



North
Maharashtra
University;
Jalgaon

2009

FACULTY OF COMMEREC &
MANAGEMENT

SYLLABUS OF SECOND YEAR
BACHELOR OF COMMERCE
(S.Y.B.COM.) W.E.F.June-2009



North Maharashtra University; Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

BACHELOR OF COMMERCE

STRUCTURE OF THE COURSE: (SEMESTER IV)

NEW SYLLABUS: S.Y.B.Com. (W.E.F. JUNE -2009)

SR.NO.	CODE NO	SUBJECT TITLE	MAXIMUM MARKS
Compulsory Papers All : Core Competence			
1	1	Macro Economic Analysis	100
2	2	Business & Tax Laws	100
3	3	Business Management	100
4	4	Corporate Accounting & Costing	100
5	5	Business Communication & Computing Management	100
Elective Any One : Core Competence			
6	6.A	Entrepreneurship Development	100
	6.B	Business Ethics & Corporate Governance	100
	6.C	Programming Through Visual Basic.Net	100
	6.D	Financial Analysis & Business Journalism	100
Elective Any One : Applied Component			
7	7.A	Modern Banking & Financial System	100
	7.B	Corporate Regulatory Framework	100
	7.C	Retail Management	100
	7.D	Business Statistics & Operation Research	100
	7.E	Financial Services & Instruments	100
	7.F	Production & Operation Management	100
	7.G	Business Process Outsourcing	100
TOTAL MAXIMUM MARKS			700



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FACULTY OF COMMERCE & MANAGEMENT

BACHELOR OF COMMERCE

STRUCTURE OF THE COURSE: (SEMESTER IV)

NEW SYLLABUS: S.Y.B.Com. (W.E.F. JUNE -2009)

Sr.No.	Code No	Subject Title	Internal Marks	External Marks	Total Marks
Compulsory Papers All : Core Competence					
1	1	Macro Economic Analysis	20	80	100
2	2	Business & Tax Laws	20	80	100
3	3	Business Management	20	80	100
4	4	Corporate Accounting & Costing	20	80	100
5	5	Business Communication & Computing Management	20	80	100
Elective Any One : Core Competence					
6	6.A	Entrepreneurship Development	20	80	100
	6.B	Business Ethics & Corporate Governance	20	80	100
	6.C	Programming Through Visual Basic.Net	20	80	100
	6.D	Financial Analysis & Business Journalism	20	80	100
Elective Any One : Applied Component					
7	7.A	Modern Banking & Financial System	20	80	100
	7.B	Corporate Regulatory Framework	20	80	100
	7.C	Retail Management	20	80	100
	7.D	Business Statistics & Operation Research	20	80	100
	7.E	Financial Services & Instruments	20	80	100
	7.F	Production & Operation Management	20	80	100
	7.G	Business Process Outsourcing	20	80	100
TOTAL MAXIMUM MARKS					



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FACULTY OF COMMERCE & MANAGEMENT

BACHELOR OF COMMERCE

STRUCTURE OF THE COURSE: (SEMESTER IV)

NEW SYLLABUS: S.Y.B.COM. (W.E.F. JUNE -2009)

PASSING STANDARD

Sr. No.	Code No	Subject Title	Internal Marks Out Of 20	External Marks Out Of 80	Total Marks Out Of 100
Compulsory Papers All : Core Competence					
1	1	Macro Economic Analysis	08	32	40
2	2	Business & Tax Laws	08	32	40
3	3	Business Management	08	32	40
4	4	Corporate Accounting & Costing	08	32	40
5	5	Business Communication & Computing Management	08	32	40
Elective Any One : Core Competence					
6	6.A	Entrepreneurship Development	08	32	40
	6.B	Business Ethics & Corporate Governance	08	32	40
	6.C	Programming Through Visual Basic.Net	08	32	40
	6.D	Financial Analysis & Business Journalism	08	32	40
Elective Any One : Applied Component					
7	7.A	Modern Banking & Financial System	08	32	40
	7.B	Corporate Regulatory Framework	08	32	40
	7.C	Retail Management	08	32	40
	7.D	Business Statistics & Operation Research	08	32	40
	7.E	Financial Services & Instruments	08	32	40
	7.F	Production & Operation Management	08	32	40
	7.G	Business Process Outsourcing	08	32	40
TOTAL MAXIMUM MARKS					



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FACULTY OF COMMERCE & MANAGEMENT

BACHELOR OF COMMERCE

STRUCTURE OF THE COURSE: (SEMESTER IV)

NEW SYLLABUS: S.Y.B.COM. (W.E.F. JUNE -2009)

PASSING STANDARD

Sr. No.	Code No	Subject Title	Internal Marks Out Of 20	External Marks Out Of 80	Total Marks Out Of 100
Compulsory Papers All : Core Competence					
1	1	Macro Economic Analysis	08	32	40
2	2	Business & Tax Laws	08	32	40
3	3	Business Management	08	32	40
4	4	Corporate Accounting & Costing	08	32	40
5	5	Business Communication & Computing Management	08	32	40
Elective Any One : Core Competence					
6	6.A	Entrepreneurship Development	08	32	40
	6.B	Business Ethics & Corporate Governance	08	32	40
	6.C	Programming Through Visual Basic.Net	08	32	40
	6.D	Financial Analysis & Business Journalism	08	32	40
Elective Any One : Applied Component					
7	7.A	Modern Banking & Financial System	08	32	40
	7.B	Corporate Regulatory Framework	08	32	40
	7.C	Retail Management	08	32	40
	7.D	Business Statistics & Operation Research	08	32	40
	7.E	Financial Services & Instruments	08	32	40
	7.F	Production & Operation Management	08	32	40
	7.G	Business Process Outsourcing	08	32	40
TOTAL MAXIMUM MARKS					



North Maharashtra University; Jalgaon

(NACC Accredited 'B' Grade University)

Faculty of Commerce & Management

New Syllabus: S.Y.B.COM (W.E.F. June -2009)

SUBJECT: 1: MACROECONOMIC ANALYSIS

Compulsory Paper

80+20 Pattern: External marks 80 +Internal marks 20 = Maximum Total Mark 100

Total Periods: 96

SECTION-I

1) Background of Macroeconomics

Periods: 10

- a) Macroeconomics: Meaning And Nature, Scope And Importance
- b) Macroeconomics as a Study Of Aggregates
- c) Developments in Macroeconomics
- d) Macroeconomic Paradoxes
- e) Basic Concepts Of Macroeconomics
 - f) National Income : Nominal, Real & Potential
 - g) Different Forms of National Income Accounting
 - h) The Circular Flow Of Income In An Open Economy
 - i) Concepts Of Full Employment & unemployment

2) The Classical Theory of Employment & output

Periods: 14

- a) The Classical Views On
 - i) Full Employment & Unemployment
 - ii) The Rigidities & Flexibility In Prices And Wages
 - iii) Saving Investment & Rate Of Interest
 - iv) Role Of Money & Money Supply & General Price Level
 - v) Aggregate Supply Curve & Aggregate Demand Curve In The Classical Theory
- b) Say's Law Of Markets & Its Implications
- c) The Classical Dichotomy & Monetary Neutrality
- d) Implications Of The Classical Theory
- e) Keynes's Criticism Of The Say's Law And The Classical Theory Of Income

3) The Modern Keynesian Approaches to the equilibrium of the economy

Periods: 14

- a) The Great Depression & The Keynesian Revolution
- b) Income - Expenditure Approach
 - i) Aggregate Demand (With Fixed Price Level) & Aggregate Supply Curve

- ii) Principle Of Effective Demand & Unemployment & Full Employment Level Of National Income
 - iii) Inflationary & Deflationary Gaps
 - c) Saving -Investment Approach: Two, Three & Four Sector Economy
 - d) Synthesis Between The Two Approaches
 - e) Paradox Of Thrift
 - f) Investment Multiplier : Concept, Process Of Multiplier, Limitations & Importance
 - g) Keynesian Approach V/S Classical Approach
- 4) Consumption ,Saving & Investment Functions Periods:12**
- a) Consumption & Saving Functions
 - i) Meaning & Importance
 - ii) Determinants Of Consumption /Saving Function
 - iii) Concepts Of: A.P.C., M.P.C., A.P.S., M.P.S.
 - iv) Theories Of Consumption Function
 - (1) Keynes' Psychological Law Of Consumption
 - (2) Duesenberry's Relative Income Theory
 - (3) Friedman's Permanent Income Theory
 - b) Investment Function
 - i) Concepts Of Capital & Investment, Gross & Net Investment, Autonomous & Induced Investment
 - ii) The Present Value Of Future Income & Net Present Value
 - iii) M.E.C. & Rate Of Interest & Capital Accumulation
 - iv) The Acceleration Theory Of Investment

SECTION-II

- 5) Demand For & Supply Of Money : Money Market Equilibrium Periods: 12**
- a) Meaning & Functions Of Money
 - b) Supply Of Money : Various Approaches
 - i) The Classical & The Chicago Approaches
 - ii) The Gurley -Shaw Approach
 - iii) The Central Bank Approach
 - c) Money Stock Measurers In India & Explanation Of Their Components : M_0 (Reserve Money), M_1 (Narrow Money Concept), M_2 , M_3 (Broad Money Concept)
 - d) The Liquidity Measures In India & Explanation Of Their Components : L_1 , L_2 & L_3
 - e) Money Supply & Role Of Commercial Banks : Credit Creation & Credit Multiplier
 - f) Money Supply & Role Of The Central Banks

- i) Objectives
- ii) Tools Of Credit Control & Liquidity Management
- g) Demand For Money
 - i) Meaning & Determinants Of Demand For Money
 - ii) Various Motives Of Demand For Money
- h) Theories Of Demand For Money
 - i) Fisher's Quantity Theory Of Money
 - ii) Keynes Liquidity Preference Theory
 - iii) Tobin' Portfolio Theory
- i) Monetary Equilibrium & The Rate Of Interest
- j) The Transmission Mechanism
- 6) Theory Of Inflation ,unemployment & Business Cycle **Periods: 12****
 - a) Aggregate Demand & Aggregate Supply (AD-AS) Framework
 - i) A.D.: Meaning, Determinants & AD Curve ,Its Shape & Slope & Shift In It
 - ii) A.S.: Meaning, Determinants & AS Curve ,Its Shape & Slope & Shift In It
 - iii) Short Run & Long Run Macroeconomic Equilibrium
 - b) Inflation & Unemployment
 - i) Meaning Of Inflation , Deflation & Inflation Rate
 - ii) Inertial Inflation ,Demand Pull Inflation & Cost Push Inflation (Stagflation)
 - iii) Inertial Inflation & Expectations
 - iv) Effects Of Inflation
 - c) Trade Off Between Inflation & Unemployment :Philips Curve Analysis
 - d) Short Run & In Long Run Philips Curve
 - e) Theory Of Business Cycle
 - i) Phases Of Business Cycle
 - ii) The Monetarist, Keynesian & New Classical Approaches To Business Cycles.
 - f) Measures To Control Inflation, Unemployment & Cyclical Fluctuations
- 7) The Post Keynesian Macroeconomics **Periods: 13****
 - a) The Modern Monetarism: A Counter Revolution
 - b) Monetarist Postulates
 - c) The Keynesian V/S Monetarist Debate: Whether Money Matters?
 - d) The New Classical Macroeconomics:
 - i) The Radicalism
 - ii) The Rational Expectations
 - iii) Main Postulates

- iv) Policy Implication
- e) The Supply Side Economics
 - i) The Central Theme
 - ii) Factor Supply & Output Growth
 - iii) Tax Cut & Aggregate Supply
 - iv) Tax Rate & Tax Revenue : The Laffer Curve
 - v) Critical Evaluation

8) International Trade & Foreign Exchange Rate

Periods: 10

- a) Differences Between Internal Trade & International Trade
- b) Balance Of Payment
 - i) Concept
 - ii) Difference Between B.O.P. & B.O.T.
 - iii) Meaning Of Disequilibrium of B.O.P
 - iv) Causes of Disequilibrium of B.O.P.
 - v) Measures To Correct Adverse B.O.P.
- c) Exchange Rate
 - i) Meaning
 - ii) Merits & Demerits of Fixed , Flexible & Floating Exchange Rates
- d) Currency Convertibility on Current & Capital Account
- e) Arguments For & Against Free Trade & Protectionism

REFERENCE BOOKS

1. Economics Samuelson & Nordhause, Tata McGraw Hill
2. Macro Economics : N Gregory Mankiv, Thompson Press
3. Economic Environment Of Business : H.L.Ahuja, Himalaya publishing
4. Monetary Economics : Suraj B.Gupta ; S Chand Publishers
5. Principles Of Economics DN Dwivedi, Vikas Publishing
6. Macroeconomics DN Dwivedi, Tata McGraw Hill
7. Monetary Economics : M.L.Jingan
8. Business & Managerial Economics :Sampat Mukharjee ,Central Publication,Kolkatta(2006)
9. Monetary Economics: K.K.Dewett; S Chand Publishers
10. Positive Economics R G Lipse, Oxford Press
11. Reserve Bank Of India's Bulletin
12. Website : www.rbi.org.in



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Faculty Of Commerce & Management

New Syllabus: S.Y.B.COM (W.E.F. June -2009)

SUBJECT: 2: BUSINESS AND TAX LAWS

Compulsory Paper

80+20 Pattern: External marks 80 +Internal marks 20 = Maximum Total Mark 100

Total Periods: 96

• Objectives

- 1) To understand the meaning of different business laws & tax laws.
- 2) To acquire the basic knowledge about the rules & regulations & procedure of various Business & tax laws.
- 3) To aware the student regarding the latest changes which has been taken place in business Laws.

