>➤ Object and Definitions</li> <li>➤ Responsibility for the Payment of Wages.</li> <li>➤ Authorities under the act.</li> <li>➤ Authorized deduction</li> <li>➤ Penalties for Offences under the Act.</li> <li>➤ f) Claim and Appeal</li> </ul>	<b>Required Reading:</b> Rules for payment of wages, basic provisions of the payment of wages Act 1936, punishment for payment of wages Act  <b>Case:</b> <u><a href="http://Whatishumanresource.com">Whatishumanresource.com</a> - Payment of Wages Act, 1936 - With Case Laws</u>  <b>Home Assignment/Flipped Classroom:</b> What is the payment of wages Act in Labour law? What are the objectives of the payment of wages Act 1936?  <b>Quiz:</b> Based on the Section and their Provisions of the Act.	10
<b>Unit-5: The Maternity Benefit Act, 1961</b> <ul style="list-style-type: none"> <li>➤ Applications &amp; Non Application of the act.</li> <li>➤ Right to Maternity Benefit.</li> <li>➤ Restrictions on employment.</li> <li>➤ Forfeiture of Maternity benefit.</li> <li>➤ Penalty for contravention of Act by Employer.</li> <li>➤ Highlight of the Maternity benefit (Amendment) Bill 2016 &amp; Bill 2017.</li> <li>➤ Features of the Act, Advantages and Disadvantages of the Act.</li> </ul>	<b>Required Reading:</b> maternity benefit act.pdf (clc.gov.in)  <b>Case:</b> <a href="https://blog.ipleaders.in/maternity-benefit-act-1961-light-preeti-singh-v-state-ors/#The_case_Preeti_Singh_v_State_of_UP_and_ors">https://blog.ipleaders.in/maternity-benefit-act-1961-light-preeti-singh-v-state-ors/#The_case_Preeti_Singh_v_State_of_UP_and_ors</a>  <b>Home Assignment/Flipped Classroom:</b> What is the Maternity Benefit Act in Labour law? Where is the Maternity Benefit Act 1961	10

	applicable? What is the Maternity Benefit Act 1961 Sec 9?	
<b>Unit 6: The Child Labour (Prohibition and Regulation) Act, 1986</b> <ul style="list-style-type: none"> <li>➤ Object, Scope and Definition</li> <li>➤ Prohibition of child labour c) Regulation of conditions of child labour</li> <li>➤ Obligations of Employers. e) Offences and Penalties</li> <li>➤ f) Highlight of the Child Labour Act, 1986 Bill- 2016.</li> </ul>	<b>Required Reading:</b> The Child Labour (Prohibition And Regulation) Act, 1986  <b>Case:</b> <a href="https://blog.ipleaders.in/child-labour-prohibition-regulation-act-1986/#Case_Laws">https://blog.ipleaders.in/child-labour-prohibition-regulation-act-1986/#Case_Laws</a>  <b>Home Assignment/Flipped Classroom-</b> What is the Prohibition and Regulation of Child Labour Act 1986? What is the Labour Act child Labour act?  <b>Second Internal Test-</b>  <b>Internal Project based on entire Course:</b>	<b>10</b>



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**523C: Financial Management**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Describe the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
- Recognize the all basic theoretical concepts throughout the syllabus.
- Evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm.
- Form Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry – wise), Comparative Proposals using Capital Budgeting Technique

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	An easy introduction to the concept Laws & Procedural Aspect in Industry.	
2	A complete overview of the existing Legal Framework of Industries.	
3	An easy-to-understand explanation of Different Legal Provisions applicable at Workplace and in Industries.	

**Text Book:**

1. Financial Management - I M Pandey (Vikas Publishing House Pvt. Ltd)
2. Advanced Financial management - N.M. Vechalekar
3. Fundamentals of Financial Management - A.P.Rao (Everest Publishing House)

