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UNIVERSITY OF DELHI

SCHEME OF EXAMINATION

AND

COURSES OF READING

FOR

B.COM. (HONS.) COURSES

1. Part I Examination, 1997
2. Part II Examination, 1998
3. Part III Examination, 1999

UNATTESTED COPY

Officer-on-Special Duty,
Publication Division
University of Delhi

Syllabus applicable for the students seeking admission to B.Com. (Hons.) Course in the academic year 1996-97

COMPLIMENTARY COPY

Revised Scheme of Examination and Courses of Reading for B.Com. (Hons.) Examination

For Admission of July, 1996

PART-I EXAMINATION, 1997
Ist Year (Part-I)

		Max. Marks	*Duration (Hours)*
Paper	I – Modern Business Organisation	50	2
Paper	II – Financial Accounting	50	2
Paper	III – Micro Economics – Theory and Application-I	50	2
Paper	IV – Business Statistics	50	2
Paper	V – Business Law	50	2
	Total	250	
	Two Subsidiary Papers	200	3

PART-II EXAMINATION, 1998
2nd year (Part-II)

		Max. Marks	*Duration*
Paper	VI – Management Concepts & Practices	50	2
Paper	VII – Corporate Accounting	50	2
Paper	VIII – Micro Economics-Theory and Application-II	50	2
Paper	IX – Business Mathematicss	50	2
Paper	X – Company Law	50	2
Paper	XI – Income Tax	50	2
	Total	300	
Paper	One Subsidiary Paper	100	3

PART-III EXAMINATION, 1999
(3rd year) Part-III

		Max. Marks	*Duration (Hours)*
Paper	XII – Macro Economics	50	2
Paper	XIII – Problems of Indian Economy	50	2
Paper	XIV – Cost Accounting Principles & Methods	50	2
Paper	XV – Cost Analysis and Control	50	2
Paper	XVI – Auditing	50	2
Paper and Paper	XVII – Optional group consisting of two papers XVIII	50 each 50 each	2 each 2 each
	Total	350	

Optional Groups :

A – Business Data Processing

(i) BDP I-Computer Fundamentals, Software Application & Development

(ii) BDP II-Practical Application and Programme Development

B – Financial Management & Tax Planning

(i) Financial Management

(ii) Direct Tax Planning & Management

C – Banking & Financial Systems

(i) Banking & Finance

(ii) Indian Financial System

D – Marketing & Human Resource Management

(i) Marketing Management

(ii) Human Resource Management

NOTE :

1. Candidates admitted to B.Com.(Hons.) Part-I in 1994 and qualifying for B.Com.(Hons.) Part-II in 1996 shall have to study Paper I : Modern Business Organisation in lieu of Paper VI : Management Concepts and Practices, as these candidates have already studied Management in their Part I curriculum in 1994-95.

2. Candidates appearing at the B.Com.(Hons.) Part-I, II, III examinations shall be permitted to make use of simple calculators having the functions of addition, subtraction, multiplication and division, square and square roots only.

3. A College shall oridinarily provide not more than two optional groups.

Courses of Reading

B.Com.(Hons.) Part-I : Examination, 1997

PAPER I – MODERN BUSINESS ORGANISATION

Duration : 2 Hours Max. Marks : 50

I. Introduction

Concept, nature and scope of Business. Business as a System. Business and Environment Interface.

Business Objectives : Profit Maximisation vs. Social Responsibility of Business.

Business Ethics and Values. (8 periods)

II. Business Enterprises

Entrepreneurship – Concept and nature. Location of Business Enterprise. Government Policy on Industrial Location.

Choice of a Suitable Form of Business Organisation. Promotion of a Corporate Enterprise.

Business Growth Strategies – Modernisation, Diversification, Forward and Backward Integration. Joint Ventures and Mergers.

Small Business – Rationale and Government Policies.

Government and Business Interface – Rationale for and forms of Government in Business.

Multinationals : Concept and Role. Indian Transnational Corporations. Foreign Transnational Corporations. International Business Risk.

Business Combinations : FICCI, CII, AIMO (20 periods)

III. Finance Function

Financial Planning. Capital Structure. Sources of Finance. Stock Exchange : Functions and Basic Terminology, Trading. Role of SEBI.

(12 periods)

IV. Productions Function

– Production Planning and Control. Plant layout. Productivity. Quality Control. TQM, ISO 9000 Series. (8 periods)

V. Marketing Function

Marketing Mix. Product Planning and Development. Pricing, Promotion, Advertising and Personal Selling. Channel Decisions.

(12 periods)

VI. Human Resource Function

Human Resource Management : Objectives and Functions.

Industrial Relations : Trade Unionism. Workers' Participation. Collective Bargaining. (15 periods)

SUGGESTED READINGS

1. Steiner, George A. *Business and Society.*
2. Richard, H. Buskirk, Donald, J. Green, William C. Rodgers, *Concepts of Business : An Introduction to Business System.*
3. Bewan, Howard R., *Social Responsibilities of Business.*
4. Ownes, R.N., *Business Organisation and Combination.*
5. Singh, B.P. and Chabbra, T.N., *Business Organisation and Management*, Dhanpat Rai & Sons, Delhi, 1994.
6. Y.K. Bhushan, *Business Organisation and Management*, Sultan Chand, New Delhi, 1992
7. C.B. Gupta, *Business Organisation*, National Publishers, New Delhi, 1992
8. R.K. Lele and J.P. Mahajan, *Business Organisation*, Pitamber Publishing, New Delhi, 1990.
9. Moshal, B.S., *Business Organisation*, Mcmillan, New Delhi.

Paper–II – FINANCIAL ACCOUNTING

Duration : 2 Hours Max . Marks:50

A. Conceptual Framework

i) Nature and scope of accounting information.

ii) Recording of business transactions – traditional and accounting equation approaches.

iii) Generally accepted accounting principles (GAAPs).

iv) Development of accounting standards in India.

v) Bases of accounting – Accrual and cash.

vi) Capital and revenue items.

vii) Use of computer in accounting.

B. **Income Measurement**

i) Accounting concept of income.

ii) Recognition of revenues and expenses – familiarity with Accounting Standard 9 (ICAI).

iii) Depreciation accounting – objectives, choice of methods (Straight line, Diminishing balance and sinking fund), familiarity with Accounting Standard 6 (ICAI)

iv) Inventory valuation, familiarity with Accounting standard - 2 (ICAI)

C. **Final accounts** (a) Non-profit organisations and (b) from incomplete records.
Accounting for dissolution of partnership firm, including insolvency, sale of business to a company, piece-meal distribution.