Level of knowledge: Basic knowledge

- **BUSINESS LAWS** - 80 Marks (Total - 78 lectures)
- **TAX LAWS** - 20 Marks (Total - 18 lectures)

SECTION – I BUSINESS LAWS

1) **Indian Contract Act – 1872.**

Lectures – 14

- a) Meaning, Definition & scope of Contract Act.
- b) Proposal & Acceptance
- c) Consideration
- d) Capacity of Parties
- e) Free Consent
- f) Lawful Object
- g) Void Agreement & Containment contract
- h) Performance of Contract
- i) Discharge of Contract
- j) Breach of Contract – Consequences & remedies.

2) **Sales of Goods Act - 1930**

Lectures – 10

- a) Introduction, scope.
- b) Contract of Sale – Formation of the Contract
- c) Conditions & Warranties
- d) Effect of Contract & Its performance
- e) Suit for Breach of Contract

3) Consumer Protection Act – 1986 **Lectures – 12**

- a) Introduction, Objective
- b) Rights of Consumers & Features of Act
- c) Consumers Protection Council – Central –State- District
- d) 3.4 Consumer Dispute Redressal Agencies – (Act 1 to 23 only)

4) The Patent Act - 2002 **Lectures – 12**

- a) Meaning, Objective & Important Definition
- b) Inventions Not Patentable
- c) Patent office and power controller
- d) Penalties.

SECTION: II

5) Information Technology Act – 2000 **Lectures – 12**

- a) Meaning , Objective, Scope, Offences & Penalties Adjudication
- b) Digital Signature & Electronic Governance.
- c) Offences & Penalties
- d) Adjudication

6) Environment Protection Act – 1986 **Lectures – 12**

- a) Meaning, Objective & Scope
- b) Power of Central Government to Protect & Improve Environment
- c) Location of Industries, Process & Operations.
- d) Offences & Penalty (Sec. 15) Regards to the Environmental Protection Act.

TAX LAWS

7) Income Tax **Lectures – 12**

- a) Introduction of Income Tax Act & Important Definitions.
 - i) Income Tax Rate
 - ii) Education Cess
 - iii) Higher Education Cess
 - iv) Surcharge
 - v) Total Income
- b) Scope Of Total Income
 - i) Status Of Individual
 - ii) H.U.F., Firm, A.O.P., B.O.I. & Company

- iii) Deemed Resident
- c) Income Received or Deemed To Be Received.

8) **Service Tax**

Lectures – 12

- a) Introduction
- b) Definitions
 - i) Service, Service Provider, Service Receiver
 - ii) Customer, Client, Commercial Concern, Person ,Agency & Establishment
- c) Registration
- d) Collection & Payment Of Service Tax
- e) Filling Of Return
- f) Maintaining Records
- g) Interest & Penalties

Recommended Books

1. **Business Law & Mgt. By Bulchandani**, Published by Himalaya Publication Bombay (2006).
2. **Business Regulator Framework by S.N. & S.K. Maheshwari, Published** by Himalaya Publication Bombay (2006).
3. **Income Tax Act by Dr. Girish Ahuja & Ravi Gupta, Published** by Bharat Law House, Pune.
4. **A Hand Book of Service Tax – by Dr. Girish Ahuja & Ravi Gupta**, Published by Bharat Law House, Pune.



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Faculty of Commerce & Management

New Syllabus: S.Y.B.COM (W.E.F. June -2009)

SUBJECT: 3: BUSINESS MANAGEMENT

Compulsory Paper

80+20 Pattern: External marks 80 +Internal marks 20 = Maximum Total Mark 100

Total Periods: 96

Objectives:

1. This course familiarizes the students with the basics, concepts of Management, principles of Business & Management.
2. To provide fundamental knowledge and exposure to theories and practice in the field of Business and management.

Section: I

1. Nature of Management

lectures: 12

- a. Meaning, Nature, Scope & features of Management.
- b. Functions & Importance of Management.
- c. Concepts of & Distinctions between Organization, Management and Administration.
- d. Management an art or science, Management as a profession.
- e. Process of Management
- f. Levels of Management.
- g. Role ,Qualities & responsibilities of Manager
- h. Professional Manager, Entrepreneur And Manager
- i. Professionalization Of Management In India

2. Development Of Management Thought

lectures: 8

- a. Introduction
- b. Management Thought
 - i. Frederick Winslow Taylor: Scientific Management
 1. Principles
 2. Elements & criticism
 - ii. Contribution Of Peter F. Drucker, Frank Bunker Gillbreth, Mrs. Lillian Moller Gilbreth
 - iii. Max Weber, Mary Parker Follett, Henry L. Gantt, George Elton Mayo

- iv. Hawthorne Experiments, Findings And Criticism Of Hawthorne Experiments.

3. Planning and Forecasting.

lectures: 16

a. Planning:

- i. Introduction, Meaning, Definition, Characteristics Of Planning
- ii. Objectives, Nature, & Importance Of Planning
- iii. Steps In Planning Process
- iv. Methods Of Planning Limitations Of & Obstacles in Planning
- v. Essentials Of A Good Planning,
- vi. Planning Premises & Classification of Planning Premises.

b. Business Forecasting

- i. Definition, Meaning & Characteristics of Forecasting
- ii. Importance & Process of Forecasting
- iii. Arenas of Forecasting
- iv. Forecasting Techniques or Types or Methods
- v. Advantages Limitations of Forecasting
- vi. Difference between Forecasting and Planning.

c. Objectives and MBO:

- i. Definition , Meaning & Features of Objectives
- ii. Management By Objectives (MBO)
- iii. Process Of MBO
- iv. Benefits, Problems And Limitations Of MBO
- v. Guidelines for Setting Effective Objectives.

d. Scientific Decision Making

- i. Definition, Meaning & Characteristics Of Decision Making
- ii. Principles Of Decision Making
- iii. Steps In Decision Making Process
- iv. Characteristics & Types Of Effective Decision
- v. Administrative Problems In Decision Making
- vi. Tools and techniques of Decision Making.

4. Directing & Motivation

lectures: 12

a. Directing

- i. Definition , Meaning,& Principles Of Directing

- ii. Importune & Characteristics Of Direction
- iii. Issuing Orders Or Instruction
- iv. Characteristics Of Good Order
- v. Techniques Of Direction
- b. Motivation
 - i. Concept, Meaning and Importance of Motivation.
 - ii. Types of Motivation.
 - iii. Theories of Motivation
 - 1. Need-Hierarchy Theory of Maslow
 - 2. Two factor theory of Herzberg
 - iv. Behavioural Theory –X Theory, Y Theory, Mc-Gregor’s Theory Z .

SECTION:II

5. Leadership

lectures: 14

- a. Definition, Meaning, Need & Importance
- b. Characteristics Of Leadership
- c. Theories Of Leadership
 - i. Treatises Approach
 - ii. Behavioral Approach
 - iii. Situationalist Approach
 - iv. Followers Theory
- d. Functions , Qualities & Types Of Leaders
- e. Techniques Of Leadership
- f. Leadership Styles.

6. Co-Ordination.

lectures: 10

- a. Meaning Need and Importance of Co-Ordination.
- b. Principles of Co-Ordination.
- c. Problems of Co-Ordination
- d. Techniques of Effective Co-Ordination.

7. Controlling

lectures: 12

- a. Definition, Meaning, Scope and Process of Control.
- b. Requirements Of Effective Control System

- c. Types of Control
- d. Control Techniques-Traditional and modern.
- e. Advantages And Limitations Of Control,
- f. Budgetary Control: Essentials, Advantages, Disadvantages & Limitations

8. Modern Management Techniques

lectures: 12

- a. Human resource management
- b. Disaster management
- c. Event management
- d. Time Management
- e. Stress Management
- f. Risk Management
- g. Services Management

Recommended Books:

1. Stoner Feeman and Gilbert. Management, Prentice Hall of India, New Delhi.
2. C.B.Gupta, Management, Concept And Practices, Sultan Chand And Sons, New Delhi.
3. Harold Koonz And Heinz Wertrich, Essentials of management Tata McGraw hill publishing Company, 2008.
4. T. Ramasami : Principles Of Management, Himalaya Publishing House.
5. P.C.Tripathi and P.N.reddy : Principles of Management. Tata McGraw hill publishing Company, 2008.
6. Neeryvasisth and Namita Rajput, Business Organisation and Management Kitab Mahal Agencies Allahabab ,2005.
7. Dr.P.Subba A.Rao, Management and Organisation Behavior ,Himalaya Publishing House.
8. Prof.Dr.D.G.Girdhari vyavsak Vyavasthapanachi Tattve . Uday Publication Aurangabad.
9. Organization & Management : Madhavi Mitra, and Joshi, (Suvichar)
10. Organization & Management : Dr.P.C.Pardeshi, Nirali
11. Principles and Management: Singh/Chhabra.
12. Principles and Practice of Management : Chhatarji (Vikas)
13. Sanghatan ani Vyavasthapan Madhavi Mitra, and Vasudha Joshi, (Suvichar)
14. Sanghatan ani Vyavasthapan : Bramhankar/ Cholkar / Deshmukh (Nirali)
15. vyavsak Sanghatan ani Vyavasthapan Vakale/Gawali/Shahane/Harak (Seth)
16. Principles of Management : T.Ramswami, Himalaya.
17. Management : VSP Rao & V Haribhakti, Excel Books.



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Faculty of Commerce & Management

New Syllabus: S.Y.B.COM (W.E.F. June -2009)

SUBJECT: 4: CORPORATE ACCOUNTING AND COSTING

Compulsory Paper

80+20 Pattern: External marks 80 +Internal marks 20 = Maximum Total Mark 100

SECTION: I: CORPORATE ACCOUNTING

- 70 Marks (Total - 68 lectures)

SECTION:II: COSTING

- 30 Marks (Total - 28 lectures)

Objectives:

- To develop an understanding of the rules of measurement and reporting relating to various components of corporate financial transactions.
- To provide working knowledge of accounting principles and procedures for recording of transactions related to corporate entities, and for preparing the corporate accounts and statements in accordance with the statutory requirements.
- To introduce the relevant Accounting Standards issued by the Institute of Chartered Accountants of India.
- To introduce different methods of Costing.
- To lay a foundation for understanding the Labour & Overheads Accounting procedure.

SECTION: I: CORPORATE ACCOUNTING

1. Accounting Standards & Company Accounts

lectures: 10

a. Accounting Standards : Elementary Study

- AS- 4 - Contingencies and Events Occurring After the Balance Sheet Date
- AS- 5 - Net Profit or Loss for the period, Prior period Items and Changes in Accounting Policies.
- AS- 9 - Revenue recognition
- AS- 22- Accounting for Taxes on Income

b. Company Accounts

- Statutory records to be maintained by a company.
- Profits prior to incorporation, and preliminary expenses - Statutory requirements and accounting treatment

2. Accounting for Purchase of business & for share-capital

lectures: 10

- Accounting for Purchase of business on conversion of Partnership Firm into a limited company. -Refer to AS-26- Intangible Assets

- b. Accounting for share-capital transactions - statutory requirements issue of shares at par, at premium and at discount; forfeiture and re-issue of shares; buy-back of shares; Rights issue, Issue of SWEAT Equity and Employee Stock Option Scheme. Concepts of – Price Band, Bidding, Listing, Online bidding Refer to the relevant sections of the Companies Act, 1956.

3. Accounting for Issue of debentures **lectures: 10**

- a. Accounting for Issue of debentures statutory requirements, accounting treatment and procedures refer to the relevant sections of the Companies Act, 1956.
- b. Underwriting of issues - Statutory requirements and accounting treatment

4. Redemption Of Debentures & Preference Shares **lectures: 14**

- a. Accounting for redemption of debentures; conversion of debentures into shares.
- b. Accounting for redemption of preference shares - statutory requirements, disclosure in balance sheet.

5. Final Accounts of Joint Stock Companies **lectures: 12**

- a. Preparation and presentation of final accounts of joint stock companies as per company law requirements provisions and reserves; determination of managerial remuneration; appropriation out of profits; transfer of profits to reserves; payment of dividend, transfer of unpaid dividend to Investor Education and Protection Fund; bonus shares and payment of interest out of capital . Refer to AS-1, AS-2, AS-6 AS-10 & AS-29.

