**V SEMESTER**

**B.Com. (Hons.) COURSE STRUCTURE**

**W.E.F. 2017-18**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Part** | **Paper Code** | **Subject** | **Hrs** | **Credits** | **IA** | **ES** | **Total** |
| I | 501 | Financial Management – I | 6 | 4 | 25 | 75 | 100 |
| 502 | Marketing Management | 6 | 4 | 25 | 75 | 100 |
| 503 | Human Resource Management | 6 | 4 | 25 | 75 | 100 |
| 504 | Industrial Relations | 6 | 4 | 25 | 75 | 100 |
| 505 | Business Laws | 6 | 4 | 25 | 75 | 100 |
| II | 506- Elective DSC 1F | Business Environment  | 5 | 4 | 25 | 75 | 100 |
| 506- Elective DSC 2F | International Business | 5 | 4 | 25 | 75 | 100 |
| II | 507- Elective DSC 1F | Advanced Corporate Accounting | 5 | 4 | 25 | 75 | 100 |
| 507 - Elective DSC 2F |  Advanced Management Accounting | 5 | 4 | 25 | 75 | 100 |
|  |  |  | 40 | 28 | 175 | 525 | 700 |

**Note opt one elective combination either 506 or 507**

**2-5-117**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – FINANCIAL MANAGEMENT**

**Paper : 501**

**P.P.W. – 5 (6) Hours Marks = 75 TH. + 25 =100**

**UNIT – I**

Introduction – Scope – Functions – Objectives – Role of Finance Manager – Profit Maximisation Vs Wealth Maximisation – Time Value of Money – Present Value – Future Value – Present Value of Annuity (Theory Only).

**Lab Work:**  Evaluation of Capital Budgeting decisions using Excel. Calculation of Present Values and Future Values by using EXCEL.

**Unit – II**

Capital Budgeting – Meaning – Types of Capital Budgeting – Decision Criteria – Techniques of Capital Budgeting – Traditional and Modern (DCF) Methods – NPV Vs IRR.

**Unit – III**

Capital Structure theories – Cost of Capital – Meaning – Explicit and Implicit Cost – Calculation of Specific cost of Capital – Overall Cost of Capital using Book Value Weights and Market Value Weights –

**Lab Work:**  The students are expected to calculate costs of Capital in different methods by using Excel.

**Unit – IV**

Leverages – Operating – Financial – Combined Leverages (Including Problems). EBIT-EPS analysis.

**Unit – V**

Working Capital Management – Meaning – Types of Working Capital – Factors affecting Working Capital – Estimation of Working Capital – Contingencies – Inventory Management – EOQ – ABC Analysis (Including Problems).

**Lab Work:**  Preparation of statement and finding out the estimated working capital by using EXCEL. Preparation of Cash Budgets by using EXCEL.

**SUGGESTED READING.**

1. Van Horne J.C. – Financial Management and Policy
2. Maheshwari S.N. – Element of Financial Management
3. Khan & Jain – Financial Management
4. Pandey I.M. – Financial Management
5. Chandra Prasanna – Financial Management
6. Sharma and Shashi K. Gupta – Financial Management
7. Security Analysis and Portfolio Management - Punithavathy Pandian

**2-5-118**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – MARKETING MANAGEMENT**

**Paper : 502**

**P.P.W. – 5 (6) Hours Marks = 75 TH. + 25 P=100**

**Course Objective :-** To enable the student to develop the necessary insights in to the subjects of marketing which will be the basis for future advanced study.

**UNIT – I** :

Introduction to Marketing – Definition, Market, Marketing, Market System – Concepts of Marketing – Production Concept – Product Concept – Selling Concept Vs Marketing Concept – Societal Marketing Concept – Objectives of Marketing – Importance and Scope of Marketing – Profit and Non-Profit Organisations. – Marketing Mix-Elements-Elements of Marketing-4 P’s of Marketing – Marketing Environment – Micro Environment and Macro Environment.

**Lab Work** – Analyse The Promotion Strategies of any Branded Product.

**UNIT – II** :

Consumer Markets and Buyer Behaviour – Factors Influencing Consumer Behaviour – Buying Decision Process – Stages in Buyer Decision Process – Business – Buying Behaviour – Organization Buying – Institutions and Government Markets. - Concept of Target Market – Consumer and Business Markets – Market Segmentation – Concept – Evaluation of Marketing Segments, Selecting Market Segments – Types of Segmentation – Advantages of Segmentation – Requirements for Effective Segmentation.