D. **Accounting for Hire-purchase transactions** and

E. **Branch accounts excluding foreign branches.**

SUGGESTED READINGS :

1. Anthony, R.N., and Reece, J.S., *Accounting Principles,* Richard D. Irwin, Inc, 1989.
2. Gupta, R.L., and Radhaswamy, M., *Financial Accounting,* Sultan Chand and Sons, New Delhi, 1994.
3. Maheshwari, S.N., *Financial Accounting,* Vikas Publishing House, New Delhi, 1994.
4. Monga, J.R., Ahuja, Girish; and Sehgal, Ashok, *Financial Accounting,* Mayur Paper Backs, Noida, 8th ed., 1994.
5. Shukla. M.C.; Grewal, T.S.; and Gupta, S.C., *Advanced Accounts,* S.Chand & Co., New Delhi, 1995.
6. *Compendium of Statements and Standards of Accounting,* The Institute of Chartered Accountants of India, New Delhi, 3rd ed., 1993.
7. Horngren, Charles T., and Harrison Jr. Walter T., *Accounting,* Prentice-Hall, Englewood Cliffs, New Jersey, 1993.

Paper III – MICROECONOMIC THEORY AND APPLICATIONS-I

Duration : 2 Hours Max. Marks : 50

1. **Introduction:** Basic problems of an economy; Working of price mechanism. 5

2. **Theory of Consumer Behaviour**: Cardinal utility approach. Ordinal utility approach. Indifference curves and consumer's equilibrium. Price, income and substitution effects. Complements and substitutes. Elasticity of substitution. Giffen's paradox. PCC, ICC and Engel's law. Derivation of demand curve. Revealed preference hypothesis.
Applications : Effects of taxes; subsidies; Price and non-price rationing; Income – leisure trade off. 16

3. **Elasticity of Demand** : Concept and measurement of elasticity of demand. Price, Income and Cross price elasticity of demand. Average revenue, marginal revenue and elasticity of demand. Determinants of elasticity of demand, importance of elasticity of demand. 8

4. **Production on Function** : Law of variable proportions. Isoquants. Economic regions and optimum combination of factors. Expansion path. Returns to scale. Internal and external economics and diseconomices. 10

5. **Theory of Costs**: Short-run and long-run cost curves-traditional and modern approaches. 8

6. **Market Structures**: Market structures and business decisions. Objectives of a business firm. 5

7. **Perfect Competition** : Profit maximisation and equilibrium of firm and industry. Short-run and long-run supply curves. Price and output determination.
Applications – Break even point. Fixed cost and shut down situations. Price controls. Minimum support price and income stablisation in agriculture. Stable and unstable equilibrium. Cob-Web-theorem. 12

8. **Monopoly** : Determination of price under monopoly. Equilibrium of a firm. Comparison of perfect competition and monopoly. Multiplant monopoly. Price discrimination.

Applications : Incidence of commodity and lump-sum taxes. Marginal cost pricing. Peak-load pricing. 11

SUGGESTED READINGS

1. John. P. Gould, Jr. and Edward P. Lazear, *Micro-economic Theory* (Sixth edition, 1993), Chs. 1 to 11.
2. Edgor K. Browning and Jacquelence M. Browning, *Microeconomic Theory and Applications* (Third Edition, 1989), Chs. 1 to 4, 6 to 12.
3. Donald S. Watson and Malcolm Getz, *Price Theory and Its Uses* (Fifth Edition, 1995), Chs. 1 to 17.
4. Jack Hirschleifer and Amihai Glazer, *Price Theory and Applications (Fifth Edition, 1993), Chs. 1 to 8.*
5. A. Koutsoyiannis, *Modern Microeconomics* (Second Edition, 1979), Chs. 1 to 6.
6. Richard G. Lipsey, *An Introduction to Positive Economics* (Seventh Edition, 1989), Chs. 4 to 10, 13, 14 and 16 to 20.
7. Hal R. Varian, *Intermediate Microeconomics – A Modern Approach* Chs. 1 to 10, 15, 16, 18 to 24.

PAPER IV – BUSINESS STATISTICS

Duration : 2 Hours Max. Marks : 50

Notes : (i) Proofs are not required.

(ii) Emphasis shall be on business applications.

Analysis of Univariate Data

Construction of frequency distributions. Descriptive statistics including measures of central tendency and partition values, measures of variation, skewness and kurtosis. Moments.

Analysis of Bivariate Data

Simple correlation and simple regression analysis.

Index Numbers

Meaning and uses. Methods of construction of price and quantity index numbers. Tests of adequacy of index numbers. Chain-base index numbers. Base shifting, splicing and deflating. Consumer price index numbers.

Analysis of time series

Components of time series. Additive and multiplicative models of analysis. Determination of trend – Moving Averages method and Method of least squares including linear, second degree, parabolic and exponential trend. Calculation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving averages and link relatives methods.

Theory of Probability

Approaches to probability. Addition and Multiplication laws of probability. Conditional probability. Bayes' Theorem. Expectation and Variance of a random variable.

Statistical Decision Theory

Use of probability in decision-making. Pay-off and regret matrices. Criteria of decision-making, including expectation criterion (excluding Bayesian analysis) and calculation of EVPI.

Probability Distributions

Binomial, Poisson and Normal distributions.

SUGGESTED READINGS

1. Ya-Lun Chau, *Statistical Analysis with Business and Economic Applications* (Holt, Rinehart & Winster).
2. Lewin and Rubin *Statistics for Management*, 6th ed., (Prentice-Hall of India, New Delhi).
3. Croxton, F.E., and D.J. Cowden, *Applied General Statistics.*
4. Gulshan, S.S. and M.P. Gupta, *Practical Statistics*
5. Hooda, R.P., *Statistics for Business and Economics,* 1993. (Mac Millan).
6. Gupta C.B., *Statistical Methods*, (Vikas Publishing House).

7. Gupta, S.C., *Fundamentals of Statistics* (Himalaya Publishing House)
8. Gupta, S.P., *Statistical Methods,* (Sultan Chand & Sons).
9. Kakkar, N.K. and N.D. Vohra, *Statistics—An Introductory Analysis*
10. Lapin, L., *Statistics for Modern Business Decisions* (Harcourt Brace Jovanovich).
11. Richard I. Levin, *Statistics for Management* (Prentice-Hall of India).
12. Sancheti, D.C. and V.K. Kapoor, *Statistics* (Sultan Chand & Sons).
13. Chandan, J.S., J. Singh and Khanna, K.K., *Business Statistics.*
14. Spiegel. R.M., *Theory and Problems of Statistics* (Schaum Series).
15. Vohra, N.D., *Quantitative Techniques in Management* (Tata McGraw Hill Publishing Co.).
16. Nagar, K.N., *Sankhyiki Ke Mool Siddhant* (Meenakshi Prakashan, Meerut).
17. Gupta, O.P., P.K. Mittal and M.P. Gupta (eds.) *An Encyclopedic Dictionary of Statistics* (3 Vol). (Anmol Publications, New Delhi).