6. Accounts of Co-operative Societies **lectures: 12**

- a. Books of Accounts to be maintained by a Co-operative Society
- b. Preparation of Final Accounts of Co-operative Credit Societies only.
- c. Refer to the provisions of Maharashtra Co-operative Societies Act, 1960 and rules made thereunder.

SECTION – II - COST ACCOUNTING

7. Accounting For Labour **lectures: 14**

- a. Introduction To Accounting For Labour
- b. Time Keeping, Time Booking – Methods Thereof.
- c. Idle Time, Overtime, Night Shift Allowance (Concepts Only)
- d. Methods Of Wage Payment
 - i. Time Rate, Piece Rate & Differential Piece Rates [Practical Problems]
 - ii. Premium Bonus Plans, Profit Sharing [Practical Problems]

8. Accounting For Overheads

lectures: 14

- a. Introduction
- b. Allocation and apportionment of overheads [Practical problems]
- c. Primary and secondary distribution [Practical problems]
- d. Absorption of overheads, Concept, bases of absorption [Practical problems]–
Under absorption and over absorption of overheads.

Suggested Books

1. Advanced Accounting Volume 2 – Ashok Sehgal and Deepak Sehgal, Taxmann Allied Services (P) Ltd., New Delhi
2. Advanced Accountancy – Vol. II - R. L. Gupta & M. Radhaswamy, Sultan Chand & Sons
3. Accountancy for C.A. Foundation Course , P.C. Tulsian, Tata McGraw Hill
4. Advanced Accountancy Volume II - P. C. Tulsian , Peareson Education (Singapore) Pvt. Ltd, Indian Branch, New Delhi
5. Advanced Accounts, M.C. Shukla, T. S. Grewal & S.C. Gupta, S. Chand & Co Ltd.
6. Advanced Accountancy Vol.-II, Vol-2, Dr. S.N. Maheshwari & Dr. S.K. Maheshwari, Vikash Publishing House Pvt. Ltd.
7. Corporate Accounting - Dr. S.N. Maheshwari & Dr. S.K. Maheshwari, Vikash Publishing House Pvt. Ltd.
8. Advanced Accountancy, S.P. Jain & K.L. Narang, Kalyani Publishers
9. Fundamentals of Cost Accounting, Dr. S.N. Maheshwari, Sultan Chand & Sons
10. Saxena and Vaishish : Advanced Cost Accounting.
11. Maheshwari and Mittal : Cost Accounting.
12. Jain and Narang : Advanced cost Accounting.
13. Nigam and Sharma : Cost Accounting.
14. N. Sarkar Cost Accounting.
15. B. K Bhar :Cost Accounting.
16. N. K. Prasad : Advanced Cost Accounting.
17. Cost Accounting for C.A. , Dr. N. K. Agrawal, Suchitra Prakashan Pvt. Ltd
18. Cost Accounting (Problem and Theory), S. N. Maheshwari, Mahavir Publication
19. Cost Accounting (Methods & Problems), B. K. Bhar, Academic Publisher, Calcutta
20. Principles and Practices of Cost Accounting, Ashish K. Bhattacharya, A.H. Wheeler Publisher



North Maharashtra University; Jalgaon

(NACC Accredited 'B' Grade University)

New Syllabus: **S Y B Com** (W.E.F. June -2009)

SUBJECT:5: BUSINESS COMMUNICATION COPMUTING MANAGEMENT

Compulsory Paper

80+20 Pattern: External Marks 60 +Practical 20 + Internal Marks 20 += Maximum Total marks: 100

SECTION: I: Business Communication- 50 Marks (Total - 48 Lectures)

- Division of total 50 marks: Theory External 40 + Theory Internal. 10

SECTION:II: Computing Management- 50 Marks (Total - 48 Lectures)

- Division of total 50 marks: Theory External 20 + Theory Internal. 10 + Practical External 20

Objectives

- To Understand the Objectives of Communication & Principles Of Effective Communication
- To Study The Communication Skills
- To Study Various Types Of Business Letters & Develop Skills To Draft Letters
- To Acquaint with Modern Technology In Communication.

Section – 1st BUSINESS COMMUNICATION

1) Business Communication

Lectures – 8

- Definition, Meaning, Objectives, Importance Of Communication In Business
- Principles Of Effective Communication
- Barriers In Communication & Measures To Overcome It
- Written Communication : Advantages & Disadvantages
- Distinction Between Written & Oral Communication

2) Communication Skills

Lectures – 12

- Listening
 - Principles Of Good Listening
 - Listening Process
 - Barriers In Listening
 - Guidelines For Effective Listening
- Effective Speaking
 - Meaning
 - Principles Of Effective Oral Communication
 - Speech Preparation
 - Guideline For Effective Speech

3) **Business Letters & Other Correspondence**

Lectures – 18

- a) Business Letters
 - i) Importance Of Business Letter
 - ii) Essential Of Good Business Letter
 - iii) 'You' Attitude
 - iv) Structure Of Business Letters
- b) Sales Letters
 - i) Importance Of Sales Letter
 - ii) Effectiveness Of Sales Letter
 - iii) Advantages
 - iv) Sales Letter V/S Salesman
 - v) Technique Of Writing Sales Letter
 - vi) Effectiveness Of Opening & Closing Paragraph
 - vii) Various Types Of Appeals In Sales Letters
- c) Agency Correspondence
 - i) Introduction
 - ii) Points Considered In Application For Agency
 - iii) Terms & Conditions Of An Agency Agreement
 - iv) Specimen Letters
- d) Bank Correspondence
 - i) Introduction Of Bank Business
 - ii) Various Reasons For Writing Letter To Bank
 - iii) Specimen Letters For Providing Services & Complaint Letters from Customers To Bank.
- e) Resumes_& Employment Letters
 - i) Introduction
 - ii) Planning Career Path
 - iii) Preparation Of Resume Application For Employment
 - iv) Contents In Application
 - v) Specimen : Various Types Of Application

4) **Modern Information Technologies In Communication**

Lectures – 10

- a) Introduction
- b) Importance & Role Of Information Technology In Business Communication
- c) Computer Application In Business Communication

- i) Introduction Of e-mail
- ii) Internet
- iii) Fax
- iv) Video Conferencing
- d) Telephone/ Mobile Etc.
- e) Overhead Projector

SECTION – II COMPUTING MANAGEMENT

5) **Accounting Using Tally 9** **Lectures – 12**

- a) Accounting Using Inventory with Tally
- b) Creation of Stock Groups & Stock Categories
- c) Creation of Unit of Measures
- d) Creating Godowns

6) **Stock** **Lectures – 12**

- a) Creation of Stock Items
- b) Entering Opening Stock Quantity & Amount
- c) Inventory Vouchers
- d) Invoicing

7) **Bill wise Details** **Lectures – 12**

- a) Cost Centers & Cost Categories
- b) Bank Reconciliation
- c) Order Processing
- d) Tracking Numbers
- e) Batch wise Details
- f) Zero value Entries in Vouchers

8) **Budget & Controls** **Lectures – 12**

- a) Back-up & Restore
- b) Interest Calculations
- c) Value Added Tax (VAT)
- d) Display & Reporting
- e) Printing

Suggested Books

- 1) A Complete Self Learning Manual on Tally 9(Vol -1) Prompt Computers & Services, Dhule
- 2) Implementing Tally 9; Comprehensive Guide for Tally 9 & 8.1 by A K & K K Nadhani; BPB Publishers
- 3) Simplified Tally 9 by A K & K K Nadhani; BPB Publishers
- 4) Practical Approach to wards Tally 8.1 & 9.0 by S H Sharma – Sindhant Prakashan, Aurangabad
- 5) Tally 9.2 Comdex Publishers



North Maharashtra University; Jalgaon

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New Syllabus: S.Y.B.COM. (W.E.F. June -2009)

SUBJECT: 6. (a): ENTERPRENEURSHIP DEVELOPMENT

Elective Paper

80+20 Pattern: External theory 60 Marks + External Practical 20 Marks + Internal 20 Marks = Total 100 Marks

Total Lectures: 96

SECTION: I

1) Entrepreneurship

Lectures – 10

- a) Concept & Functions Of An Entrepreneur
- b) Evolutionary Approach
- c) Perception, Risk Taking & Innovation
- d) Building Up An Organisation
- e) Resource Mobilisation
- f) Leadership
- g) Entrepreneur as a Business Leader.

2) Types of Entrepreneur

Lectures – 10

- a) Classification on Different Basis
 - i) Single & Collective
 - ii) Innovations & Imitative
- b) Fabian & Drone & Their Respective Characteristics.

3) Role Of Entrepreneur

Lectures – 16

- a) In Economic Growth & Development With Reference To Stage Of Economic Development
- b) Entrepreneurship In Developed- Underdeveloped & Developing Economies
- c) Entrepreneurship For Third World Countries
- d) Impact of Globalisation, Liberalisation & Privatisation On Entrepreneurship.
- e) A Success Story Of Innovative Entrepreneurs
 - i) Seth Walchand Hirachand, Shantanurao Kirloskar, Aabasaheb Garware
 - ii) Nilkanthrao Kalyani, Rahul Bajaj, B.G.Shirke.

4) Factors Affecting Entrepreneurial Development

Lectures – 12

- a) Internal & External Factors
- b) Personal Factors- Family Background
- c) Socio-economic Factors
- d) Cultural & Political Factors
- e) Psychological Factors
- f) Technological Factors
- g) Educational & International Factors

SECTION: II

5) Entrepreneurial Development Model

Lectures – 8

- a) Psychological Model
- b) Social Model, Economic Model, & Integrated Model
- c) Role Of Central & State Governments In Entrepreneurship Development & Evaluation Thereof (With Special Reference To India)

6) Project Report

Lectures – 8

- a) Meaning, Importance & Contents
- b) Estimations Of Earnings
 - i) B.E.P.
 - ii) Cash Flow Statement-
- c) Estimation Of Working Capital
- d) Sources Of Finance.

7) Registration Procedure & Institutional Set Up For Business Unit

Lectures – 8

- a) Stages Involved & Documents Required For Registration
- b) Legal Frame Work For Registration Of Business Unit
- c) Renewal Of Registration Special Concessions For Registration
- d) Set Up For Supporting Small & Medium Scale Entrepreneurs/ Business Units
- e) DIC,MIDC,MSFC,MSSIDC,MITCON

8) Communication & Competitive Skills (for Practical)

Lectures – 24

- a) **Presentation Skills**- Oral- Model Building- using electronic Devices- Using OHP- using Print Material- (The Student should make at least one Presentation relating to **a specific**

- topic from the subject** before class during the year and write the report based on the presentation in the journal, which shall form part of the practical examination.)
- b) **Interview Technique-** Appearing for the Interview-Preparing for Interview- Purposes of Interviews to be given -Pre, during & post interview behaviour- mind-set -Appearance & Dress- Essentials to make the Interview successful.(Conducting Mock Interviews by the teacher, or arranging campus Interview with the support from the Commercial Organisations or NGOs for different purposes like- selection, promotion, performance appraisals, exit opinions, counselling, etc.. The student shall write the report based on the Interview given in the Journal)
- c) **Group Discussion-** Scientific & participative tool of decision making- collective wisdom- opinion pooling- culmination in to consensus-Criteria for judging the performance of participant. (The Student should participate in at least one Group Discussion conducted in the class room relating to **a specific topic from the subject** during the year and write the report based on the participation & also write the report about the Group Discussions observed during the year of the other classmates in the journal, which shall form part of the practical examination.)
- d) **Report Writing-** Effective Written Communication- Significance- Contents- form of report- Purpose of report- process of report writing-Expected Audience / Reader- Guidelines for reporting- Presentation of the report- Criteria for judging the effective Report Writing. (The student shall write the report in the Journal based on the issues arising around the world including the economic activities, relating to a specific subject after gathering the facts, figures, information, & other relevant material, relating to the issue under study such as Technical reports, Management Reports, Search Reports, Fact Finding Reports etc.)
- e) **One Practical** be conducted by the concerned Teacher based on the course contents so that the communication skills of the students are sharpened.
- f) The student has to write **at least Five Practicals** in the Journal to be eligible for appearing for the final oral examination.

Reference Books –

1. Entrepreneurship Development : Lall & Sahai : Excell Books
2. Entrepreneurship & Small Scale Business – Dr. M.V. Despande
3. Dynamics For Entrepreneurs – Vasant Desai

4. Entrepreneurship Development VOL-I,II,III – Vasant Desai
5. Business Environment & Entrepreneurship – C.G.Vaidya & P.M.Bhagwat,Narendra Prakashan.
6. Business Environment & Entrepreneurship – Prof. Mrs. Pratibha Joshi & A.G.Gosavi, Suvichar Prakashan.
7. Innovation Of Entrepreneurship – Peter F Drucker
8. Entrepreneurship – Donald F Kuratke Thomson Press
9. Entrepreneurship Development In India – Dr. C.B.Gupta & Dr. N.P. Shrinivasan ,Sultan Chan & Co.
10. Entrepreneurship Development: Kuratko & Harloetts, Thompsons Press
11. Entrepreneurship Development – S.S.Khanka ,S.Chand & Co.
12. Entrepreneurial Development – Manish Nora, Anmol Publications.
13. Entrepreneurship Management – Kailgnd Arora,Vikas Publishing House.
14. Communication Skills : Dr.Nageswar Rao &Dr.Rajendra Das ,Himalaya Publication



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Faculty of Commerce and Management

New Syllabus: **S.Y.B.COM.** (W.E.F. June -2009)

Paper 6 (b) Business Ethics and Corporate Governance

Elective Paper

80+20 Pattern: External theory 60 Marks + External Practical 20 Marks + Internal 20 Marks = Total 100 Marks

Total Lectures: 96

Objectives

1. Understand and apply the values and attitudes that provide a commitment to act in the public interest and with social responsibility.
2. Identify the difference between detailed rules-based and framework approaches to ethics.
3. Identify concepts of independence, scepticism, and accountability..