**Lab Work** – A Case Study of Market Segmentation for a Product.

**UNIT – III** :

Positioning through the PLC-Differentiation – Its Tools – PLC-Its Market Strategies – Marketing Position – Positioning Strategies – Marketing Strategies – Market Leader – Challenger – Follower – Niche.

**UNIT – IV :**

Product management – Types of new products, new product development stages, challenges, product mix and product line decisions. Individual product decisions. (Product features, style, design, branding, packaging and labeling). Ricing – Factors influencing price determination, pricing objectives. Pricing under different competetive conditions. New product pricing (skimming and penetration pricing). Pricing Strategies.

**Lab Work** – Create and design a new marketable product. (On a chart and explain).

**UNIT – V :**

Promotion – Promotion mix elements. (Advertising, Sales Promotion, Publicity – Public relation, personal selling and direct marketing), communication process. Marketing Channels – Role and functions, Types of channels, Channel design and management decisions. Marketing in 21st century – online marketing, network and global marketing.

**Lab Work** – Design an advertisement for a given product.

**Suggested Reading :**

1. Philip Kotler - Marketing Management

2. Philip Kotler & Gary Armstrong - Principles of Marketing

3. Stanton J. William & Charles Futrel - Fundamentals of Marketing

4. V.S. Ramaswamy S. Nama Kumari - Marketing Management -
 Planinng Implementation and
 Control.

**B.Com (Hon’s) DEGREE EXAMINATION**

**MODEL QUESTION PAPER**

**V SEMESTER**

**PAPER: MARKETING MANAGEMENT**

**Time:3 Hours Max. Marks: 75**

**Marks 5X3=15**

 **SECTION-A**

1. **Marketing**
2. **Market segmentation**
3. **Product**
4. **Sales promo**
5. **Product mix**
6. **Penetrating price**
7. **Brand name**
8. **Global marketing**
9. **Online marketing**
10. **Skimming Price**

 **Section – B**

 **Answer each question from each unit (12 X5 = 60 Marks)**

 **Unit -1**

 **11. What do you understand by the concept of Marketing .Discuss briefly about its nature and its importance.**

 **OR**

 **12. What is meant by marketing mix. Explain the elements of marketing.**

 **Unit -2**

1. **Explain the factors influencing the consumer behaviour in buying decision process. What are stages in buyer decision process**

 **OR**

1. **What is meant by Market Segmentation? What factors are responsible for Market segmentation.**

 **Unit - 3**

1. **What are the phases involved in Product Life Cycle?**

 **OR**

**16. Explain the marketing strategies and positioning strategies**

 **Unit – 4**

**17. What are factors affecting price determination?**

 **OR**

**18. Briefly explain some of the the bases of pricing policies**

 **Unit - 5**

**19. what are elements of Promotion Mix?**

**OR**

**20. Discuss about different types of channel distribution.**

**2-5-119**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – HUMAN RESOURCE MANAGEMENT**

**Paper : 503**

**P.P.W. – 5 (6) Hours Marks = 75 TH. + 25 P=100**

**UNIT – I : Introduction :**

Meaning and definitions – Significance – Objectives – Functions of HRM – Structure of HR Dept. and its relationship with other departments – Qualifications and qualities of HR Managers – Careers -in HRM. HRP – Meaning – Benefits – Factors affecting Human Resource Plan – External Factors – Internal Factors – process of HRP.

Job Design – Job Analysis – Process of Job Analysis – Use of Job Analysis – Job Description – Job Specification – Job Rotation – Job Enlargement – Job Enrichment.

***Practical Work* :** Preparation of Organization chart for HR Dept. Preparation of Job Analysis form.

**UNIT – II : Recruitment, Selection**

**Recruitment** – Meaning – Objectives – Sources of Recruitment – Internal and External.

**Selection** – Meaning – Selection Procedure – Tests – Types of Tests – Interview – Types of Interviews – Steps involved in Interview process – Qualities of Successful Interviewer – Medical Examination – Reference Checks.