Paper V – BUSINESS LAW

Duration : 2 Hours Max. Marks : 50

Objective : The objective of the course is to impart basic knowledge of the important business laws alongwith relevant case law.

Course Contents:

1. *The Indian Contract Act, 1872*
2. *The Sale of Goods Act, 1930*
3. *The Indian Partnership Act, 1932*
4. *The Negotiable Instruments Act, 1881* : (Kinds and characteristics of Negotiable Instruments; Holder and Holder-in-Due course; Privileges of Holder-in-due-course; Negotiation and Indorsement; Crossing of Cheques and Types of Crossing; Bouncing of Cheques.)

SUGGESTED READINGS:

1. T.R. Desai, *Indian Contract Act, Sale of Goods Act and Partnership Act,* S. C. Sarkar & Sons Pvt. Ltd., Calcutta, 1994.

2. J.S. Khergamwala, *The Negotiable Instruments Act,* N.M. Tripathi Pvt. Ltd., Bombay, 1990.
3. Avtar Singh, *The Principles of Mercantile Law,* Eastern Book Company, Lucknow, 1992.
4. M.C. Kuchhal, *Business Law,* Vikas Publishing House Pvt. Ltd., New Delhi, 1994.
5. Maheshwari & Maheshwari, *Business Law,* National Publishing House, New Delhi 1988.
6. N.D. Kapoor, *Business Law,* Sultan Chand & Sons, New Delhi, 1993.
7. S.P. Iyengar and B.K. Goyal, *Business Law,* R. Chand & Co., New Delhi, 1992.
8. O.P. Gupta, *Business Law,* Sahitya Bhawan, Agra, 1991.
9. S.B. Saxena & M.P. Gupta, *Business Law,* Har-Anand Publishers, New Delhi, 1994.

B.Com. (Hons.) Part-II : Examination, 1997

PAPER VI – MANAGEMENT CONCEPTS AND PRACTICES

Duration : 2 Hours Max. Marks : 50

Unit

I Introduction

Concept, Nature, Process and Significance of Management. Managerial Roles (Mintzberg).

An Overview of Functional areas of Management.

Development of Management Thought : Classical, Neo-classical, Systems and Contingency Approaches.

II Planning

Concept, Process and Types. Decision-making concept and process. Bounded rationality. Management by objectives. Corporate Planning : Environment analysis and Diagnosis, Strategy Formulations.

III Organising

Concept, nature, process and significance. Authority and responsibility relationships – Delegation, Decentralisation. Departmentation basis and formats (Project and Mart)

Formal and Informal Organisations

IV Motivating and Leading People at Work

Motivation – concept. Theories – Maslow, Herzberg, McGreggor and Ouchi.

Leadership – concept, styles, Leadership Continuum (Tannenbaum and Schmidt). Likert's System 4 Management.

Communication – nature, process, networks and barriers.

Effective Communication.

V Managerial Control

Concept and Process, Effective Control System. Techniques: Traditional, Modern. PERT and CPM.

VI Management of Change

Concept, nature and process of planned change. Resistance to change. Emerging horizons of management in changing environment.

SUGGESTED READINGS

1. Peter F. Drucker, *The Practice of Management.*
2. Weihrich and Koontz, *Management : A Global Perspective.*
3. Robert Y. Durand, *Business Organisation, Management and Responsibilities.*
4. Fred Luthans, *Introduction to Management.*
5. Louis A. Allen, *Management and Organisation.*
6. Cleland, David I., and Kind, William R., *Systems Organisation and Management.*
7. Ansoff, H.I. *Corporate Strategy.*
8. Hampton, David R., *Modern Management.*
9. Duncan, W. Jack, *Essentials of Management.*
10. Fulmer, Robert M., *The New Management.*
11. McFarland, Dalton E., *Management : Foundations and Practices.*
12. B.P. Singh and T.N. Chhabra, *Management Concepts and Practice,* Dhanpat Rai, New Delhi, 1994.
13. C.B. Gupta, *General Management,* Sultan Chand, New Delhi, 1994.
14. Stoner and Freeman, *'Management'* 5th ed., Prentice-Hall of India, New Delhi.

Paper VII – CORPORATE ACCOUNTING

Duration : 2 Hours Max. Marks: 50

1. Issue, forfeiture and re-issue of shares. Redemption of preference shares. Issue and redemption of debentures.
2. Final accounts excluding computation of managerial remuneration. Disposition of profit.
3. Valuation of goodwill and shares.
4. Amalgamation, absorption and reconstruction of companies, excluding inter-company holdings and re-construction schemes.

5. Consolidated balance sheets of holding companies with one subsidiary only.

6. Statement of changes in financial position: Cash basis and Working capital basis, familiarity with AS-3.

7. Ratio Analysis : Objectives and interpretation : Liquidity, solvency, activity and profitability ratios.

SUGGESTED READINGS

1. Gupta, R.L. and Radhaswamy, M., *Company Accounts*, Sultan Chand and Sons, New Delhi. (Latest edition)

2. Maheshwari, S.N., *Corporate Accounting*, Vikas Publishing House, New Delhi, 1994.

3. Monga, J.R.; Ahuja, Girish; and Sehgal, Ashok, *Financial Accounting*, Mayur Paper Backs, Noida, 1993.

4. Moore, C.L. and Jaedicke R.K. *Managerial Accounting*, South-Western Publishing Co., Cincinnati, Ohio, Sixth Edition, 1984.

5. Shukla, M.C. Grewal, T.S. and Gupta, S.C., *Advanced Accounts*, S. Chand & Co., N. Delhi, 1995.

Paper VIII – MICROECONOMIC THEORY AND APPLICATIONS-II

Duration : 2 Hours Max. Marks: 50

1. **Monopolistic Competition :** Product differentiation. Selling costs. Price and output determination under monopolistic competition. Comparison with perfect competition. Excess capacity under monopolistic competition.

2. **Oligopoly** : Market structures. Interdependence and indeterminateness in pricing and output. Cournot's model. Chamberlin's model. Kinked demand curve model. Price leadership and sales maximisation models. Prisoner's Dilemma and oligopolistic behaviour.
Applications : Cartels. Economic warfare.

3. **Factor Pricing** : Marginal productivity theory and demand for factors. Nature of supply of factor inputs. Determination of wage rates under perfect competition and monopsony. Exploitation of labour and trade unionism. Rent and quasirent. Profit.
Applications : Effects of minimum wage law. Urban land value. Rent control.