Section – 1st

1) Introduction

Lectures – 10

- a) Ethics & Normative Business Ethics
- b) Standards And Performance
- c) Sources Of Ethics
- d) Morality And Ethics
- e) Understanding Moral Character
- f) Descriptions Of Character
- g) Ethics In Business
 - i) Nature Of Ethics In Business
 - ii) Need Of Business Ethics
 - iii) Ethical Business Practices And Values
- h) Social Responsibilities Of Business
 - i) Norms, Beliefs And Standards
 - j) Components Of Character

2) Social Culture And Individual Ethics

Lectures –10

- a) Gandhi On Customer And Trusteeship
- b) Great Social Sins
- c) Moral Climate & Business
- d) Distributive Justice
- e) Individual Freedom And Organisation

- f) Societal Versus Organisational Versus Personal Interest
- g) Resolution of Ethical Dilemmas And Conflicts Of Interest
- h) The Consequences Of Unethical Behaviour To The Individual
- i) Organisational Influence On Character Development
- j) Discrimination Based On Gender, Caste, Race etc.
- k) Ethics In Health Care ,Information Technology & in Advertising
- l) Holistic Relationship between Man and Nature.

3) Role Of The Conscientious Executive

Lectures – 16

- a) The Economic View With A Socially Aware Outlook
- b) Transparency As A Factor In Decision-Making
- c) Ethical Consistency In Decision-Making
- d) Business Enterprise As An Ethical Organisation;
- e) Profit Maximisation As The Overarching Aim Of The Enterprise
- f) Good Ethics Vs. Good Business
- g) Ethical Behaviour: Beliefs & Attitudes**
- h) Ethical Inquiry & Reasoning
- i) Corruption, Bribery & Cheating
 - i) Insider Trading
 - ii) Manipulation Of Accounts
 - iii) Money Laundering

4) Work Culture

Lectures – 12

- a) Sanctity Of Workplace
- b) Handling Group Conflict
- c) Consensus Building
- d) Reward And Promotion Process - Demonstrated Ethical Behaviour
- e) Safeguard Of Health Of Employees And Customers
- f) Occupational Hazards & Job Accidents
- g) Bonded Labour & Child Labour
- h) Discrimination & Harassment
- i) Need For Security
- j) Healthy Competition & Co-Operation

5) Fundamentals of Corporate Governance

Lectures – 16

- a) Concept, Meaning , Relevance & Principles
- b) Need, Emergence & Benefit Of Governance
- c) Impact of corporate governance
- d) Good Practices Of Corporate Governance
- e) Parties to corporate governance
- f) Obligations To Stakeholders, Society , Employees & Customers
- g) Fair Trade Practices
- h) Corporate governance mechanisms &controls
 - i) :internal corporate governance control
 - ii) External corporate governance control
 - iii) Role of Accountant in Corporate governance
- i) Quality Of Products
- j) Nareshchandra Committee Report 2002
- k) Narayan Murthy Committee Report- 2003
- l) Corporate Governance Rating.

6) Corporate Governance Practices

Lectures – 8

- a) The Mission Statement Of The Corporation
- b) Its Commitment To Stakeholders And To The Society In General
- c) Role of Regulators & Ombudsman
- d) Professional Code Of Conduct
- e) Disclosure And Transparency
- f) Intellectual Property Rights
 - i) Designs
 - ii) Patents
 - iii) Trademarks
 - iv) Copyrights

7) Communication & Competitive Skills (for Practical)

Lectures – 24

- a) **Presentation Skills**- Oral- Model Building- using electronic Devices- Using OHP- using Print Material- (The Student should make at least one Presentation relating to **a specific topic from the subject** before class during the year and write the report based on the presentation in the journal, which shall form part of the practical examination.)
- b) **Interview Technique**- Appearing for the Interview-Preparing for Interview- Purposes of Interviews to be given -Pre, during & post interview behaviour- mind-set -Appearance & Dress- Essentials to make the Interview successful.(Conducting Mock Interviews by the teacher, or arranging campus Interview with the support from the Commercial Organisations or NGOs for different purposes like- selection, promotion, performance appraisals, exit opinions, counselling, etc.. The student shall write the report based on the Interview given in the Journal)
- c) **Group Discussion**- Scientific & participative tool of decision making- collective wisdom- opinion pooling- culmination in to consensus-Criteria for judging the performance of participant. (The Student should participate in at least one Group Discussion conducted in the class room relating to **a specific topic from the subject** during the year and write the report based on the participation & also write the report about the Group Discussions observed during the year of the other classmates in the journal, which shall form part of the practical examination.)
- d) **Report Writing**- Effective Written Communication- Significance- Contents- form of report- Purpose of report- process of report writing-Expected Audience / Reader- Guidelines for reporting- Presentation of the report- Criteria for judging the effective Report Writing. (The student shall write the report in the Journal based on the issues arising around the world including the economic activities, relating to a specific subject after gathering the facts, figures, information, & other relevant material, relating to the issue under study such as Technical reports, Management Reports, Search Reports, Fact Finding Reports etc.)
- e) **One Practical** be conducted by the concerned Teacher based on the course contents so that the communication skills of the students are sharpened.
- f) The student has to write **at least Five Practicals** in the Journal to be eligible for appearing for the final oral examination.

Recommended Books

1. Business Ethics Text and Cases :C.S.V. Murthy : Himalaya Publishing House,
2. Business Ethics & Business Ethics: C.S.V. Murthy : Himalaya Publishing House, ^{2nd} revised edition
3. Values and Ethics in Organisation : S. K. Chakraborty : OUP
4. Ethics & Management: Viswanath Ghosh:Vikas Book Publishers
5. Study in Business Ethics: Dr, Rituparna Raj : A, Himalaya Publishing House.
6. A study in Business Ethics: R. Roj :, Himalaya Publishing.
7. Human Values : A. N. Tripathi , New Age International
8. The Ethics of Management: L. T. Hosmer :, Universal Book.
9. Ethics in Organisational: D. Murray :, Kogan Page.
10. Business Ethics : R. Edward Freeman :, Oxford University Press
11. Management Ethics : Joseph A. Pentick & John F. Quinn:, response Books, Sage Publication Inc., New Delhi
12. Perspective in Business Ethics : Laura P. Hartman :, Tata McGraw Hill Publication
13. Indian Management, June 1998 issue
14. Ethical Organisation: Kitson Alan- (Palgrave) 2001.
15. Corporate Governance Economic Reforms & Development: Reed Darryl- (Oxford) 2004, London.
16. Corporate Governance : Dr.S.Singh ,Excell Books.
17. Corporate Governance :Kumar &Rajan. Himalaya Publishres
18. Business Ethics-Concepts and Cases: Velasquez, Prentice Hall, 5th edition.
19. Corporate Social Responsibility: Baxi C.V. and Prasad Ajit:, Excel Books, (2005).
20. Corporate Governance, Principles, Policies and Practices : A. C. Fernando, , Pearson Education
21. Strategic Corporate Social Responsibility: Werther & Chandler, , Sage Publication, 2006.
22. Report of the SEBI Committee : www.sebi.gov.in/commreport/corpgov.pdf
23. Corporate Governance, Economic Reforms, and Development : Darryl Reed, Sanjoy Mukherjee, Editors, The Indian Experience, Oxford India Paperback
24. Communication Skills : Dr.Nageswar Rao &Dr.Rajendra Das ,Himalaya Publication



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Faculty of Commerce and Management

New Syllabus: S.Y.B.COM. (W.E.F. June -2009)

PAPER 6 (C) PROGRAMMING THROUGH VB.NET
ELECTIVE PAPER

80+20 Pattern: External theory 60 Marks + External Practicals 20 Marks + Internal 20 Marks = Total 100 Marks

Total Lectures: 96

1. Visual Basic .NET and .NET Programming **Lectures 12**

- a) Visual Basic and .NET,
- b) The .NET Platform
- c) The .NET Framework
- d) The VB.NET Language
- e) The Structure of VB.NET Applications.
- f) Visual Studio .NET
 - i) Start Page
 - ii) Inside the Integrated Development Environment (IDE)
- g) IntelliSense, Building and Running

2. VB.NET Language Fundamentals **Lectures 12**

- a) Types, Variables, Constants, Strings, Statements, Whitespace
- b) Branching
 - i) Unconditional Branching Statements
 - ii) Unconditional Branching Statements
 - iii) Iteration (Looping) Statements
- c) Operators
 - i) The Assignment Operator (=)
 - ii) Mathematical Operators
 - iii) Relational Operators
 - iv) Logical Operators within Conditionals
 - v) Operator Precedence

3. VB.NET Object Programming **Lectures 24**

- a) Classes, Encapsulation & Events
- b) Inheritance

- c) Modules
- d) Structures
- e) Interfaces
- f) Enumerations
- g) Working with Collections.

4. Windows Forms

Lectures 24

- a) All about Windows Forms
- b) MDI Forms
- c) Creating Windows Applications
- d) Adding and using Controls to Forms
- e) Handling Events
- f) A Windows Form in Code
- i) Immediate Solutions
 - (1) Setting Title Bar Text
 - (2) Adding/Removing Min/Max Buttons and Setting a Form's Border
 - (3) Using the Msg Box Function
 - (4) Working with Multiple Forms

5. Communication & Competitive Skills (for Practical)

Lectures – 24

- a) **Presentation Skills**- Oral- Model Building- using electronic Devices- Using OHP- using Print Material- (The Student should make at least one Presentation relating to **a specific topic from the subject** before class during the year and write the report based on the presentation in the journal, which shall form part of the practical examination.)
- b) **Interview Technique**- Appearing for the Interview-Preparing for Interview- Purposes of Interviews to be given -Pre, during & post interview behaviour- mind-set -Appearance & Dress- Essentials to make the Interview successful.(Conducting Mock Interviews by the teacher, or arranging campus Interview with the support from the Commercial Organisations or NGOs for different purposes like- selection, promotion, performance appraisals, exit opinions, counselling, etc.. The student shall write the report based on the Interview given in the Journal)
- c) **Group Discussion**- Scientific & participative tool of decision making- collective wisdom- opinion pooling- culmination in to consensus-Criteria for judging the performance of participant. (The Student should participate in at least one Group Discussion conducted in the class room relating to **a specific topic from the subject** during the year and write the

report based on the participation & also write the report about the Group Discussions observed during the year of the other classmates in the journal, which shall form part of the practical examination.)

- d) **Report Writing-** Effective Written Communication- Significance- Contents- form of report- Purpose of report- process of report writing-Expected Audience / Reader- Guidelines for reporting- Presentation of the report- Criteria for judging the effective Report Writing. (The student shall write the report in the Journal based on the issues arising around the world including the economic activities, relating to a specific subject after gathering the facts, figures, information, & other relevant material, relating to the issue under study such as Technical reports, Management Reports, Search Reports, Fact Finding Reports etc.)
- e) **One Practical** be conducted by the concerned Teacher based on the course contents so that the communication skills of the students are sharpened.
- f) The student has to write **at least Five Practicals** in the Journal to be eligible for appearing for the final oral examination.