***Practical Work* :** Preparation of model test paper / Model Interview / Reference check letter

**Unit – III : Placement and Induction :**

Placement – Induction – Induction Training in India – Internal Mobility – Purposes and Advantages of Promotion – Employee Attrition – Employee Retention – Employee Separation – Voluntary Retirement Scheme.

***Practical Work* :** Induction Programme.

**UNIT – IV : Human Resource Management**

HRD – Meaning – Objectives. Performance Appraisal – Meaning – Purpose – Methods – Process – Problems of Performance Appraisal – Training and Development – Need for Training – Objectives and Benefits of Training – Stages in Training Process – Training Methods – on the job – off the job. Evaluation of Training programmes – Difference between Training and Development – Career Planning – Counseling – Mentoring.

***Practical Work* :** Preparationof performance appraisal form

**Unit – V – Method of Training**

Training and Development – Need for Training – Objectives and Benefits of Training – Stages in Training Process – Training Methods – on the job – off the job. Evaluation of Training programmes – Difference between Training and Development – Career Planning – Counseling – Mentoring

***Practical Work* :** Questionnaire for evaluating the effectiveness of training programmes.

***Suggested Readings :***

1. K. Aswathappa : Human Resource Management – Tata Mc. Graw Hill.

2. P. Subba Rao : Essentials of Human Resource Management and
 Industrial Relations.

3. Arun Manoppa & Saiddin Mirza : Human Resource Management.

**B.Com (Hon’s) DEGREE EXAMINATION**

**MODEL QUESTION PAPER**

**V SEMESTER**

**PAPER: HUMAN RESOURCE MANAGEMENT**

**Time:3 Hours Max. Marks: 75**

**SECTION-A**

**Marks 5X3=15**

**I. Write short notes on any five of the following. Each question carries 3 marks.**

1. **Define HRM**
2. **Human resource planning**
3. **Selection**
4. **Induction**
5. **Performance appraisal**
6. **Fringe benefits**
7. **Job specification**
8. **Job evaluation**
9. **Mentoring**
10. **Counselling**

 **SECTION-B (Marks 12X5=60)**

 **II. Any all questions from each units.**

 **Unit- 1**

1. **Define HRM? Explain the structure of HR Department**

 **OR**

1. **Explain factors affecting of HRP**

**Unit – 2**

**13.What about different sources of Recruitment**

 **OR**

**14. What are steps involved in interview process**

 **Unit-3**

**15.Define Induction ? Purpose and advantages of promotion.**

**OR**

**16.Write a detailed note on performance appraisal.**

**Unit-4**

**17.Write advantages and problems of job evaluation**

 **OR**

**18.Explain training and development, objectives and stages in training process**

**Unit-5**

**19. Explain different training methods**

 **OR**

**20. Write differences between training and development**

**2-5-120**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – INDUSTRIAL RELATIONS**

**Paper : 504**

**P.P.W. – 5 (6) Hours Marks = 75 TH. + 25 P=100**

**UNIT – I : Industrial Relations :**

Meaning – Importance – Objectives of Industrial Relations(IR) – Factors affecting IR – Human Resource Management versus IR. – Trade Unions – Meaning – Functions

**Unit – II – Union Movement**

Trade Union Movement in India – Problems of Trade Unions – Outside political leader ship – Financial weakness – Impact of Globalisation on Trade Unions – Measures to Strengthen Trade Union movement in India.

**Unit – III : Grievance**

Grievance – Meaning – Characteristics – Causes of grievance – Need for Grievance procedure. – Discipline – Meaning – Objectives – The Red Hot Stove Rule. – COLLECTIVE BARGAINING AND WORKERS PARTICIPATION IN MANAGEMENT.

**UNIT – IV : Compensation Management :**

Job Evaluation – Concept – Methods – Advantages and problems.

Employee remuneration – Wage concepts – Wage differentials – Wage Theories –

***Practical Work*** : A Case study on wage fixation procedure in any commercial organization.

**Unit-V: Reinforcement**

Reinforcement and Expectancy theory – Equity theory – Factors affecting wage / Salary levels. Wage fixation in India – Fringe benefits.