4. **General Equilibrium and Economic Welfare** : General equilibrium of production and exchange. Edgeworth's Box Diagram. Production possibility frontier. Economic efficiency and the notion of optimality. Market failures and public goods.

5. **International Trade** : The comparative costs theory. Hackscher-Ohlin trade theory. Gains from trade. International trade and factor prices.

SUGGESTED READINGS

1. John P. Gould and Edward B. Lazear, *Microeconomic Theory* (1993), Chs. 12 to 17.

2. Edgar K. Browning and Jacquelene M. Browning, *Microeconomic Theory and Applications* (1989), Chs. 13 to 15, 17, 18.

3. Donald S. Watson and Malcolm Getz, *Price Theory and Its Uses* (1995), Chs. 18 to 23.

4. Jack Hirchleifer and Amihai Glazer, *Price Theory and Applications* (1993), Chs. 8-12.

5. A. Koutsoyiannis, *Modern Microeconomics* (1979), Chs. 8, 9, 10.

6. Richard G. Lipsay, *An Introduction to Positive Economics* (1989), Chs. 21 to 23, 25 to 29.

7. Alfred W. Stonier and Douglas C. Hague, *A Text book of Economic Theory* (Latest edition).

8. Bo Sodersten and Geoffrey Beed, *International Economics* (Third edition), Chs. 1, 3, 4, 5.

PAPER IX – BUSINESS MATHEMATICS

Duration : 2 Hours Max. Marks:50

NOTE : Emphasis will be on applications to Business and Economic situations.

1. **Calculus** (Problems and theorems involving trigonometrical ratios are not to be done).

   Limits and Continuity : Concept of limit. Concept of continuity at a point and over an interval.

   Differentiation : Concept of differentiation. Rules for differentiation – simple standard forms without Leibnitz rule.

   Partial Differentiation : Partial derivatives up to second order. Homogeneity of functions and Euler's theorem. Total differentials. Differentiation of implict functions with the help of total differentials.

   Maxima and Minima : Cases of one variable involving second or higher order derivatives. Cases of two variables involving not more than one constraint.

   Integration : Integration as anti-derivative process. Standard forms. Methods of integration – by substitution, by parts and by use of partial fractions. Definite integration. Finding areas in simple cases.

2. **Matrices and Determinants** : Definition of a matrix. Types of matrices. Algebra of matrices. Properties of determinants. Calculation of values of determinants upto third order. Adjoint of a matrix. Elementary row operations. Finding inverse of a matrix through adjoint and elementary row operations. Solution of system of linear equations having unique solution and involving not more than three variables.

3. **Linear Programming** : Formulation of LPP

   Graphical Method of Solution : Problems relating to two variables including the case of mixed constraints. Cases having no solution, multiple solutions, unbounded solution and redundant constraints.

   Simplex Method : Solution of problems with upto three variables, including the cases of mixed constraints. Duality.

4. **Compound interest and Annuities Certain** : Different types of interest rates. Concept of present value and amount of a sum. Types of annuities. Present value and amount of an annuity including the case of continuous compounding. Valuation of simple loans and debentures. Problems relating to sinking funds.

SUGGESTED READINGS

1. Allen, R.G.D. — *Basic Mathematics,* (Macmillan and Co. Ltd.)
2. Budnick, P. — *Applied Mathematics* (McGraw Hill)
3. Dowling, E.T. — *Mathematics for Economists* (Schaum Series, McGraw Hill)
4. Mizrahi and Sullivan — *Mathematics for Business and Social Sciences* (John Wiley and Sons)
5. Loomba, Paul — *Linear Programming* (Tata McGraw-Hill Publishing Co. Ltd., New Delhi)
6. Vohra, N.D. — *Quantitative Techniques in Management* (Tata McGraw Hill Publishing Co.)
7. Bindra Prasad and P.K. Mittal — *Fundamentals of Business Mathematics* (Har-Anand Publications, New Delhi)
8. Soni, R.S. — *Business Mathematics* (Pitamber Publishing House)
9. Kapoor, V.K. — *Business Mathematics* (Sultan Chand & Sons)

Paper X – COMPANY LAW

Duration : 2 Hours Max. Marks: 50

Objective : The Objective of the course is to impart basic knowledge of the provisions of the Companies Act, 1956 alongwith relevant case law.

Course Contents

The Companies Act, 1956 (excluding provisions relating to accounts and Audit-Sections 209-234A; Managing Agents and Secretaries and Treasurers – Sections 324-388E; Arbitration, Compromises, Arrangements and Reconstructions – Sections 389-396)

SUGGESTED READINGS

1. L.C.B. Gower, *Principles of Modern Company Law,* Stevens & Sons, London, 1992.
2. A. Ramaiya, *Guide to the Companies Act,* Wadhwa & Co., Nagpur, 1995.
3. Avtar Singh, *Company Law,* Eastern Book Co., Lucknow, 1991.
4. M.C. Kuchhal, *Modern Indian 'Company Law',* Shri Mahavir Book Depot, Delhi, 1994.
5. Maheshwari and Maheshwari, *Company Law,* Mayoor Paper Backs, Noida, 1990.
6. N.D. Kapoor, *Elements of Company Law,* Sultan Chand & Sons, New Delhi, 1994.
7. A.K. Bagrial, *Company Law,* Vikas Publishing House Pvt. Ltd., New Delhi, 1993.

PAPER XI – INCOME TAX

Duration : 2 Hours Max. Marks: 50

Basic concepts : Income, agricultural income, assessee, assessment year, previous year, gross total income, total income.

Basis of charges : Residence and tax liability, exempted income.

Heads of income : Salaries, Income from house property, Profit and gains of business or profession, Capital gains, Income from other sources.

Income and tax computation : Aggregation of income and set-off and carry forward of losses, deduction from gross total income, Computation of total income and tax liability of an individual, H.U.F. and firm.

Procedure : Assessment procedure, advance payment of tax and deduction of tax at source.