References

1. Learning Visual Basic .NET

- a. By “Jesse Liberty”, Publisher: O'Reilly, ISBN: 0-596-00386-2

2. Visual Basic .NET for Students

- a. By Douglas Bell, Mike Parr, Publisher: Addison Wesley, ISBN: 0-201-74205-5

3. Learning ASP.NET

- a. By “Glenn Johnson”, Publisher: Wiley Publishing Inc., ISBN: 81-265-0443-9

4. Visual Basic .NET Black Book

- a. By “Steven Holzner ”, Publisher: Paraglyph Press, ISBN: 1932111042

5. Communication Skills : Dr.Nageswar Rao &Dr.Rajendra Das ,Himalaya Publication



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Faculty of Commerce and Management

New Syllabus: **S.Y.B.COM.** (W.E.F. June -2009)

Paper 6(d): Financial Analysis and Business Journalism

Elective / Optional Paper

- **80+20 Pattern:** External theory 60 Marks + External Practical 20 Marks + Internal 20 Marks = Total 100 Marks
- **Total Lectures: 96**

• Objectives

- 1) To understand the scope, goals and objectives of Financial Analysis and its role in the Financial Management.
- 2) To provide working knowledge on concepts, methods and procedures involved in using Financial Analysis for managerial decision-making and
- 3) To give introductory knowledge of business journalism and public relations

Section: I

1) Financial Statemets & Analysis

Lectures :8

- a) Various Types of Financial Statements & Importance

- b) Understanding Income Statement, Position Statement And Their Analysis
- c) Understanding Gross Profit, Net Profit, Operating Profit, Cash Profit and Depreciation as Expenditure.
- d) Earning before Interest and Tax (EBIT) and Earning Per Share (EPS)
- e) **Leverages**
 - i) Concepts & Analysis Of Operating, Financial And Combined Leverages
 - ii) Concept And Nature of Operating Risk And Financial Risk
 - iii) Operating Leverage And Cost Volume Profit Analysis

2) Ratio Analysis, Fund Flow And Cash Flow Analysis Lectures :12

- a) Ratio Analysis
 - i) Financial Ratio Analysis
 - ii) Ratios in the Areas of Performance, Profitability, Financial Adaptability, Liquidity, Activity, Shareholder Investment and Financing, and Their Interpretations.
 - iii) Limitations Of Ratio Analysis
- b) Cash Flow Analysis-
- c) Fund Flow Analysis

3) Working Capital Management Lectures :18

- a) Types Of Working Capital
 - i) Gross & Net
 - ii) Fixed, Variable & Permanent
 - iii) Cash & Balance Sheet
 - iv) Negative Working Capital
- b) Factors Determining Working Capital
- c) Methods Of Determining Working Capital
 - i) Cash Flow
 - ii) Operating Cycle,
- d) Working Capital Management
 - i) Current Asset Management
 - ii) Cash Management
 - iii) Receivables Management
 - iv) Inventory Management,
- e) Concept Of Float, How To Reduce Float.
- f) Current Liability Management
 - i) Methods Of Short Term Financing

- ii) Bank Loans
- iii) Factoring,
- iv) Warehouse Receipts
- g) Alternative Working Capital Management Policies

4) Capital Investment Project Evaluation Techniques

- a) Projects Evaluation
- b) Capital Rationing And Opportunity Costs In A Project
- c) Determining Acceptable Investment Projects
 - i) Alternative Decision Rules
- d) Payback
- e) Accounting Rate Of Return
- f) Discounted Payback
- g) NPV (Net Present Value)
- h) IRR (Internal Rate Of Return)
- i) Profitability Index
- j) Comparison Of These Methods

SECTION: II

5) Mass Communication & Journalism

Lectures 12

a) Mass Communication

- i) Meaning & Importance
- ii) Growth of Mass Media in India
- iii) Role of Print & Electronic Media
- iv) Ethics in & Law s relating to Print, Radio & TV Media
- v) Social Responsibility And Professionalism of Media

b) Journalism

- i) Concept, Meaning & Importance
- ii) Types of Journalism
- iii) Journalism as a career & Profession
- iv) Qualifications, Qualities & of a Journalist
- v) Societal Knowledge, Ethics Of Reporting And Professional Hazards
- vi) Management Aspects of Journalism
- vii) Constitutional Expectations To Freedom Of The Press
- viii) Laws relating to Reporting

c) Press Council of India & Press Commission

6) Business Journalism

Lectures 12

a) Concept, Meaning, Scope, Need & Importance

b) Historical Background of Business Journalism

c) Contributions in to Business Journalism

d) Forms of Business Journalism

e) Societal responsibility and aspects of Business Journalism

f) Information Technology & Business Journalism

g) Business Journalism In India

h) Moral & ethical responsibility of Business Journalists

i) Special Skills & Training required for a Business Journalists

j) Role of Business Journalists in Financial Education of the Masses

7) Communication & Competitive Skills (for Practical)

Lectures – 24

a) **Presentation Skills-** Oral- Model Building- using electronic Devices- Using OHP- using Print Material- (The Student should make at least one Presentation relating to **a specific topic from the subject** before class during the year and write the report based on the presentation in the journal, which shall form part of the practical examination.)

b) **Interview Technique-** Appearing for the Interview-Preparing for Interview- Purposes of Interviews to be given -Pre, during & post interview behaviour- mind-set -Appearance & Dress- Essentials to make the Interview successful.(Conducting Mock Interviews by the teacher, or arranging campus Interview with the support from the Commercial Organisations or NGOs for different purposes like- selection, promotion, performance appraisals, exit opinions, counselling, etc.. The student shall write the report based on the Interview given in the Journal)

c) **Group Discussion-** Scientific & participative tool of decision making- collective wisdom- opinion pooling- culmination in to consensus-Criteria for judging the performance of participant. (The Student should participate in at least one Group Discussion conducted in the class room relating to **a specific topic from the subject** during the year and write the

report based on the participation & also write the report about the Group Discussions observed during the year of the other classmates in the journal, which shall form part of the practical examination.)

- d) **Report Writing-** Effective Written Communication- Significance- Contents- form of report- Purpose of report- process of report writing-Expected Audience / Reader- Guidelines for reporting- Presentation of the report- Criteria for judging the effective Report Writing. (The student shall write the report in the Journal based on the issues arising around the world including the economic activities, relating to a specific subject after gathering the facts, figures, information, & other relevant material, relating to the issue under study such as Technical reports, Management Reports, Search Reports, Fact Finding Reports etc.)
- e) **One Practical** be conducted by the concerned Teacher based on the course contents so that the communication skills of the students are sharpened.
- f) The student has to write **at least Five Practicals** in the Journal to be eligible for appearing for the final oral examination.

Suggested Books:

1. Financial Management : I M Pande, , Vikas Publishing House Pvt. Ltd., 9th Edition
2. Financial Management : P V Kulkarni And B G Stayprasad, , Himalaya Publication, 11th Edition
3. Financial Management : BOS, The Institute Of Chartered Accountants, , Professional Course
4. Financial Management: Ravi Kishor, ,
5. An Introduction To Financial Management : Solomajn Erza And Pringle John, , Prentice-Hall Of India
6. The Theory Of Financial Management : Soloman Erza, , Columbia University Press
7. Writing About Business: The New Columbia Knight-Bagehot
8. Guide To Economic And Business Journalism, Terri Thompson, Ed; The Associated Press Stylebook.
9. 'Arthasamwad' Aeil-June:2008 published by Marathi Arthashastra Parishad.



North Maharashtra University; Jalgaon

(NACC Accredited 'B' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: S.Y.B.COM (W.E.F. June -2009)

SUBJECT: 7(a): MODERN BANKING & FINANCIAL SYSTEM

[Optional Paper]

80+20 Pattern: External marks 80 +Internal marks 20 = Maximum Total Marks 100

SECTION – 1ST

1) **The Indian Money Market**

Periods: 12

- a) Structure of Financial System In India.
- b) Indicators Of Financial Development.
- c) Indian Money Market: Structure, Features ,Instruments & Role
- d) The Unorganized Money Market: Role, Working Method, Defects And Suggestions For Improvement.
- e) Composition Of Organized Indian Money Market
 - i) Call Money Market: Features, Operations And Importance
 - ii) Commercial Bill Market: Types, Operations & Importance
 - iii) Treasury Bill Market: Types, Operation & Participants & Importance
 - iv) Commercial Paper Market : Features, Operations & Recent Rbi Guidelines And Importance
 - v) Certificate Of Deposit Market: Features, Operations & Recent Rbi Guidelines And Importance
 - vi) Money Market Mutual Funds: Features, Operations & Recent Rbi Guidelines And Importance
- f) Role Of R.B.I & D.F.H.I. In Development Of Money Market

g) Recent Money Market Reforms

2) **The Commercial Banking System In India.**

Periods: 13

a) Structure Of Banking System In India : Public Sector Banks, Private Banks And Foreign Banks

b) Operation & Performance Of The Commercial Banking System

i) Liabilities & Assets Of Scheduled Commercial Banks

ii) Deposit & Non-Deposit Resources

iii) Credit & Investments

iv) Credit-Deposit Ratio & Investment-Deposit Ratio

c) Financial Performance

i) Interest Rate

ii) Cost Of Deposit & Return On Advances

iii) Income –Expenditure & Profit

d) Soundness Indicators

i) Asset Quality

ii) Capital Adequacy

e) Bank Operation In The Capital Market

f) Technological Development In Banks

g) Regional Spread Of Banks

h) Banking Sector Reforms & Achievements

i) Role Of Commercial Banks In Economic Development Of India.

j) **Co-Operative And Rural Banking In India**

k) Structure and Development of Co-Opt. (Credit) Banking Sector In India.

i) Role & Financial Performance Of S.C.Bs, D.C.C.Bs, U.C.Bs.

ii) N.P.A.S and Capital Adequacy Positions Of S.C.Bs, C.C.Bs, U.C.B.S.

iii) Co-Operative Credit Societies: Types, Progress, & Problems.

l) Strengths And Weaknesses Of The Co. - Opt. And Rural Banking System.

3) **Working & Operations of R.B.I.**

Periods: 15

a) Role Of Rbi In The Development & Regulation Of Financial Markets

b) Regulatory Framework For The Indian Financial System

i) Board Of Financial Supervision

ii) Recent Regulatory Initiatives : Prudential Norms , Capital Adequacy, Npa's Norms

iii) Recent Supervisory Initiatives: Monitoring Of Frauds & Customer Services

c) Rbi's Recent Measures For Money Market, Capital Market & Foreign Exchange Market

d) Monetary Policy Operations: Stance Of Monetary Policy In India (Latest)

i) Liquidity Management By Rbi

ii) Credit Delivery Measures By Rbi

(1) Priority Sector Lending

(2) Rural Infrastructure Development Fund (Ridf)

(3) Flow Of Credit To Micro & Small Enterprises

(4) Government Sponsored Schemes

- e) Public Debt Management
- f) Payment & Settlement System & Information Technology
- g) Forex Exchange Management
- h) Challenges To Liquidity Management

4) Indian Capital Market:

Periods: 8

- a) Nature, Structure, Instrument And Features Of Indian Capital Market.
- b) Stock Market In India: N.S.E., B.S.E. And O.T.C.E.I.: Functions, Role, Progress And Problems
- c) Equity Market
- d) Corporate Bond Market In India
- e) S.E.B.I.: Functions and Its Impact on Capital Market.
- f) Securities Depository In India: Importance, Functions And Problems
- g) Credit Rating Services: Meaning, Need, Benefits & Rating Agencies in India.
- h) Recent Reforms in Capital Market

SECTION: II

5) Non- Banking Financial Institutions And Financial Services In India Periods: 12

- a) N.B.F.I.S
 - i) Meaning & Classification
 - ii) Policy Development Relating To N.B.F.I.S
 - iii) Asset, Liabilities Financial Performance & Soundness Of N.B.F.I.S
 - iv) Role Of IFCI & SFCS, SIDBI, LIC and GIC and EXIM BANK In India's Economic Development
- b) Universal Banking
 - i) Concept ,Advantages, Indian Experience In Universal Banking
 - ii) Regulatory Challenges In Universal Banking
- c) Meaning, Importance, Growth & Regulations Of The Following Financial Services In India
 - i) Merchant Banking
 - ii) Venture Capital
 - iii) Portfolio Management
 - iv) Housing Finance
- d) Leasing : Meaning, Mechanism, Advantages & Business Transaction In India & Regulation

- e) Hire Purchase: Meaning, Mechanism, Advantages & Business Transaction In India & Regulation
- f) Factoring: Meaning, Mechanism, Advantages & Business Transaction In India & Regulation.
- g) Hedge & Mutual Funds: Meaning, Types , Mechanism, Advantages & Business Transaction In India & Regulation

6) Derivatives And Commodity Markets In India

Periods: 9

a) Derivatives Market

- i) Meaning & Development Of The Market Function Of Futures & Regulation
- ii) Forex Derivatives: Meaning ,Development, Function & Regulation
- iii) Rupees Interest Rate Derivatives Meaning ,Development, Function & Regulation

b) Commodity Derivatives Market In India

- i) Evolution & Structure
- ii) Mechanism
- iii) Economic Function & Regulation
- iv) Commodity Stock Exchanges In India

7) International Aspects Of The Financial System

Periods: 14

- a) Globalization Of Indian Financial System
- b) Role And Regulation Of FIIs & NRIs Participation.
- c) Indian Foreign Exchange Market: Importance & Nature.
- d) International Banking &The International Capital Market
- e) Offshore Banking & Offshore Currency Trading
- f) Eurocurrency Market
 - i) Creation Of Euro Currencies
 - ii) The Growth Of Euro Currency Trading
 - iii) Eurocurrencies &Macro Economic Stability
- g) Regulating International Banking
 - i) Problems Of Bank Failures
 - ii) Difficulties In Regulation Of International Banking
 - iii) International Regulatory Co-Operation
- h) Convertibility of Rupee.**
 - i) Money Laundering
 - i) Meaning, Nature & ,Mechanism
 - ii) Threats& Dangers Of Money Laundering

iii) Precautionary Measures Undertaken

8) Financial Crisis in India & In The World

Periods: 13

- a) Financial Crisis
 - i) Term, Meaning & Types
 - ii) Major Financial Crisis In The World & In India Since 1990
 - (1) Latin America From Crisis To Uneven Reforms
 - (2) The East Asian Financial Crisis
 - (3) Sub Prime Lending Crisis In America; 2008-9 : The Issues For Financial Stability
 - (4) The Security Scam In India
 - iii) Causes & Consequences Of Financial Crises
- b) The Problem Of Default
- c) Economic Reforms ,Capital Inflows &The Return Of Crisis
- d) Lesson From Recent Crisis
- e) Some Important Concepts:
 - (1) Sub-prime Lending & Securitization
 - (2) Toxite Debts , Bankruptcy & Foreclosures
 - (3) Credit Crunch & Bailed Out
 - (4) CAMEL