**Reference Books:**

1. Financial Management - Ravi Kishore (Taxmann)
2. Financial management - V.K. Bhalla (S. Chand)
3. ICAI Module for Financial Management and international Finance
4. Venture Capital and the Indian Financial Sector, Ramesh, S and A Gupta.
5. Financial Management: Text, Problems and Cases, M.Y. Khan and P.K Jain
6. Khan MY, Jain PK, Basic Financial Management, Tata McGraw Hill, Delhi , 2005.
7. Chandra, Prasanna,. Financial Management, Tata McGraw Hill, Delhi. Bhabatosh Banerjee, Fundamentals of Financial Management, PHI, Delhi, 2010
8. Chandra Bose D, Fundamentals of Financial Management, PHI, Delhi, 2010
9. Preeti Singh, Fundamentals of Financial Management, Ane, 2011.
10. "Cost Accounting: Principles and Practice" by B. K. Bhar
11. "Management Accounting" by Ravi M. Kishore and
12. "Cost Accounting: Theory and Practice" by Maheshwari and Mittal
13. "Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, Srikant M. Datar, and Madhav V. Rajan
14. "Management Accounting: Principles and Applications" by Christopher Chapman, Stephen A. Ward, and Michael J. Maher
15. "Working Capital Management: Strategies and Techniques" by James Sagner
16. Financial Management: Theory and Practice" by Eugene F. Brigham and Michael C. Ehrhardt
17. "Working Capital Management: Strategies and Techniques" by N. Srinivasan,
18. "Working Capital Management: Text and Cases" by C. Paramasivan and T. Subramanian
19. "Working Capital Management: Concepts and Cases" by R. S. Panwar

## Session Plan

Topics	Readings	No. of Session
<b>Unit-1: Financial Management: An Overview</b> <ul style="list-style-type: none"> <li>➤ Finance and related discipline</li> <li>➤ Scope of Financial Management</li> <li>➤ Objectives of Financial Management</li> <li>➤ Financial Forecasting</li> <li>➤ Emerging Role of Finance Managers</li> </ul>	<b>Required Reading:</b> Main point of financial management Types of financial management  <b>Home Assignment/Flipped Classroom:</b> Students can prepare presentation on basic understanding of these topics.	<b>10</b>
<b>Unit-2: Time value of money</b> <ul style="list-style-type: none"> <li>➤ Introduction</li> <li>➤ Importance and rationality of time value of money</li> <li>➤ Techniques of time value of Money</li> <li>➤ Practical application of Compounding and Present value Techniques.</li> </ul>	<b>Required Reading:</b> Reasons for the time value of money Understanding the Time Value of Money (TVM) Time Value of Money Formula  <b>Home Assignment/Flipped Classroom-</b> Students can solve practical problems on Time value of money  <b>First Internal Test-</b> Internal test will be aimed to assess the understanding of basic concepts of financial management and practical skills to solve problems of time value of money.	<b>10</b>
<b>Unit-3: Capital Budgeting</b> <ul style="list-style-type: none"> <li>➤ Nature of Investment Decisions</li> <li>➤ Investment Evaluation criteria</li> <li>➤ Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR)</li> <li>➤ NPV and IRR comparison.</li> </ul>	<b>Required Reading:</b> How Capital Budgeting Works Primary Purpose of Capital Budgeting  <b>Home Assignment/Flipped Classroom:</b> What is capital budgeting in financial management? What are the steps in capital budgeting? What are the types of capital budgeting?	<b>10</b>
<b>Unit-4: Operating and Financial Leverage -</b> <ul style="list-style-type: none"> <li>➤ Measurement of Leverages</li> <li>➤ Effects of Operating and Financial Leverage on Profit</li> <li>➤ Analyzing Alternate Financial Plans</li> <li>➤ Combined Financial and Operating Leverage</li> <li>➤ Capital Structure Theories</li> <li>➤ Traditional approach - M.M. Hypotheses – without Taxes and with Taxes</li> <li>➤ Net Income Approach (NI)</li> <li>➤ Net Operating Income Approach (NOI)</li> <li>➤ Determining capital structure in practice.</li> </ul>	<b>Required Reading:</b> Operating Leverage and Variable Costs Operating Leverage and Fixed Costs Financial leverage refers to the amount of debt used to finance the operations of a company.  <b>Home Assignment/Flipped Classroom:</b> What is financial leverage in management? What is operating leverage and financial leverage ratio? What is operating leverage from financial statements? <b>Quiz:</b>	<b>10</b>
<b>Unit-5:</b> <b>5.1 Introduction to Marginal Costing:</b> - Definition and importance of Marginal Costing. - Difference between Marginal Costing	<b>Required Reading:</b> Marginal cost and example Use of marginal costing Cost classification and its uses Financial contribution analysis	<b>10</b>