SUGGESTED READINGS

1. Singhania V.K., *Students' Guide to Income Tax* (Current edition), Taxmann, Delhi.
2. Prasad, Bhagwati, *Income Tax Law & Practice* (Latest relevant financial year), Wiley Publication, New Delhi.
3. Lal, B.B., *Income Tax Law & Practice* (Latest relevant financial year), Konark Publication, New Delhi.
4. Mehrotra, H.C., *Income Tax Law & Accounts* (Latest relevant financial year), Sahitya Bhawan, Agra.
5. Dinker Pagare, *Income Tax Law and Practice* (Sultan Chand & Sons, New Delhi)
6. Chandra, Mahesh, Goyal, S.P. & Shukla, D.C., *Income Tax Law & Practice,* Pragati Prakashan, Delhi.
7. *Income Tax Act, 1961.*

Paper XII – MACROECONOMICS

Duration : 2 Hours | Max. Marks : 50

Periods allotted 75

1. **Introduction** : Basic Concepts : Macroeconomics and Microeconomics. Circular flow of income. Partial equilibrium and general equilibrium. An overview of the classical theory. 5

2. **Product Market** : National income determination (a) Saving and investment approach; (b) Aggregate demand and aggregate supply approach. The Consumption function. Multiplier-static, dynamic. 12

3. **Money Market** : Nature, functions and forms of money. Theory of money supply. Deposit multiplier. Demand for money, Keynesian, Post-Keynesian and Modern Quantity Theory of Money explanations. The classical and liquidity preference theories of rate of interest. 18

4. **Capital Market** : The investment function – marginal efficiency of investment. 6

5. **Market integration** : The two market equilibrium-IS-LM approach. 4

6. **Inflation** : Theories of inflation (a) Monetarist approach; (b) Keynesian theory. Demand-pull, cost push and structural theories. Wage-price spiral. Effects of inflation. Phillip curve. Stagflation. Deflation. 10

7. **Macroeconomic Policy** : Monetary and fiscal policies as stabilization measures. Liquidity trap. Budget multiplier and foreign trade multiplier. 8

8. **Foreign Exchange** : Foreign exchange markets. Determination of exchange rates. Balance of Payments (BoP). Disequilibrium in BoP. Exchange rate adjustments and other measures to restore BoP equilibrium.

SUGGESTED READINGS

1. Thomas F. Dernberg, *Macroeconomics* (Seventh Edition), Chs. 1 to 13.

2. Edward Shapiro, *Macroeconomic Analysis* (latest edition).

3. Dornbush and Fisher, *Macroeconomics* (Sixth Edition), Chs. 1 to 8, 11 to 13, 16 to 20.

4. Branson, *Macroeconomic Theory and Policy* (Latest edition), Chs. 1 to 17.

5. Suraj B. Gupta. *Monetary Economics* (Latest Edition)

6. Bo. Sodurston and Geoffrey Reed. *International Economics*, Third Edition, 1994, Ch. 23, 24, 27, 28, 29.

Paper XIII – PROBLEMS OF THE INDIAN ECONOMY

Duration : 2 Hours | Max. Marks : 50

Periods allotted 75

1. **Issues in Development Planning** 40

   (i) Economic growth and economic development 3

   (ii) Nature of the Indian economy 3

   (iii) National income trends 3

   (iv) Strategy for development and sustainable growth 3

   (v) Self-reliance, modernisation and structural adjustment 6

   (vi) Issues in development – population, poverty, unemployment and inequality 12

   (vii) Resource mobilisation and fiscal policies 6

   (viii) Inflation and price control 4

2. **Sectoral Analysis of the Indian Economy** 35

(A) **Domestic Sector**: (i) Agricultural production and productivity. Land Reforms. Technological change in Indian agriculture. 8

(ii) Industrial development. Industrial Policy. Role of public sector. Small and cottage industries.

(B) **External Sector** : (i) Trends in India's exports and imports Composition and direction. Import and export policies. India's balance of payments – problems and prospects. 10

(ii) Foreign capital flows. India and the world economy.

SUGGESTED READINGS

1. Bimal Jalan (ed). *The Indian Economy* (1992).
2. E.B. Lucas and Gustav F. Papanek (eds.) *The Indian Economy* (1988).
3. Tapas Majumdar (ed), *Nature, Man and the Indian Economy* (1993).
4. P.R. Brahmananda and V.R. Pancha Mukhi (eds.) *The Development Process of the Indian Economy* (1987).
5. *India-Year Book* (Latest edition), National Publishing House, Delhi.

Paper : XIV – COST ACCOUNTING – PRINCIPLES AND METHODS

Duration : 2 hours Max. Marks : 50

Contents **Periods**

1. **Introduction**

Nature and scope of Cost Accounting, Cost concepts and classifications; Methods and techniques; Installation of costing system 5

2. **Accounting for Materials**

Material Control; Concept and Techniques; Pricing of Material issues; Treatment of Material losses 10

3. **Accounting for Labour**

Labour Cost Control Procedure; Labour Turnover; Idle Time and Overtime; Methods of Wage Payment-Time and Piece Rates 5

4. **Accounting for Overhead**

Classifications, Departmentalisation; Absorption of Overhead; Determination of Overhead Rates; Under and Over Absorption and its Treatment 15

5. **Cost Ascertainment**

Unit Costing, Job, Batch and Contract Costing; Operating Costing; Process Costing excluding inter-process Profits, Joint and By Products 25

6. **Cost Records**

Integral and Non-Integral Systems; Reconciliation of Cost and Financial Accounts 15

SUGGESTED READINGS

1. S.N. Maheshwari & S.N.Mittal, *Cost Accounting – Theory and Problems* – Shri Mahaveer Book Depot.
2. M.N. Arora, *Cost Accounting – Principles and Practice*, Vikas
3. Man Mohan, *Principles of Cost Accounting*, Mayoor Paperbacks
4. Nigam and Sharma, *Cost Accounting*, Himalaya
5. Jawahar Lal, *Cost Accounting*, Tata Mcgraw Hill
6. Jain & Narang, *Cost Accounting*, Kalyani
7. Nigam, Narang and Sehgal, *Cost Accounting*, S. Chand & Co.
8. Aiyengar, S.P., *Cost Accounting*, Sultan Chand & Sons, New Delhi

REFERENCE BOOKS

1. Matz, Curry & Frank, *'Cost Accounting'*.
2. Wheldon, *'Cost Accounting'*.

3. Horngren, Charles T., Foster and Datar, *Cost Accounting—A Managerial Emphasis*, 8th ed., Prentice-Hall of India, New Delhi.