Suggested Books:

1. 'Banking Theory & Practice' (19th Ed.): K.C.Shekhar & Lekshy Shekhar, Vikas Publication House Pvt. Ltd. (2008)
2. 'Indian Financial System' Dr.G.Ramesh Babu, Himalaya Publishing House (2005)
3. 'E-Banking & Development Of Banks' S.B.Verma, S.K.Gupta, & M.K.Sharma, Deep & Deep Publication Pvt. Ltd.(2007)
4. Indian Economy: Datta & Sunderam, (2009),S.Chand & Company
5. Indian Economy: Mishra & Puri (2009), Himalaya Publishing House
6. International Economics :Theory & Policy: Paul A. Krugman & Maurice Obstfeld: Person Education, Asia
7. RBI Monthly Bulletin And Occasional Publications
8. Economic And Political Weekly , March 18-24, 2006', Vol. Xli No.11 (2007)
9. Economic And Political Weekly , 31 March – 6 April 2007', Vol Xlii No.13 (2007)
10. RBI Annual Report:2004-05,2005-06,2006-07,2007-08 & Onwards
11. RBI Report On Trend & Progress Of Banking In India-2004-05,2005-06,2006-07,2007-08 & Onwards
12. [Www.Rbi.Org.In./](http://www.Rbi.Org.In/) Speeches
13. RBI Annual Report: Monthly Bulletin And Occasional Publications
14. Southern Economists
15. Indian Economic Review
16. Economists
17. Web Sites: www.wikipedia



North Maharashtra University; Jalgaon

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New Syllabus: S.Y.B.COM (W.E.F. June -2009)

SUBJECT: 7. (b) CORPORATE REGULATORY FRAMEWORK

Optional / Compulsory Paper

80+20 Pattern: External marks 80 +Internal marks 20 = Maximum Total

Mark 100

Section – 1st

1) Negotiable Instrument Act 1981

(Period – 10)

- a) Definition Of Negotiable Instruments
- b) Features Of Negotiable Instruments
 - i) Promissory Note
 - ii) Bills Of Exchange
- c) Payment In Due Course
- d) Holder & Holder In Due Course
- e) Privileges Of A Holder In Due Course
- f) Capacity Of Parties Involved In Negotiable Instruments
- g) Instruments Obtains For Unlawful Consideration

- h) Negotiation & Assignment
- i) Dishonors
- j) Noting & Protesting
- k) Discharge Of Negotiable Instruments
- l) Cheque
 - i) Endorsement & Crossing Of Cheque
 - ii) Material Alterations In Cheque
 - iii) Forgery & Bouncing Of Cheque.

2) FEMA 1999

(Period – 10)

- a) Definitions
- b) Rules Made By Government/ RBI Regarding Current Account Transactions Under The Act
- c) Regulations Relating To Export Of Goods And Services
- d) Permission Given To & Indian Citizen Resident Outside India
- e) Penalties Leviabale For Contravention Of The Act.

3) The Indian Stamp Act 1889

(Period – 16)

- a) Definition
 - i) Instrument
 - ii) Power Of Attorney
- b) Bill Of Exchange
- c) Bond
- d) Lease
- e) Promissory Note
- f) Receipt
- g) Settlement
- h) Stamp Duty
 - i) Mode Of Payment Of Stamp Duty
 - ii) Timing Of Stamp Duty
 - iii) Valuation Of Stamp Duty
 - iv) Stamp Duty When Property Immediately Sold To Sub-Purchaser.
 - v) Persons Liable To Pay Stamp Duty
 - vi) Adjudication As To Stamp Duty Payable
 - vii) Certificate Of Collector Regarding Fully Duty Paid
 - viii) Allowances & Refund For Stamp Duty
- i) Criminal Offences & Procedure U/S. 62 To 72.

4) Provident Fund Act 1952

(Period – 10)

- a) Applicability of the Act
- b) Definitions
- c) Liability & Responsibilities of employer not to reduce wages, etc.
- d) Liability in case of transfer of establishment

SECTION:II

5) The Central Excise & Salt Act 1944 (Period – 10)

- a) Extent & Commencement
- b) Definitions
 - i) Broker, Currying, Excisable goods & Factory
 - ii) Manufacturer, Sales & Purchaser, Wholesale Dealers
- c) Important Provisions Of The Act
- d) Authorities: Central Excise Officer

6) The Customs Act 1962 (Period – 10)

- a) Extent & Applicability
- b) Important definitions
- c) Important Provisions Of The Act

7) The Maharashtra State Tax on Professions Trades & Employments Act 1975 (Period – 10)

- a) Definitions
- b) Levy & Charge Of Tax
- c) Employer's Liabilities & Responsibilities Under The Act
- d) Special Provisions Regarding the Liability to Pay the Tax in Certain Cases.
- e) Penal Provisions Under The Act

8) Bombay Shop & Establishment Act 1948 (Period – 10)

- a) Definitions
- b) Applicability
- c) Registrations & renewals
- d) Responsibility & liabilities of a shop keeper
- e) Penalties under Shop Act.

Recommended Books

1. Principles Of Business Law – K. Aswathappa & K. Ramachandra, Himalaya Pub. House
2. **Legal** Environment Of Business – K. Aswathappa, Himalaya Pub. House.
3. **Tax & Corporate Laws** Hand Books – V.S. Date, Srinivasan Anand G., & M.B. Gabhawala

, Taxman Publications.

4. **A Mutual Of Business Laws** – S.N.Maheshwari & S.K. Maheshwari, Himalaya Pub. House.
5. **Business Law For Management** – K.R. Balchandani, Himalaya Pub. House.
6. **Elements Of Mercantile Law** – N.D. Kapoor, Sultanchand & Sons, Delhi.
7. **Business & Corporate Laws** – V.S. Datey, Taxman Publications.
8. **Business Laws: M.C. Kuchha & Deepa Prakash, Viks Publishers**
9. **'Business Laws' S.S.Gulshan, Excll Books**



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Faculty of Commerce and Management

New Syllabus: **S.Y.B.COM.** (W.E.F. June -2009)

SUBJECT: 7(c) RETAIL MANAGEMENT

Optional Paper

80+20 Pattern: External Marks 80 +Internal Marks 20 = Maximum Total marks: 100

No. Of Lectures –96

Objectives:

- 1) To Introduce Basic Retailing Management Concepts.
- 2) Empowering Students with the Most Modern Techniques and Practices of Retailing as Seen and Experienced Around The Globe.
- 3) Imparting Theoretical and Practical Knowledge to Ensure Understanding of the Dynamic of Modern Organized Retail Trade.

SECTION: I

1) Introduction to Retail.

Lectures - 8

- a) Meaning of Retail and Retailing.

- b) Definition and Scope of Retailing.
- c) Types of Retailers.
- d) Retailing Scenario: Global.
- e) Retailing Scenario: India.
- f) Prospects of Retailing in India.

2) Trends / Types Of Retailers

Lectures - 8

- a) The Evolution of Retail in India.
- b) Drivers of Retail Change in India.
 - i) Consume Pull.
 - ii) Rising Income (Change In Income Profile)
 - iii) Change In Consumer Behavior.
 - iv) Diminishing Differences between Rural and Urban India.
- c) Clothing, Textiles and Fashion Accessories, Food and Services, Book and Music.
- d) Challenges To Retail Development In India / Growth Of Organized Retailing In India.

3) Economics of Retailing

Lectures – 16

- a) Retail Environment.
 - i) Environmental Theory.
 - ii) Cyclical Theories: The Wheel of Retailing.
- b) Retail Accordion Theory.
- c) Retail Life Cycle Theory.
- d) Conflict Theory
- e) Contribution of Retailing to the Indian.
- f) Foreign Direct Investment in Retail in India.
- g) The MRP Regime in India.

4) Retail Format

Lectures - 16

- a) Retail Format and Their Evolution.
 - i) Store Format in Retail.
 - ii) Store Format by Location.
 - iii) Store Format by Ownership.
 - iv) Store Format by Merchandise Categories.
 - v) Store Format by Size.
- b) Non Store Format.
 - i) Electronic Retailing.
 - ii) Direct-Mail Retailing.
 - iii) Television Home Shopping.

SECTION: II

5) Retail Merchandising. Lectures – 16

- a) Meaning Of Merchandising.
- b) The Evolution Of Merchandising.
- c) Factors Affecting The Merchandising Function.
- d) The Merchandiser: Role and Responsibilities.
 - i) Planning, Directing, Co-Ordinating and Controlling.
- e) The Concept of Lifestyle Merchandising.

6) Mall Management. Lectures - 10

- a) What Is Mall.
- b) The Emergence of Malls In India.
- c) New Mall Concepts Emerging In India.
- d) Customer Preparation of Malls In India.
- e) Facilities Management in Malls.
- f) Reasons for Failure of Some Malls in India.

7) Retail Franchising Lectures – 10

- a) Concept & Meaning Of Franchising
- b) Franchise Market / Evolution of Franchising.
- c) Types of Franchising.
- d) Franchising In India.
- e) Trends for Indian Franchising.

8) Application of Information Technology Lectures – 12.

- a) Retail Marketing.
- b) Meaning Of Information Technology.
- c) The Role / Contribution of IT In Retailing.
- d) Role of Retail Data Capture In Retail Transaction.
- e) Campaign Management.
- f) Adopting Coding System.
- g) Application of IT in Retailing.
- h) Future Trends: Smart Card & E-Cash.

Suggested References

- 1) Swapna Pradhan (2008) – Retailing Management Text And Cases. Tata Mcgraw-Hill Publishing Company Ltd. New Delhi.
- 2) Gibson G. Vedamani Third Edition (2008)
- 3) Retail Management Functional Principles & Practices.

- 4) Jaico Publishing Housing.
- 5) Michael Levy. Barton A. Weitz. Retailing Management. (2007)
- 6) Tata Mcgraw-Hill Publishing Company Ltd. New Delhi.
- 7) Suja Nair (2006) Retail Management, Himalaya Publishing House.
- 8) King's Retail Management – King Books Delhi.
- 9) Shaikh & Fatima Kaneez : Retail Management, Himalaya Publishing House



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New Syllabus: **S Y B Com** (W.E.F. June -2009)

SUBJECT: 7 (d) STATISTICS AND OPERATIONS RESEARCH

Optional Paper

80+20 Pattern: External Marks 80 +Internal Marks 20 = Maximum Total marks: 100

Section – 1st

- 1) Function** **8 Lectures**
 - a) Meaning Of a Function, Methods Of Representing A Function.
 - b) Domain And Range Of A Function, Value Of A Function.
 - c) Types Of A Function
 - i) Constant Function, Linear Function & Polynomial Function
 - ii) Even And Odd Functions, Symmetric Function,
 - iii) One-One Function, Onto Function, Exponential Function.
 - d) Simple Numerical Problems Illustrating Commercial Applications.
- 2) Matrices And Determinants** **15 Lectures**
 - a) Meaning & Order of A Matrix.
 - b) Types Of A Matrix
 - i) Square Matrix, Row Matrix, Column Matrix, Null Matrix,

- ii) Diagonal Matrix, Scalar Matrix, Symmetric Matrix
- iii) Skew Symmetric Matrix, Transpose of a Matrix, Orthogonal Matrix.
- c) Operations On A Matrix
 - i) Scalar Multiplication Of A Matrix
 - ii) Addition Of Two Matrices & Subtraction Of Two Matrices
 - iii) Equality Of Two Matrices & Multiplication Of Two Matrices.
- d) Determinant
 - i) Meaning
 - ii) Distinction Between Matrix And Determinant
 - iii) Evaluation Of Second And Third Order Determinants.
- e) Minor And Cofactor Of An Element.
- f) Meaning Of Ad Joint Of A Matrix, Singular And Non-Singular Matrices
- g) Meaning Of Inverse Of A Matrix, Statement Of Properties Of Inverse Of A Matrix.
- h) Solution Of System Of Non Homogeneous Equations (Linear Or Which Can Be Converted To Linear) Upto Three Variables By Using (A) Matrix Inversion Method (B) Cramer's Rule.

3) Binomial Distribution 6 Lectures

- a) Statement Of Probability Function Of Binomial Distribution
- b) Conditions For The Application Of Binomial Distribution.
- c) Statement Of Mean And Variance.
- d) Computation Of Probabilities And Expected Values Based On Real Life Situations. Use Of Binomial Probabilities Table Is Expected.