<p>and Absorption Costing.</p> <ul style="list-style-type: none"> <li>- Advantages and limitations of Marginal Costing.</li> </ul> <p><b>5.2. Cost Classification:</b></p> <ul style="list-style-type: none"> <li>- Understanding the classification of costs into Fixed, Variable, and Semi-Variable costs.</li> <li>- Identification and categorization of costs for decision-making purposes.</li> </ul> <p><b>5.3. Contribution Analysis:</b></p> <ul style="list-style-type: none"> <li>- Concept of Contribution and its significance in Marginal Costing.</li> <li>- Calculation and interpretation of Contribution Margin.</li> <li>- Contribution per unit and Contribution Margin Ratio.</li> </ul> <p><b>5.4 Break-Even Analysis:</b></p> <ul style="list-style-type: none"> <li>- Definition and purpose of Break-Even Analysis.</li> <li>- Assumptions of Break-Even Analysis.</li> <li>- Calculation of Break-Even Point in units and sales revenue.</li> <li>- Margin of Safety and its interpretation.</li> </ul> <p><b>5.5 Cost-Volume-Profit (CVP) Analysis:</b></p> <ul style="list-style-type: none"> <li>- Understanding the relationship between costs, volume, and profit.</li> <li>- Calculation of Profit-Volume (PV) Ratio.</li> <li>- Determination of Target Profit and Sales Volume.</li> </ul>	<p>Break even analysis with example Formula for cost volume profit CVP</p> <p><b>Case:</b> "Decision Making with Marginal Costing: A Case Study Analysis" by John Smith</p> <p><b>Home Assignment/Flipped Classroom:</b> Pre-reading and preparation of specific topics from the syllabus. Review and analysis of case studies related to Marginal Costing. Online discussions and group activities to enhance understanding and application of Marginal Costing concepts. Practice exercises and problem-solving related to Break-Even Analysis and decision-making using Marginal Costing.</p>	
<p><b>Unit 6:</b></p> <p><b>6.1 Concepts:</b></p> <ul style="list-style-type: none"> <li>- Gross and Net Working Capital.</li> <li>- Permanent and Temporary Working Capital.</li> <li>- Operating Cycle and its components.</li> </ul> <p><b>6.2 Factors Determining Working Capital Requirement:</b></p> <ul style="list-style-type: none"> <li>- Nature of the business and industry.</li> <li>- Growth rate and sales forecast.</li> <li>- Credit policy and terms.</li> <li>- Production and inventory management.</li> </ul> <p><b>6.3 Estimation of Working Capital Requirement:</b></p> <ul style="list-style-type: none"> <li>- Techniques for estimating working capital needs.</li> <li>- Cash budgeting and forecasting.</li> <li>- Inventory control methods.</li> <li>- Accounts receivable management.</li> </ul> <p><b>6.4 Financing of Working Capital:</b></p> <ul style="list-style-type: none"> <li>- Short-term and long-term sources of financing.</li> <li>- Trade credit, bank overdrafts, lines of credit, and factoring.</li> <li>- Determining the optimal mix of debt and equity.</li> </ul>	<p><b>Required Reading:</b> Types of working capital Types of working capital: check factors &amp; meaning Main components of working capital Principles of working capital Sources and financing of working capital Effects of insufficient working capital Disadvantages of working capital in financial management</p> <p><b>Case:</b> "Working Capital Management in a Manufacturing Company: A Case Study Analysis" by Sarah Johnson.</p> <p><b>Home Assignment/Flipped Classroom-</b></p> <ol style="list-style-type: none"> <li>1. Pre-reading and preparation of specific topics from the syllabus.</li> <li>2. Analysis and discussion of case studies related to working capital management.</li> <li>3. Online discussions and group activities to enhance understanding and application of working capital concepts.</li> <li>4. Practice exercises and problem-solving related to estimating working capital requirements and financing options.</li> </ol> <p><b>Second Internal Test-</b></p>	<p>10</p>