4. Decoster, Don. T. and Schafer, Eldov L., *'Management Accounting—A Decision Emphasis'*.

Paper XV – COST ANALYSIS AND CONTROL

Duration : 2 hours Max. Marks. 50

Contents **Periods**

1. **Basic Concepts**

   Relevant Costs for Decision Making; Cost Control and Cost Reduction 5

2. **Absorption and Marginal Costing**

   Distinctive Features and Income Determination 5

3. **Cost–Volume– Profit Analysis**

   Break-Even Analysis; Key Factor; Decisions Involving Alternative Choices—Make or Buy; Change of Product Mix, Pricing, Exploring New Markets 25

4. **Budgeting for Profit Planning and Control**

   Meaning of Budget and Budgetary Control, Objectives, Merits and Limitations, Types of Budgets, Fixed and Flexible Budgeting; Control Ratios; Zero Base Budgeting; Responsibility Accounting 15

5. **Standard Costing and Variance Analysis**

   Meaning of Standard Cost and Standard Costing; Advantages and Application; Variance Analysis—Material, Labour and Overhead (two-way analysis); Variances 25

SUGGESTED READINGS

1. S.N. Maheshwari and S.N.Mittal, *Cost Accounting-Theory and Problems,* Shri Mahavir Book Depot.

2. M.N. Arora, *Cost Accounting-Principles and Practices*, Vikas

3. Man Mohan, *Principles of Cost Acounting,* Mayoor Paperbacks

4. Nigam and Sharma, *Theory and Techniques of Cost Accounting,* Himalaya

5. Jawahar Lal, *Cost Accouting*, Tata McGraw-Hill

6. Jain & Narang, *Cost Accounting* , Kalyani

7. Nigam, Narang & Sehgal, *Cost Accounting*, S. Chand & Sons.

8. Aiyengar, S.P., *Cost Accounting,* Sultan Chand & Sons., New Delhi

REFERENCE BOOKS

1. Anthony, Robert & Reece, *Principle of Management Accounting.*

2. Horngren, Charles, Foster and Datar *Cost Accounting—A Managerial Emphasis*, 8th ed., Prentice-Hall of India, New Delhi.

3. Horngren, C.T., and Sundari, *Introduction to Management Accounting*, 9th ed., Prentice-Hall of India, New Delhi.

4. Brown & Howard, *Management Accounting.*

5. Maheshwari S.N., *Principles of Management Accounting,* Sultan Chand & Sons.

6. Khan and Jain, *Management Accounting,* Tata McGraw Hill.

Paper-XVI – AUDITING

Duration : 2 Hours Max. Marks : 50

Introduction : Meaning and objects of Auditing. Types of Audit, Internal Audit.

Audit Process : Audit Programme, Audit note book, Working papers and evidences. Considerations for commencing an audit. Routine checking and test checking. Internal check system. Internal control.

Audit Procedure: Vouching. Verification of assets and liabilities.

Audit of Limited Companies:

(a) Company Auditor – appointment, powers, duties and liabilities.

(b) Divisible profits and Dividends.

(c) Auditor's Report – standard report and qualified report.

(a) **Special Audits** features of audit of Banking Companies.

(b) audit of educational institutions

Investigation:

(a) Where fraud is suspected

(b) When a running business is proposed to be acquired.

Recent trends in Auditing : Nature and significance of Cost Audit, Tax Audit and Management Audit.

SUGGESTED READINGS

1. Gupta, Kamal, *Auditing*, Tata McGraw-Hill, New Delhi.

2. Ghatalia S.P., *Auditing.*

3. Saxena R.G., *Auditing*, Himalaya Publishing House.

4. Tandon B.N., *Principles of Auditing*, S. Chand & Co., New Delhi.

OPTIONAL GROUP-B: BUSINESS DATA PROCESSING

Paper-XVII – A (i) BDP-I – COMPUTER FUNDAMENTALS, SOFTWARE APPLICATION AND DEVELOPMENT

Duration : 2 Hours Max. Marks : 50

Introduction to Computers :

Computer Concepts – A brief history, computer generations, computer architecture, data processing concepts, classification of computers; programming languages.

Computer Hardware – its organisation, input-output devices, and peripherals; Problem solving through computer programming – identification, analysis, algorithm, flowcharts;

Computer Software – System Software including assemblers, compilers, linker and loaders, and Application Software;

Operating System – specifically DOS and UNIX and utility software for Operating System management.

Text Processing : document-creating, editing, formatting, checking and printing.

Electronic Spread Sheet: Creating, building and working with spread sheet; use of @ functions; problem solving – Static and dynamic spread sheet; Data analysis techniques; Graphing results; Formatting, printing and file handling; building a database; Using database; Data sharing techniques; Macros and their usage.

Programming under Xbase Environment :

Basic Concepts – data fields, records and files; Files – sequential and random, their creation and management; sorting and Searching records; Printing formatted reports; creating custom forms; Linking and managing related database files; Developing Menu Driven Applications; Modular approach to programming using main procedure and functions.

NOTE : The guidelines for use of specific software to cover Operating system, Electronic Spread Sheet and Xbase environment shall be issued by the Department of Commerce once in a period of three years.

SUGGESTED READINGS :

(1) *Clipper 5.2 : Power Programmer's Guide*, Rick Spencer, BPB Publications, New Delhi.

(2) *111 Clipper Functions*, Jose A. Ramalho, BPB Publications, New Delhi.

(3) *Mastering Lotus 1-2-3*, Jorgensen, BPB Publications, New Delhi.

(4) *Computers Today* : Donald H. Sanders, McGraw-Hill (International edition).

(5) *Understanding Computer*, BPB Publication.

(6) *DOS - the Computer Reference* by KRIS JAMSA Published by Mc-Graw Hill

(7) *Introduction to Word Star*, by Arthur Naiman BPB Publication

(8) *Mastering Word Star* (Release 4), BPB Publication

(9) *Using Lotus Spread Sheet*, by Dennis Taylor

(10) *Decision Support Software for the IBM Personal Computer* (Lotus edition), by Raymond Mcleed, Jr. Alan D. Mazursky.

(11) *Introduction to Dbase III +*, by Allon Simpson.

Paper-XVIII – A (ii) BDP-II - PRACTICAL APPLICATION AND PROGRAMME DEVELOPMENT

Duration : 2 Hours Max. Marks : 50

COMMERCIAL AND BUSINESS APPLICATION :

Using Spread Sheet and Xbase Development Environment :

(1) Payroll Accounting

(2) Inventory Accounting, Control and Management

(3) Break-Even Analysis

(4) Budgeting and Budgetary Control

(5) Loan and Lease Accounting

(6) Cash Flow Management and Projections

(7) Fixed Assets Management

(8) Financial Ratio Analysis

(9) Evaluation of Capital Budgeting Projects.

Using Xbase Development Environment only:

(1) Cost Accounting :

Data Entry Screen

Preparation of Cost Reports

(2) Financial Accounting System :

Data Entry Screens for Cash Vouchers, Bank Vouchers and Journal Entries

Preparation of Cash Book;

Trial Balance;

Ledger Accounts;

Profit & Loss Accounts and Balance Sheet;

(3) Order booking, processing and invoicing for a trading organisation;

Statistical Application :

(1) Frequency distribution and its statistical parameters;

(2) Regression Analysis;

(3) Graphical representation of data;

(4) Time-Series Analysis;

(5) Index Numbers;

SUGGESTED READINGS :

(1) *1-2-3 for Business*, Cobb Ford Doughlas, The Corporation, Indianapolis, Indiana.