4) Poisson Distribution 6 Lectures

- a) Statement Of Probability Function Of Poisson Distribution
- b) Conditions For The Application Of Poisson Distribution.
- c) Statement Of Mean And Variance.
- d) Computation Of Probabilities And Expected Values Based On Real Life Situations. Use Of Poisson Probabilities Table Is Expected.

5) Transportation Problem 13 Lectures

- a) Meaning Of Transportation Problem.
- b) Meaning Of Feasible Solution, Basic Feasible Solution, Optimum Solution.
- c) Balanced And Unbalanced Transportation Problems
- d) Methods Of Finding Initial Feasible Solution
 - i) North-West Corner Rule, Least Cost Method
 - ii) Vogel's Approximation Method.

- iii) U-V Method To Test Optimality Of A Feasible Solution.
- e) Solution Of Unbalanced Transportation Problem.
- f) Solution Of Transportation Problem When The Objective Is To Maximize A Measure Of Effectiveness.
- g) Problems On Degeneracy And Prohibited Transportation Are Not Expected.

6) Section:ii

7) Normal Distribution

8 Lectures

- a) Statement Of Probability Functions Of Normal Distribution.
- b) Statement Of Properties Of Normal Distribution.
- c) Statement Of Properties Of Normal Curve.
- d) Standard Normal Aviate.
- e) Computation Of Probabilities And Expected Values Based On Real Life Situations.

8) Linear Programming Problem

12 Lectures

- a) Meaning Of Linear Programming Problem
- b) Meaning Of Objective Function
 - i) Decision Variables, Feasible Solution, Basic Solution
 - ii) Basic Feasible Solution, Optimum Solution.
 - iii) Formulation Of Linear Programming Problem (Problems Involving At The Most Three Decision Variables Are Expected.)
- c) Graphical Method Of Solving A Linear Programming Problem.
- d) Problems Having Unique Optimum Solution Are Expected.

9) Testing Of Hypothesis

15 Lectures

- a) Meaning Of Parameter, Statistic, Hypothesis, Statistical Hypothesis, Null Hypothesis, Alternate Hypothesis
- b) Meaning Of Two Types Of Error, Sizes Of Two Types Of Error
 - i) Level Of Significance, Critical Region, Acceptance Region, Critical Value
 - ii) Test Of Significance, Test Statistic, One-Tailed Test, Two-Tailed Test
- c) Large Sample And Small Sample Tests.
 - i) Large Sample Tests For Testing
 - (1) Single Population Mean
 - (2) Two Population Means
 - (3) Single Population Proportion And
 - (4) Two Population Proportions.

d) Simple Numerical Problems Illustrating Commercial Applications.

10) Statistical Decision Theory

13 Lectures

- a) Meaning Of Statistical Decision Theory.
- b) Meaning Of Strategy (Act), State Of Nature, Payoff, Payoff Table, Regret & Regret Table.
- c) Expected Payoff & Expected Opportunity Loss.
- d) Methods Of Decision Making
 - i) Maximax Criterion, Maximin Criterion & Minimax Criterion,
 - ii) Laplace Criterion
 - iii) Hurwicz Criterion
 - iv) Expected Monetary Value (EMV) Criterion
 - v) Expected Opportunity Loss Criterion.
- e) Expected Value Of Perfect Information (EVPI).
 - i) Numerical Problems Illustrating Commercial Applications.

List of Practicals For First Term

- (1) Application Of Functions.
- (2) Application Of Matrices.
- (3) Application Of Binomial Distribution. Use Of Table Of Binomial Probabilities Is Expected
- (4) Application Of Poisson Distribution. Use Of Table Of Poisson Probabilities Are Expected.
- (5) Transportation Problems.

List Of Practicals For Second Term.

- (1) Application Of Normal Distribution.
- (2) Graphical Method To Solve Linear Programming Problems.
- (3) Tests Of Significance For Testing Single Mean And Two Means.
- (4) Tests Of Significance For Testing Single Proportion And Two Proportions.
- (5) Application Of Statistical Decision Theory.

There will be internal practical examination consisting of 50 marks. Out of 50 marks, 10 marks are reserved for journal, 10 marks are reserved for oral examination and 30 marks for written examination. In written examination, four numerical problems, each carrying 15 marks, will be asked and the candidate will have to attempt any two questions. Finally marks out of 50 are to be converted to marks out of 20.



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New Syllabus: **S Y B Com** (W.E.F. June -2009)

SUBJECT: 7 (e) FINANCIAL SERVICES AND INSTRUMENTS

Optional Paper

80+20 Pattern: External Marks 80 +Internal Marks 20 = Maximum Total marks: 100

Section – 1st

1) An Overview of Financial System

Lectures – 12

- a) Financial Services
 - i) Meaning, Significance & Scope
 - ii) Types Of Financial Services
- b) Major Players In The Financial Market
- c) Development & Growth Of Financial & Capital Markets In India.
- d) Financial Sector Reforms & Present Scenario Of Financial Services Industry In India
- e) Regulatory Authorities Governing Financial & Capital Markets.

- f) Money Market – An Introduction, Meaning & Significance of Money Market, Money Market in India, Its Structure & Institutional Development.

2) Shares Underwriting

Lectures – 12

- a) Concepts, Functions & Role Of Services Provided By Underwriters.
- b) Venture Capital
 - i) Concept & Characteristics Of Venture Capital Fund
 - ii) Growth Of Venture Capital Funds In India
 - iii) Venture Capital Schemes
 - iv) Legal Aspects
 - v) Working Of Venture Capital Funding Agencies In India
 - vi) SEBI (Venture Capital Fund) Regulations, 1996 (Regulations No 1 To 24, & Third Schedule Only)

3) Merchant Banking, Mutual Funds & Market Making

Lectures – 12

- a) Merchant Banking Services
 - i) Concept, Scope Of Merchant Banking Services
 - ii) Merchant Bankers & Management Of Public Issues
 - iii) Merchant Banking Practices In India
 - iv) Regulatory Framework
 - v) SEBI (Merchant Bankers) Regulations 1992 [Regulation No. 1 To 13a & Schedule III Only]
- b) Mutual Funds
 - i) Concepts Of Mutual Fund
 - ii) Introduction AMC: Its Working Mechanism
 - iii) Portfolio Management Process In Mutual Funds
 - iv) Evaluating Mutual Funds
 - v) Regulatory Structure Of Mutual Funds
 - vi) Mutual Fund Schemes
 - vii) Private Sector Mutual Funds
 - viii) Evaluation Of The Performance Of Mutual Funds
 - ix) SEBI (Mutual Fund) Regulations 1996 [Regulation No: 1 To 17, 20 To 26, 32 To 40, & 43 To 45 & Refer To The Fifth, Seventh, Eighth Schedules]
- c) Market Making
 - i) Concepts, Nature,
 - ii) Gupta Committees Recommendations on Market Making.

4) Lease Financing & Hire Purchase Financing

Lectures – 12

- a) Lease Financing
 - i) Meaning Of Lease & Lease Financing
 - ii) Features Of Different Lease Arrangements
 - iii) Lease Structuring & Lease Agreement Right Of Lessor & Lessee
 - iv) Legal & Tax Aspects Of Leasing,
 - v) Lease Evaluation.
- b) Hire Purchase Financing
 - i) Concepts & Features
 - ii) Legal & Tax Aspects
 - iii) Accounting & Financial Evaluation
 - iv) Leasing Vis-A-Vis Hire Purchase
 - v) Raj Committee Recommendation

SECTION:II

5) Factoring & Forfeiting

Lectures – 16

- a) Factoring
 - i) Concepts & Features
 - ii) Factoring Mechanism
 - iii) Types Of Factoring Services
 - iv) Merits & Limitations Of Factoring, Forfeiting
 - v) Concepts & Features
 - vi) Forfeiting Mechanism Benefits & Costs.
- b) Bill Discounting Finance
 - i) Concept, Feature, Advantages, Factoring Vis-à-vis
 - ii) Bills Discounting Finance
 - iii) Discount & Finance House Of India : Role & Functions
- c) Brief Description Of Their Roles, Regulations & Code Of Conduct Framed By Regulatory Agencies Like SEBI Various Other Agencies & Institutions Involved In Primary Market
 - i) Intermediaries, Registrars & Bankers To Issue
 - ii) Market Makers, Stabilizing Agents & Debenture Trustees
- d) SEBI (Banker To An Issue) Regulations 1994 [Regulation No: 1 To 16a & Schedule Iii]
- e) SEBI (Stock Brokers & Sub- Brokers) Regulations 1992 [Regulations No: 1 To 18b & Schedule Ii Only & SEBI's Notifications Regulating Transactions Between Clients & Brokers, Capital Adequacy Norms For Brokers]
- f) Non-Banking Finance Companies (NBFCs)
 - i) Meaning & Similarities & Differences Between NBFCs & Bank

- ii) Functions Of The NBFCS In General
- g) Consumer Finance
 - i) Concepts
 - ii) Housing Finance & Consumer-Durable Finance
 - iii) Housing Finance Agencies In India
 - (1) National Housing Bank
 - (2) Commercial Banks
 - (3) Specialized Housing Finance Institutions
 - (4) Private Sector Consumers Finance Agencies.

6) Custodial & Corporate Advisory Services

Lectures – 10

- a) Portfolio Management
- b) Equity Portfolio
- c) Bond Portfolio & Individual Portfolio Management
- d) Portfolio Management Services
- e) SEBI (Portfolio Managers) Regulations 1993 [Regulations No: 1 To 23a & Schedule III Only]

7) Financial Instruments

Lectures –12

- a) Concepts & Characteristics Of Financial Instruments
- b) Capital Market Instruments
- c) Equity
- d) Debenture
- e) Preference Shares, Sweat Equity Shares, Non-Voting Shares
- f) New Instruments Of Capital Market
 - i) Pure, Hybrid & Derivatives
 - ii) Deep Discount Bonds, Zero Coupon Bonds
 - iii) Secured Premium Notes, Floating- Rate Bonds
 - iv) Derivatives, Options, Futures, Swaps
- g) Regulatory Authorities & Regulations/ Guidelines Governing Capital Market Instruments.
- h) Money Market Instruments
 - i) Treasury Bills
 - ii) Commercial Bills
 - iii) Certificates Of Deposits
 - iv) Commercial Papers,
 - v) New Money Market Instruments
 - (1) Gilt-Edged Securities

(2) Regulatory Authorities & Regulations/ Guidelines Governing Money Market Instruments.

8) Instruments Issued Outside India & International Financial Institutions Lectures – 10

- a) Instruments Issued Outside India
 - i) FCCBS, GDRS, ADRS, Euro Convertible Bonds Etc.
 - ii) Their Characteristics, Advantages & Disadvantages
 - iii) Procedure For Issue Of Various Instruments & Their Cost
- b) International Financial Institutions
 - i) Need, Function & Their Role In Development Of Indian Economy
 - ii) Elementary Study
 - (1) World Bank (International Bank For Reconstruction & Development)
 - (2) International Monetary Fund
 - (3) Asian Development Bank,

Recommended Books:-

1. Management of Financial Services, Bhalla V.K., Anmol Publications
2. Stock Market in India, D.R. Verma, (Ashish – New Delhi)
3. Financial Services & System, Dr. S. Gurusamy, Vijay Nicole Imprints Private Ltd.
4. Inside Leasing, Irani, Tmh Publication Company Ltd
5. Indian Financial System Theory & Practice; M.Y. Khan, (Vikas Publishing House)
6. Taxmann's SEBI Mauul – Tamann Allied Services (P) Ltd. Edition 2008 Or Later
7. Financial Management, P.Chandra (Tata Mcgraw Hill)
8. Capital Market In India – The Emerging Scenario, P.K.Mishra & D.P.Mishra
9. Working Of Stock Exchange Of India, R.L.Gupta
10. Practical Guide Of Merchant Banking, Indian Capital Market Buerue, Sunderajan T.A.
11. Merchant Banking Organization & Management, Verma (Tata Mcgraw Hill)
12. Financial Institutions & Markets – Structure Growth & Innovations, L.M.Bhole
13. Financial Services, M.Y.Khan
14. Indian Financial System, H.R.Machiraju
15. Investments & Securities Markets in India
16. Innovations in Banking Services, H.R.Suneja
17. Investment Management- Banking & Financial Sector Reforms In India, Raj Kapila & Uma Kapila- Volume I To 6.



North Maharashtra University; Jalgaon

(NACC Accredited 'B' Grade University)

New Syllabus: **S.Y.B.COM.** (W.E.F. June -2009)

SUBJECT: 7.F: PRODUCTION & OPERATIONS MANAGEMENT

Optional Paper

80+20 Pattern: External Marks 60 +Practical Mark 20 Internal Marks 20 = Maximum Total

Mark: 100

Objective

1. To Introduce The Concepts Of Production & Operations Management To The Students
2. To Introduce Them Production & Operations Management Techniques, Process & Tools
3. To Make Them Conversant with the Quality Management Aspects in an Industrial Unit.

