

Syllabus for M.Com (Banking & Insurance)

Course Name: Management & Organization Theory

Semester: IV

Course Code: 402

Marks Distribution: 20+80

- Unit- I: Organization characteristics- Types- Management: Nature, Arts, Science, Profession, functions and principles- Management skills, responsibility- Managerial values and ethics.
- Unit- II: Planning: Nature and Process- Decision making: Types, Rationality vs Social- Organizing: Steps- Organization Structure- Bases, Span of control, Delegation, Line and staff Controlling: Nature and process, Techniques, Resistance to change and requirements of good Control System: Staffing, functions.
- Unit: III; Evolution of Organizational Behavior: Nature, Development- Hawthome studies- Nature of individual- Personality and its Development, Personality factors influencing behavior- Perception: Meaning, Factors, Distortions and improving perceptual sensitivity- Attitude: Meaning, Formation, Positive attitude, Changing Attitude, Learning: Process, Cognitive vs Reinforcement, Learning.
- Unit: IV: Team Building: Nature, Reason, Developing and Managing effective teams- Conflicts: Nature, Types, reasons, Managing Conflicts- Stress Management: Reasons, effects and strategies- Time Management: Significance, Effective Utilization.
- Unit: V: Leadership: Nature, Basic styles of Leadership for emerging Organizations- Motivations: Nature, Financial and Non- Financial, Maslow is need Hierarchy and achievement Motivation- Communications & Skills: Nature and Process, Barriers, Language, Strategies, for effective interpersonal communication- Organizational Culture.

Text Books:

1. Wehrich Heinz, Cannice V Mark and Koontz, 2008 Management: A global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Cullen B John Praveen K Parboteeah, 2005. International Management. A Strategic Perspective, Cengage Learning India Pvt. Ltd. New Delhi.

Reference Books:

1. Draft L.Richard, 2006 The New Era of Management, Thomson Corporation, New Delhi.
2. Robbins P Stephen and Decenzo A David, 2006 Fundamentals of Management: Essential Concepts and Applications Pearson Education, New Delhi.
3. Sridhara Bhat, 2005 Management and Behavioral Process: Text and Cases, Himalaya Publishing House, Hyderabad.
4. Satya Raju, R and Parthasarathy, A 2005 Management: Text and Cases, Printice Hall of India Pvt. Ltd, New Delhi.
5. Hill WL Charles and Mc Shanel L Steven, 2008 Principles of Management, Tata Mc. Graw Hill Company Ltd. New Delhi.

Syllabus for M.Com (Banking & Insurance)

Course Name: Enterprise Resource Planning
Course Code: 403

Semester: IV
Marks Distribution: 20+10+70

1. Induction to ERP: Overview of ERP, MRP, MRP II and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP Market.
2. IS Models: Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl's Multiple Methodology, Critical Success Factors, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford), System Develop life cycle, Prototype and End User Computing, Application Packages, Outsourcing, Deciding Combination of Methods.
3. Business Process Re-Engineering (BPR): BPR process, Clean State Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR, Business Intelligence Systems- Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply chain Management, Best Practice in ERP.
4. ERP Modules: Finance, Accounting Systems, Manufacturing and Production Systems, Sales and Distribution Systems, Human Resources Systems, Plant Maintenance Systems, Materials Management Systems, Quality Management Systems, ERP System, Option and Selection, ERP Proposal Evaluation.
5. Benefits of ERP: Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilization, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Cost, Improved information, Accuracy and Design Making Capabilities.
6. ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP & IS.

Syllabus for M.Com (Banking & Insurance)

Course Name: Analysis of Financial Statements
Course Code: 404

Semester: IV
Marks Distribution: 80+20

Unit- I: Accounting Theory: Definition- Need- Scope- Functions and Limitations of Accounting- Inter-relationship among various branches of Accounting. Financial Accounting: Nature and functions- Accounting Concepts and conventions relevant to preparation of Financial Statements- Accounting Standards.

Unit- II: Analysis and Interpretation of Financial Statements:
Meaning and Types of Financial Statements- Formats of the Income Statement and the Balance Sheet- Nature of Financial Statements- Limitations of Financial Statements- Analysis and Interpretation of Financial Statements- Types of Financial Analysis- Steps involved in Financial Statement Analysis- Tools of Financial Analysis. (Problems)

Unit- III: Ratio Analysis for Analyzing Financial Statements:
Meaning of Ratio Analysis- Classification of Ratios- Profitability Ratios- Liquidity Ratios- Turnover Ratios- Financial Ratios- Advantages of Ratio Analysis – Limitations of Accounting Ratios- Computation of Items of Financial Statements- DU Point Control Chart- Capital Gearing- Inter-firm and Intra-firm Comparison. (Problems)

Unit- IV: Statement of Changes in Financial Position:
Funds Flow Statement: Need- Meaning- Uses- Differences between Funds Flow Statement and Income Statement- Preparation of Funds Flow Statement- Is Depreciation a Source of Funds? (Problems)
Cash Flow Statement: Meaning- Uses- Preparation of Cash Flow Statement- Difference between Cash Flow Analysis and Funds Flow Analysis- Uses of Cash Flow Statement- Cash Forecasts (Problems)

Unit- V: Current Issues in Financial Reporting:
Impact of Inflation on Profit Measurement- Human Resources Accounting- Social Accounting.

Reference Books:

1. S.N. Maheshwari, "Management Accounting and Financial Control", Sultan Chand & Sons, New Delhi.
2. Subhash Sharma & M P Vithal, "Financial Accounting for Management- Text and Cases", Macmillan India Limited, Delhi.
3. P C Tulsian, "Financial Accounting", Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. R Narayanaswamy, "Financial Accounting", Prentice Hall of India, New Delhi.

Syllabus for M.Com (Banking & Insurance)

Course Name: Business Processing Re-Engineering and Quality Management Semester: IV

Course Code: 405 Marks Distribution: 80+20

Unit:- I: Business Processing Re-thinking- Business Process Re-engineering- Introduction, Steps in Re-engineering Process- Phases, in Re-engineering Programme.

Unit:-II: Process Redesign- Business Process Re-engineering and information Technology- Hurdles in Business Process Re-engineering Implementation- Success of Business Process Re-engineering.

Unit:- III: Concept of Quality Management- Meaning for Quality- Impact of Quality Management in Business and Commerce- Quality Assurance- Statistical Quality Control- Total Quality Management- Recent Trends in Quality Management – Role of bench marking, and business process engineering in TQM.

Unit:- IV Continuous improvement and Kaizen- Quality Function Development- Quality Circles and Quality improvement Teams- Administrative Functions of TQM-Quality Policy- Quality Manual- Mission Statement

Unit:- V: Models for achieving TQM- Zero Defects- Six Sigma Motorola System- Defect Prevention System- Quality Criteria Based on Deeming Prize- European Quality Award and Malcolm Balding Award- Quality System and Quality Certification- ISO 9000 Standards- ISO 14000 Standards.

Reference Books:

1. The Benchmarking Management Guide- American Productivity and Quality Centre, Productivity Press, USA 1993.
2. Beyond TQM- Flood, R L John Wiley & Siobns, England 1994.
3. The TAM Movement- Helga Drummond, UBSPBD, New Delhi, 1995.
4. Total Quality Management for Engineers- Mohammed Zairi.
5. Re-engineering the Organisation- American Management Association, New Youk, 1994.
6. Michael Hammer & James Champy, Re-engineering the Corporation.