Optional Group-B : Financial Management and Tax Planning

Paper-XVII – B (i) FINANCIAL MANAGEMENT

Duration : 2 Hours Max. Marks : 50

1. **Introduction** : Objectives and functions of Financial Management, Time value of money; concept of risk and return.

2. **Capital Budgeting** : Data requirements; Evaluation techniques – Pay Back, ARR, NPV and IRR methods; choice of an appropriate technique; computation of specific and weighted – average cost of capital.

3. **Working Capital Management** : An overview of working capital management; Determination of working capital cash management, receivables management and inventory management.

4. **Financing Decision**: Relationship between capital structure and valuation of a firm; planning of capital structure of a firm.

5. **Dividend Policy** : Relationship between dividend policy and value of a firm; Dividend policy in practice. Factors affecting dividend policy, legal and procedural aspects of dividend policy.

SUGGESTED READINGS :

Van Horne, J.C; *Financial Management and Policy*, 10th ed. (New Delhi, Prentice-Hall of India, 1995).

Van Horne, J.C; *Fundamentals of Financial Management*, 9th ed. (Prentice Hall of India, New Delhi, 1995).

Levy, H. and M. Sarnat, *Principles of Financial Management* (Englewood Cliffs, Prentice-Hall, 1988)

Johnson, R.W., *Financial Management* (Boston, Allyn and Bacon, 1977).

Joy, O.M., *Introduction to Financial Management* (Homewood: Irwin, 1977).

Khan and Jain; *Financial Management, Text and Problems*, second edition (Tata McGraw Hill, New Delhi, 1992).

Chandra, Prasanna; *Financial Management-Theory and Practice* (Tata McGraw Hill, New Delhi, 1992).

Pandey, I.M., *Financial Management*, (Vikas Publishing House, New Delhi, 1992).

Sharma, G.L., and Singh, Y.P., (Eds.) *Contemporary Issues in Finance andTaxation* (Academic Foundation, Delhi, 1993).

Maheshwari, S.N., *Elements of Financial Management* (Sultan Chand and Sons, New Delhi).

PAPER-XVIII – B (ii) DIRECT TAX PLANNING AND MANAGEMENT

Duration : 2 Hours Max. Marks : 50

PART A – INCOME TAX

1. Corporate tax in India.

2. Tax planning concepts – Difference between tax evasion, avoidance and planning, need for tax planning, limitations of tax planning.

3. Tax planning with reference to:

   - ☐ Setting up of a new business
   - ☐ Financial management decisions – Capital Structure, inter- corporate dividend, dividend policy and bonus shares.
   - ☐ Specific management decisions – Make or buy, own or lease, repair or replace, shut-down or continue.
   - ☐ Employees renumeration.
   - ☐ Non-resident (including relief for double taxation and advance ruling)
   - ☐ Amalgamation / merger

4. Penalties and prosecution

5. Purchase of immovable property

6. Settlement of cases.

PART B–WEALTH TAX AND GIFT TAX

WEALTH TAX

Important definitions-Assessee, asset, net wealth, valuation date, assessment year.

Charge of wealth tax, incidence of tax, deemed assets, exempted assets, valuation of assets and computation of wealth tax, wealth-tax return, tax planning devices.

GIFT TAX

Important definitions-Donee, donor, gift, previous year, assessee, assessment year.

Charge of gift-tax, deemed gifts, gifts exempt from tax, valuation of gift, computation of gift tax., advance tax, rebate for stamp duty, recovery of tax, tax planning devices.

SUGGESTED READINGS

The Income Tax Act, 1961.

The Wealth Tax Act, 1957.

The Gift Tax Act, 1958.

Notifications and Circulars issued by the Central Board of Direct Taxes.

Palkhiwala, B.A., and Palkhiwala, N.A., *The Law and Practice of Income tax* (N.M. Tripathi Pvt. Ltd., Bombay).

Vinod K. Singhania, *Direct Taxes Law and Practice* (Taxmann Publication Pvt. Ltd., 1995).

Chaturvedi, K.P., Pithisaria, S.M., *Income Tax Law* (Wadhwa & Co., Agra, 1990).

Bhagwati Prasad, *Direct Taxes: Income Tax, Wealth Tax & Gift Tax* (Vishwa Prakashan, New Delhi, 1995).

Digest Taxes Digest (Taxmann Publications Pvt. Ltd., 1995).

R.N. Lakhotia, *Income Tax Law* (Asha Publishing House, Calcutta).

OPTIONAL GROUP-C : BANKING AND FINANCIAL SYSTEMS

Paper XVII-C (i) – BANKING AND FINANCE

Duration : 2 Hours. Max. Marks: 50

1. **Fiance** : Role of finance in an economy; Kinds of finance; financial system; components of financial systems; markets and instruments; functions of financial markets' and instruments.

2. **Commercial Banks**: Kinds of commercial banks; importance, functions, balance sheet of a bank; meaning and importance of the main liabilities and assets of commercial banks; commercial banks' cash credit system; their interaction with central bank. Performance of Indian commercial banks since 1969, with special reference to geographical spread, deposit mobilisation and lending policies. Regional Rural Banks; Co-operative Banks.

3. **Money Markets**: Constituents; characteristics of developed and underdeveloped markets; Indian money market; unregulated credit markets.

4. **Interest Rates**: Bond rate, bill rate, deposit rates, administered rates and market determined rates; causes of differences in rates of interest; impact of inflation on interest rates.

5. **Central Banking** : Functions of a central bank; monetary policy; control of credit; instruments of monetary and credit control. Reserve Bank of India, its functions, monetary policy and promotional role in the development of financial sector in India. Financial sector reforms in India.

6. **International Finance and Liquidity**: Main sources of international finance. Role of IMF and Word Bank. International Capital movements. Role of NRIs and MNCs.

SUGGESTED READINGS

1. M.V. Chandler; and S.M. Goldfeld, *Economics of Money and Banking.*
2. Suraj B. Gupta; *Monetary Economics* (S. Chand and Co.)
3. Suraj B. Gupta; *Monetary Planning in India* (OUP, 1979)

4. L.M. Bhole; *Financial Markets and Institutions* (Tata McGraw-Hill)
5. R.B.I.; *Functions and Working*
6. R.B.I.; *Report on Currency and Finance*
7. R.B.I.; *Report of the Committee to Review the Working of the Monetary System* (Chakravarty Committee), 1985
8. R.B.I.; *Report of the Committee on the Financial System* (Narsimham Committee), 1991
9. *Economic Survey*; Government of India, Ministry of Finance (Latest Issue)

Paper XVIII – C (ii) INDIAN FINANCIAL SYSTEM

Duration : 2 Hours. Max. Marks 50

1. **An Overview**

   Evolution of financial system in India; its present structure and deficiencies.