SECTION: I

1. Introduction To Production & Operation Management

Lectures – 12

- b) Nature Of Production
- c) Production As A System
- d) Types Of Production System
 - i) Continuous, Mass, Process,

- ii) Assembly-Line,
- iii) Intermittent, Job, Batch, Contract
- e) Production As An Organization Function
- f) Meaning & Scope Of Production & Operations Management
- g) Historical Evolution Of Production & Operation Management

2) Production Planning & Control

Lectures – 12

- a) Production Planning
 - i) Meaning & Objectives
 - ii) Factors Affecting Production-Planning
- b) Production Control
 - i) Meaning, Objective & Procedure Of Production Control
 - ii) Steps In Production Planning & Control
- c) Routing, Scheduling, Dispatching & Expediting.
- d) Gantt Charts: Documentation
- e) Just In Time (JIT) Management.

3) Plant Location

Lectures – 12

- a) Meaning & Factors Affecting Plant
- b) Weber's Theory Of Industrial Location
- c) Sargent Florence Theory Of Industrial Location
- d) Comparative Study Of Weber's & Florence Theory
- e) Prof. E. M. Hoover's Dynamics Of Industrial Location
- f) Methods Of Location Analysis
 - i) Cost Analysis
 - ii) Comparative Cost Analysis
 - iii) Rate Of Return Analysis & Break Even Analysis.
 - iv) Qualitative Method
 - v) Weighted Method
 - vi) Ranking Method

4) Plant Layout

Lectures – 12

- a) Meaning & Objective Of Plant Layout
- b) Factors Affecting Plant Layout
- c) Principles Of Plant Layout
- d) Types Of Plant Layout
 - i) Product Line Layout
 - ii) Process/Functional Layout

- iii) Static/Fixed/Stationary Layout
- iv) Comparative Study Of Plant Layout.

SECTION:II

- 5) Product Design & Development** **Lectures –3**
- a) Meaning & Objective Of Product Design & Development
 - b) Characteristics Of A Good Design
 - c) Factors Responsible For Product Development.
- 6) Network Analysis:** **Lectures – 3**
- a) Meaning, Advantages & Limitations Of Network Analysis
 - b) Routing, Scheduling
 - c) Network Diagram
 - d) Critical Path Method (CPM)
 - e) Program Evaluation & Review Technique (Pert)
- 7) Material Management** **Lectures – 10**
- a) Meaning, Objective, Importance & Scope Of Material Management
 - b) Purchasing Function – Meaning, Objective & Importance Of Purchasing Function
 - c) Purchasing Organization
 - i) Centralized & Decentralized Purchasing
 - ii) Responsibilities Of Purchasing Manager
 - iii) Purchase Procedure
 - d) Methods Of Purchasing
 - i) Market Purchasing
 - ii) Purchasing Small Items In Groups
 - iii) Speculative Purchasing
 - iv) Purchasing For A Specified Future Period
 - v) Scheduled Purchasing
 - vi) Purchasing Strictly By Requirement
 - vii) Contract Purchasing
 - viii) International Purchasing
 - (1) Meaning, Need & Benefits
 - (2) Problems Associated With International Purchasing
 - e) Material Handling
 - i) Meaning, Objectives, Scope & Functions Of Material Handling
 - ii) Material Handling Equipments
- 8) Store Management** **Lectures – 10**

- a) Meaning & Objectives Of Store Management
- b) Functions Of Store Keeping
- c) Factors Affecting Location Of Stores
- d) Standardization Classification & Codification Of Materials
- e) Methods Of Valuation Of Stock
 - i) First In First Out (FIFO)
 - ii) Last In First Out (LIFO)
 - iii) Simple Average & Weighted Average
 - iv) Replacement Price Standard Price
 - v) Inflated Price, Actual Price & Base Stock Method.

9) Inventory Management

Lectures – 10

- a) Meaning, Nature & Importance Of Inventory
- b) Classification Of Inventories
- c) Abc Analysis, X-Y-Z Analysis, Vital-Essential-Desirable Analysis,
- d) Fast-Slow Moving-Non Moving Analysis
- e) High-Medium-Low Analysis
- f) Scarce-Difficult-Easy Analysis
- g) Seasonal-Off Seasonal Analysis
- h) Government
 - i) Open Market- Local Market- Foreign Market Analysis
 - ii) Inventory Control Techniques
 - iii) Various Stock Levels
 - (1) Medium Stock Level
 - (2) Maximum Stock Level
 - (3) Average Stock Level
 - (4) Reorder Level
 - (5) Danger Level
 - (6) Perpetual Inventory System

10) Productivity

Lectures – 6

- a) Meaning, Nature & Importance Of Inventory
- b) Productivity Improvement Techniques
- c) Productivity Indexes
- d) Productivity Measurement System
- e) Work Study – Meaning, Objective & Benefits Of Work-Study
- f) Work Measurement – Meaning, Objectives, Functions Of Work Measurement

g) Nature, Meaning & Objective Of Motion Study

11) **Quality Circles & Total Quality Management**

Lectures – 6

- a) Concepts Of Quality, Quality Control & Quality Assurance
- b) Steps For Quality Assurance
 - i) Specify Quality Norms
 - ii) Procedure & Methods
 - iii) Inspecting & Testing Of Quality
- c) Meaning & Importance Of Total Quality Management
 - i) Quality Principles
 - ii) Quality Defined-
 - iii) Costs Of Quality
 - iv) Organizational Wide Quality Management (TQM)
 - v) Contribution By Deming, Juran, Crosby, Ishikawa, Taguchi
- d) Concepts Of ISO 9000 – 9004, ISO Vis-A-Vis TQM
- e) Meaning & Objectives Of Quality Circles
- f) Process Of Designing Quality Circles
- g) Limitations Of Quality Circles

Reference Books

1. Production & Operation Management, S. A. Chunawalla & D. R. Patel, Himalaya Publishing House, Mumbai.
2. Production Management, Manoj Kumar Sarkar, Jaico Publishing House
3. Production & Operations, P Rama Murthy, Management, New Age International
4. Industrial Management – I, L. C. Jhamb & Savitri Jhamb, Everest Publishing House, Pune
5. Materials Management, K. Shridhara Bhat, Himalaya Publishing House, Mumbai
6. Production Planning & Control, L.C. Jhamb & Savitri Jhamb, Everest Publishing House, Pune
7. Purchasing & Inventory Control – K.S. Memon
8. Production & Operations Management, Adam Ee & Ebert, New Delhi, Prentice Hall Of India
9. Manufacturing Organization & Management, Amrine Harold T, Etc. Englewood Cliffs, New Jersey, Prentice Hall Of India
10. Modern Production Management, Elwood S Buffa, John Wiley, New York
11. Production & Operation Management, Chary S.N., Tata Mcgraw Hill, New Delhi
12. Purchasing & Materials Management, Dobler Donald W & Lee Lamar, Mcgraw Hill, New Delhi
13. Production & Operation Management, K. Aswathappa & K.Shridhara Bhat, Himalaya Publishing House, Mumbai

14. Production & Operations Management, G.R. Basotiya & N.K. Sharma, Mangal Deep Publishing House, Jaipur
15. Production & Operation Management, Nair, Banerjee & Agarwal, Pragati Prakashan, Meerut
16. Production Operations Management, Dr. B.S. Goel
17. Production Management, Dr. Verma & Agarwal, Delhi.



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Faculty of Commerce and Management

New Syllabus: **S.Y.B.COM.** (W.E.F. June -2009)

SEMESTER: IV

SUBJECT: 7(g) BUSINESS PROCESS OUTSOURCING

Optional Paper

80+20 Pattern: External Marks 80 +Internal Marks 20 = Maximum Total marks: 100

No. Of Lectures – 96

SECTION:I

1) Introduction To Business Process Outsourcing

Lectures 16

- a) The Concept & Definition Of Outsourcing
- a) Business Drivers And Anticipated Benefits
- b) The Offshore Advantage To The Outsourcing Principal
- c) Importance Of Concentrating On Core Competencies
- d) Business Process Improvement
- e) Business Process Management Versus Functional Management

- f) Back Office Outsourcing
- g) Types Of Outsourcing
 - i) Customer Service Outsourcing
 - ii) Accountancy Outsourcing
 - iii) Internal Audit Of Transactions Outsourcing
 - iv) Legal Outsourcing
 - v) Insurance And Banking Outsourcing
- h) Capturing The Total Financial Picture
- i) Differences Between Business Process Outsourcing & Outsourcing
- j) Process Re-Engineering
- k) Benefits Of **Bpo**
- l) Growth Drivers
- m) **Bpo** Models And Types Of Vendors

2) Introduction To Offshore Bpo

Lectures 16

- a) Introduction
- b) Evolution
- c) Global Information Technology Enabled Services (Ites) / **Bpo** Scenario
 - i) Business Process Management (Bpm),
 - ii) Business Process Outsourcing (Bpo) And Outsourcing In General,
 - iii) Six Sigma Certification,
 - iv) Data Flow Diagrams, Data Flow Diagram Components,
 - v) Activity Diagrams, Work Flow Design,
 - vi) Conceptual Business Architecture,
 - vii) Meaning Of Business Process Analysis
 - viii) Mapping Markets To Competitive Advantage And Outsourcing.
 - ix) Zero-Based Sourcing And Just-In-Time Sourcing,
 - x) Balanced Scorecard,
 - xi) Transformation Planning,
 - xii) Outsourcing Trends Across Business And Public Entities,
 - xiii) Establishing A Time-Deadline.
- d) Offshore **Bpo** Destinations
- e) Challenges Of Off Shoring
- f) **Bpo** Companies In India

3) Career Opportunities In Bpo Industries

Lectures 8

- a) Introduction

- b) Employment Opportunities
- c) Employee Structure In **Bpo** Company
- d) Future Employment Potential
- e) Skill Set Required For **Bpo**

4) Contact Center Bpo

Lectures 8

- a) Introduction
- b) Types Of Call Centers
- c) Functioning Of Call Centers
- d) Call Centers Technology
- e) Components And Working Of A Call Centers
- f) Issues And Problems
- g) Case Study Of Internet Global

Section - Ii

5) Engaging The Marketplace And Financial Considerations

Lectures 12

- a) Aligning Internal And External Requirements.
- b) Business Process Management,
- c) Control Of Capital Costs, Reducing Labour Cost, Establishing The Base Cost.
- d) Analyzing The Financials Of The Proposals.
- e) Developing A Full-Cost Model For The Transition.
- f) Project Cost Accounting/ Profitability,
- g) Project Cost Centre, Assessing And Minimizing Financial Risks,
- h) Activity Based Costing, Comparing Options And Making The Best Financial Decision.

6) Managing The Principal Relationship

Lectures 8

- a) Structure And Elements Of The Outsourcing Contract,
- b) How To Negotiate Effectively While Still Building Sustainable Relationships,
- c) Developing, Executing, And Monitoring The Transition Plan,
- d) Establishing Multi-Layer Organizational Links.
- e) Using Technology To Manage Outsourcing Relationships.
- f) Outsourcing Risk Management.
- g) Managing For Innovation.

7) Opportunities In Different Sectors

Lectures 20

- a) **Healthcare Bpos**
 - i) Structure Of Healthcare Sector
 - ii) Activity Profile

- iii) Future Trends And Threats
- iv) Case Study - Cbay Systems
- b) **Transaction Processing Bpo**
 - i) Elements Of Back-Office Services
 - ii) Financial Services
 - iii) Insurance
 - iv) Case Study - Datamatics / Hinduja Tmt
- c) **Human Resource Bpo**
 - i) Reasons For Outsourcing Human Resource
 - ii) Activities Involved In Human Resource Bpo
 - iii) Human Resource Outsourcing Trends
 - iv) Career In Human Resource Bpo
- 8) **Emerging Bpos**
- a) Media And Entertainment **Bpo**
- b) Publishing **Bpo**
- c) **Capturing Tomorrow's Opportunities**
 - i) Going Global, Knowing 'Why' And 'How'
 - ii) Anticipating Outsourcing's Next Waves.
 - iii) The Plug-And-Play Company.
 - iv) Competing In The Globally Outsourced Economy.

Lectures 8

Reference Books

1. Business Process Outsourcing, Sarika Kulkarni, Jaico Publishers
2. Business Process Outsourcing, V. Anandkumar, Subhashish Biswas, Sage Publication
3. Business Process Outsourcing - Indian Experience, Nitin Mehrotra, ICFAI, Hyderabad
4. Business Process Outsourcing - The Competitive Advantage, Rick L. Click, Thomas N. Duening, John Wiley & Sons, (ISBN 0471655775, 9780471655770)
5. Organizational Transformation Through Business Process : Sethi, V. And W.R. King.
6. Reengineering:Applying The Lessons Learned. New Jersey: Prentice Hall, 1998.
7. Business Process Outsourcing, : V. Anandkumar And Subhasish Biswas (Paperback), Sage Publication.
8. Business Process Outsourcing, Bpo :Structure And Chaos :V. Anandkumar Biswas And Subhasish, , Fun