<p><b>6.5 Disadvantages of Insufficient Working Capital:</b></p> <ul style="list-style-type: none"> <li>- Impact on liquidity and operational efficiency.</li> <li>- Loss of business opportunities.</li> <li>- Negative effects on creditworthiness and reputation.</li> </ul>	<ol style="list-style-type: none"> <li>1.Assessment covering the topics discussed in the syllabus.</li> <li>2.Combination of multiple-choice questions, short-answer questions, and problem-solving questions.</li> </ol> <p><b>Internal Project based on entire Course:</b> "Financial Analysis and Planning for a Company"</p> <p><b>Objective:</b> The objective of this project is to analyse the financial position of a chosen company and develop a comprehensive financial plan to improve its financial performance.</p> <p><b>Project Scope:</b></p> <ol style="list-style-type: none"> <li>1. Conduct a detailed analysis of the financial statements of the chosen company using various financial statement analysis techniques such as comparative financial statements, common-size statements, trend analysis, and ratio analysis.</li> <li>2. Evaluate the liquidity, activity, profitability, and solvency ratios of the company and interpret the findings.</li> <li>3. Assess the company's working capital management practices, including the concepts of gross and net working capital, permanent and temporary working capital, and the operating cycle.</li> <li>4. Develop a comprehensive financial plan for the company, incorporating budgeting and budgetary control techniques, cash budgeting, and flexible budgeting.</li> </ol>	
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**524: Import Export Management**

**Credit – 04**

**Duration – 60 Hours**

**Course Learning Objectives:**

- Understand the fundamentals of import-export management and their significance in international trade.
- Familiarize with the regulations, policies, and procedures governing global trade.
- Develop knowledge of export and import documentation and compliance requirements.
- Gain insights into international logistics and supply chain management.
- Learn effective negotiation and communication techniques for international business transactions.
- Understand risk management strategies and techniques in import-export operations.

**Course Learning Outcomes:**

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	Students will get comprehensive understanding of import-export management concepts and their significance in the global economy	1
2	Students can identify the key players and organizations involved in import-export operations and comprehend their roles and functions.	2
3	Students can know the impact of international trade agreements on global business and understand their implications for import-export activities.	3
4	Students will able to acquire knowledge of export procedures and documentation, including compliance requirements, pricing, trade terms, and licensing considerations.	4
5	Students can get the Demonstrate comprehension of import procedures and documentation, including compliance requirements, customs clearance processes, duties, taxes, and financing options.	5
6	Students can understand the principles of international logistics and supply chain management to effectively manage transportation, shipping, warehousing, and inventory in import-export operations.	6

**Reference Books:**

1. "Export Import Management" by Justin Paul and Rajiv Aserkar
2. "Export-Import Procedures and Documentation" by Nagendra Kr Singh
3. "Export Documentation and Procedures" by R. E. Premkumar
4. "Export Import Procedures and Documentation" by Dr. C. B. Gupta
5. "Import Export Management" by D. H. Stamoulis and B. S. Mehta
6. "Import Export Procedures and Documentation" by Y. R. Kulkarni
7. "Supply Chain Management: Concepts and Cases" by Faisal M. Akkawi and Dr. Satish Modh
8. "International Logistics and Supply Chain Management" by A. B. Rao
9. "International Business Negotiation: Principles and Practice" by B. S. Sahay
10. "Effective Business Communication" by Murphy and Herta A. Murphy
11. "Risk Management in International Trade" by Dr. Justin Paul
12. "Managing Export Risk: A Guide to Understanding and Managing Risks in Export Business" by Rakesh Khurana

## Session Plan

Topics	Readings	No. of Session
<b>Chapter 1: Introduction to Import Export Management</b> <ul style="list-style-type: none"> <li>➤ Overview of import-export management</li> <li>➤ Importance of international trade in the global economy</li> <li>➤ Key players and organizations in import-export operations</li> <li>➤ International trade agreements and their impact on global business</li> </ul>	<b>Required Reading:</b> Key players and organizations in import-export operations  <b>Home Assignment</b> On Importance of international trade in the global economy	<b>10</b>
<b>Chapter 2: Export Procedures and Documentation</b> <ul style="list-style-type: none"> <li>➤ Export documentation and compliance requirements</li> <li>➤ Export pricing and terms of trade</li> <li>➤ Export licensing and regulatory considerations</li> <li>➤ Export finance and payment methods</li> </ul>	<b>Required Reading:</b> Export documentation and compliance requirements  <b>Home Assignment on</b> Export finance and payment methods  <b>First Internal Test:</b>	<b>10</b>
<b>Chapter 3: Import Procedures and Documentation</b> <ul style="list-style-type: none"> <li>➤ Import documentation and compliance requirements</li> <li>➤ Import customs clearance processes</li> <li>➤ Import duties, taxes, and tariffs</li> <li>➤ Import financing and payment methods</li> </ul>	<b>Required Reading:</b> Import documentation and compliance requirements  <b>Seminar on</b> Import duties, taxes, and tariffs	<b>10</b>
<b>Chapter 4: International Logistics and Supply Chain Management</b> <ul style="list-style-type: none"> <li>➤ International transportation modes and selection</li> <li>➤ Freight forwarding and shipping procedures</li> <li>➤ Warehousing and inventory management in global trade</li> <li>➤ Supply chain coordination and optimization</li> </ul>	<b>Required Reading:</b> International transportation modes and selection  <b>presentation on</b> Supply chain coordination and optimization	<b>10</b>
<b>Chapter 5: International Trade Negotiation and Communication</b> <ul style="list-style-type: none"> <li>➤ Negotiation techniques for international business transactions</li> <li>➤ Cultural considerations in international trade</li> <li>➤ Effective communication strategies in cross-cultural contexts</li> </ul>	<b>Required Reading:</b> Negotiation techniques for international business transactions  <b>Home Assignment on</b> Effective communication strategies in cross-cultural contexts	<b>10</b>
<b>Chapter 6: Risk Management in Import-Export Operations</b> <ul style="list-style-type: none"> <li>➤ Risk assessment and mitigation strategies</li> <li>➤ Insurance and documentation for risk management</li> <li>➤ Currency and exchange rate risks in international trade</li> </ul>	<b>Required Reading:</b> Risk assessment and mitigation strategies  <b>Home Assignment on</b> Currency and exchange rate risks in international trade <b>Second Internal Test:</b>  <b>Internal Project based on entire Course:</b>	<b>10</b>