2. **Financial Markets**

   Participants and instruments, commercial banks and their investment policies, call money market, commercial bill market, treasury bill market, commercial paper market, certificates of deposit market, gilt-edged market, Discount and Finance House of India.

   The New Issues market; organisation, working and regulation of the stock market, SEBI and investor protection, Reforms in the stock market trading, the Over the Counter Exchange of India (OTCEI)

3. **Financial Institutions**

   An overview of development banking in India, role and problems, objectives, organisation and operating policies, financing schemes of All India and State financial institutions, i.e., IDBI, IFCI, ICICI and SFCs, Evolving role of development banking in India – project financing vs. financial services, their capital market activities. UTI, LIC, GIC and mutual funds.

SUGGESTED READINGS

Bhole, L.M., *Financial Markets and Institutions* (New Delhi: Tata Mc-Graw-Hill Publishing Company, 1982).

Khan, M.Y., *Indian Financial System – Theory and Practice* (New Delhi : Vikas Publishing House, 1980).

Avadhani, V.A., *Studies in Indian Financial System* (Bombay: Jaico Publishing Company, 1978).

Dhanekar, *Pricing of Securities* (New Delhi: Bharat Publishing House, 1994).

Chandra Prasanna, *Financial Management: Theory and Practice* (Tata McGraw-Hill Pub. Co. Ltd., New Delhi, 1994).

IDBI Annual Reports.

Simha, S.L.N., *Development Banking in India* (Madras: Institute of Financial Management and Research, 1976).

Sharma, G.L. and Singh, Y.P. (eds.) *Contemporary Issues in Finance and Taxation* (Academic Foundation, Delhi, 1993).

OPTIONAL GROUP-D: MARKETING AND HUMAN RESOURCE MANAGEMENT

Paper XVII-D (i) – MARKETING MANAGEMENT

Duration : 2 Hours. Max. Marks : 50

1. **Introduction** : Nature, Scope and Importance of Marketing. Modern Marketing Concept. Marketing Environment. Consumer Behaviour. Market Segmentation. Marketing Mix.

2. **Product** : Concept of Product. Product Planning – Packaging, Branding and After-Sales Services. New Product Development. Product Life Cycle.

3. **Pricing** : Significance. Factors Affecting Price of a Product. Pricing Decisions.

4. **Distribution** : Channel of Distribution – Meaning and Importance. Selection of Distribution Channel. Marketing Middlemen – Their Functions and Types. Retailing and Wholesaling.

   Physical Distribution of Goods – Transportation, Warehousing and Inventory Control.

5. **Promotion** : Meaning and Objectives. Methods of Promotion. Factors Affecting Promotion Mix.

   Advertising – Significance. Characteristics of an Effective Advertisement. Different Media of Advertising – Their Relative Merits and Limitations. Choice of Media.

   Personal Selling – Meaning and Importance. Characteristics of a Successful Salesperson. Selling Process.

   Sales Promotion – Meaning and Functions. Consumer and Retail Store. Sales Promotion Schemes.

6. Consumer Protection in India.

SUGGESTED READINGS

Philip Kotler, *Marketing Management,* 8th ed. (Englewood Cliffs, NJ: Prentice Hall).

Robert W. Hass, *Business Marketing Management* (Boston : PWS-Kent, 1992).

William M. Pride and O.C. Ferrell, *Marketing*, 6th ed. (Boston : Houghton-Mifflin, 1989).

W.J. Stanton, Michael J. Etzel, and Bruce J. Walker, *Fundamentals of Marketing* (New York : McGraw-Hill, 1994).

SA, Chunawalla, and K.C. Sethia, *Foundations of Advertising Theory and Practice* (Bombay : Himalaya Publishing House, 1993).

Charles W. Lamb, Joseph F. Hair, and Carl McDaniel, *Principles of Marketing* (Cincinnati, Ohio : South-Western Publishing, 1994).

David W. Cravens, Gerald E. Hills, Robert B. Woodruff, *Marketing Management* (Homewood, Ill, : Richard D. Irwin, 1994).

Kotler and Armstrong, *Principles of Marketing*, 6th ed. (Prentice-Hall of India, New Delhi).

Stern and El Ansary, *Marketing Channels*, 4th ed. (Prentice-Hall of India, New Delhi).

Consumer Protection Act, 1986.

Paper XVIII-D (i) – HUMAN RESOURCE MANAGEMENT

Duration : 2 Hours. Max. Marks: 50

1. **Introduction** : Concept, Functions, and importance. Role and Status of Personnel Manager, Organisation of Personnel Deptt., Personnel Policies.

2. **Procurement of Human Resources** : Assessing Human Resource requirements. Human Resource Forecasting. Work-Load Analysis

   Job Analysis, Job Description and Specifications. Uses of Job Analysis Information.

   Sources of Recruitment. Selection Process. Testing and Interviewing. Placement and Induction.

3. **Training and Development** : Concept and Importance. Training of Operatives. Identifying Training needs. Methods of Training. Designing a Training Programme.

   Executive Development : Concept. Methods of Executive Development – On the Job (Under-Study Project assignment), off the job(Role-playing Sensitivity Training, Management Games, Case Study).

4. **Compensation** : Job Evaluation. Base Compensation. Supplementary Compensation. Employee welfare and benefits.

5. **Appraisal and Job Changes** : Performance Appraisal : Concept, Objectives. Traditional and Modern Methods (MBO) and Behaviourally Anchored Rating Scale.

   Job changes : Transfers, Promotions and Separation

6. **Maintenance** : Health, Safety and Welfare; Social Security.

7. **Personnel Audit and Research.** Emerging Horizons in Human Resource Management.

SUGGESTED READINGS

1. Flippo, Edwin B., *Personnel Management* (McGraw-Hill, Tokyo, 1990).
2. French Wendell, *The Personnel Management Process* (Houghton Mifflin Co., Boston. 1989).

3. Monappa A. and Saiyidain, M.S., *Personnel Management* (Tata McGraw-Hill, New Delhi. 1993).
4. Rakesh K. Chopra, *Management of Human Resources* (V.K.Publishing House, New Delhi. 1991).
5. David A. Decenzo and Stephen P. Robbins, *Personnel/Human Resource Management* (Prentice-Hall of India, New Delhi, 1991).
6. Robbins, *Essentials of Organisational Behaviour*, 4th ed. (Prentice-Hall of India, New Delhi).
7. R.S. Davar, *Personnel Management & Industrial Relations* (Vikas Publishing House, New Delhi, 1993).
8. Heneman, Schwab, Fossum and Dyer, *Personnel/Human Resource Management*, 1992.
9. Singh, B.P. and Chhabra, T.N. *Personnel Management and Industrial Relations* (Dhanpat Rai & Sons, Delhi, 1994).

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