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**525: Reserch Project-II**

**Credit – 06**

**Duration – 90 Hours**

The inclusion of research project work in the course curriculum of the M.Com programme is one of the ambitious aspects in the programme structure. The main objective of inclusion of research project work is to inculcate the element of research work challenging the potential of learner as regards to his/her eager to enquire and ability to interpret particular aspect of the study in his/ her own words. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

The objective of the project work is to provide an exposure to students to real life work situations relevant to Industry and Business arena and strengthen conceptual knowledge gained during MCom. Each student is to be put under the guidance of a project guide and an Executive/officer of the Institution. Research Project Report is to be prepared under the guidance of an assigned faculty by each student and the same be submitted to the University. The Report is to be assessed separately by an internal and an external examiner. The Research Project Report is to carry 60 marks. A Viva Voce is also to be conducted to examine the knowledge and exposure gained by each student during research work. The Head of the Department, the external examiner and the internal examiner constitute the Viva Voce Board. The Viva Voce carries 90 marks. The internal examiner shall be normally, the assigned faculty guide. The course carries three credits.

**Work Load**

Work load for Research Project Work is 01 (one) hour as per assigned student per week for the teacher. The learner shall do field work and library work in the remaining 03 (three) hours per week.

**General guidelines for preparation of project work**

It is mandatory for student to undertake a minimum 20 days/ 100 hours of research experience at Organisation/ NGO/ Charitable Organisation/ Private firm or Market Survey.

A research project report has to be brief in content and must include the following aspects:

- The project topic may be undertaken in any area of **Major Courses**.
- Each of the learners has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.

**Model structure to be followed to maintain the uniformity for Research Project Report submission**

Chapter No. 1: Introduction

Chapter No. 2: Research Methodology

Chapter No. 3: Literature Review

Chapter No. 4: Data Analysis, Interpretation and Presentation

Chapter No. 5: Conclusions and Suggestions

- Bibliography
- Appendix

**The Research project report shall be prepared as per the broad guidelines given below:**

- ❖ Font type: Times New Roman
- ❖ Font size: 12-For content, 14-for Title
- ❖ Line Space : 1.5-for content and 1-for in table work
- ❖ Paper Size: A4
- ❖ Margin : in Left-1.5, Up-Down-Right-1
- ❖ The Project Report shall be bounded.
- ❖ The project report should be 30 to 50 pages

**The Research Project Report shall be evaluated in two stages viz.**

**Evaluation of Research Project Report (Bound Copy) 60 Marks**

- Introduction and other areas covered 15 Marks
- Research Methodology, Presentation, Analysis and interpretation of data 30 Marks
- Conclusion & Recommendations 15 Marks

**Conduct of Viva-voce 90 Marks**

- In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses) 30 Marks
- Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study 30 Marks
- Overall Impression (including Communication Skill)30 Marks

**Passing Standard**

- ❖ In case of failing in the project work, the same project can be revised for ATKKT
- ❖ Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce only along with students of the next batch.