***Suggested Readings :***

1. N.K.Sahni & Yogesh Kumar : Personal Management and Industrial Relations, Kalyani Publishers
2. Dale Yoder : Personnel Management and Industrial Relations
3. T. N. Bhagoliwal : Personnel Management and Industrial Relations
4. Davar : Personnel Management and Industrial Relations

**B.Com (Hon’s) DEGREE EXAMINATION**

**MODEL QUESTION PAPER**

**V SEMESTER**

**PAPER: INDUSTRIAL RELATION**

**Time:3 Hours Max. Marks: 75**

**SECTION-A**

**Marks 5X3=15**

**I. Write short notes on any five of the following. Each question carries 3 marks.**

1. **Industrial relation**
2. **Trade union**
3. **Grievance**
4. **Collective bargaining**
5. **Workers participation**
6. **Wage**
7. **Job evaluation**
8. **Reinforcement**
9. **Expectancy theory**
10. **Fringe benefit**

 **SECTION-B (12X5=60M)**

**II. Any all questions from each units.**

 **Unit- 1**

**11. Explain the mening and importance of industrial relations.**

 **OR**

**12. Define trade union meaning and functions of trade union.**

 **Unit -2**

**13. Discuss trade union movement in India. What are problems of trade union in India.**

 **OR**

**14. What is the impact of Globalization on trade union. What are the measures to
 strengthen trade union movement in India.**

 **Unit -3**

**15. What is the meaning and characteristics of grievances .what are the causes for
 grievances.**

 **OR**

1. **What do you mean by collective bargaining and workers participation in management.**

 **Unit- 4**

1. **Explain job evaluation. Different methods in job evaluation**

 **OR**

**18. Explain wage concept. Different theories in wage concepts.**

 **Unit-5**

**19.Expalin reinforcement and expectancy theory.**

 **OR**

**20. Explain salary fixation in India and Fringe benefits for employees**

**2-5-121**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – BUSINESS LAWS**

**Paper : 505**

**P.P.W. – 5 (6) Hours Marks = 75 TH. + 25 P=100**

**UNIT – I :**

Fundamentals concepts : Scope of Indian contract act 1872 – Need for the knowledge of law Ignorance of law – Definition of law – Objects of law – Essentials elements – Offer – Acceptance – Capacity – Consideration – Content – Lawful Object – Popularity of performance – Legal formalities - Classification based on – Validity – Formation – Performance – Consenses ad idem.

***Lab Work :*** Study of case Law, Preparation of a similar case Law on his own essentials.

**UNIT II :**

Wager / Contingent – Public policy – Some Agreement opposed to public policy – Performance on Contract – Breach of Contract – Remedies for breach of contract – Quasi contract.

***Lab Work :*** Recent examples of public policies, few examples of quasi contract.

**UNIT – III :**

Sale – Agreement to sale – Conditions and warranties – Caveat Emptor – Contract of Bailment – Contract of Indemnity Guarantee.

Contract of agency – Rights and duties of agent – Principal – Relation to third parties – Types of agents – Information Technology act 2006 – Main objects – Reg of transactions – Digital signature.

***Lab Work :*** Preparation of sale agreement surety agreement – Draft a letter to appoint an agent specifying his duties by principal, proforma of nature of E-Transactions with digital signature.

**UNIT – IV :**

Essential commodities Act 1955 – Objects of the Act – Powers of the central government to control the production, supply and distribution of essential commodities – Consumer protection Act 1986 – Objects of the Act – Definition of consumer dispute – Unfair trade practice – The role of the consumer protection counsel – District Forum, State commission and National Commission – Powers and Duties of the bodies

***Lab Work :*** A proforma of the application to file a suit in a consumer court by a consumer about the poor quality of the product of the service supplied by producer – collection of various application forms regarding the essential commodities.

**UNIT V :**

Company’s Act 1956 – Directors – Appointments, Rights & duties – Doctrine of indoor management – Doctrine of Constructive notice – Meetings, Resolutions – Prevention of Oppression & Mis management – Winding up.

***Lab Work :*** Draft a resolution in a meeting, Notice for conducting a meeting.

**Suggested Readings :**

1. S.S. Gulshan : Mercantile Law, Excel Books.

2. Kapoor ND : Mercentile Law, Sultan Chand.

3. Kapoor ND : Company Law, Sultan Chand.

4. SN MAheswari & SK Maheswari : Business Laws, Himalaya.

5. Balachandran V: Business Law, Tata.

6. Tulsian : Mercantile Law, Tata.

7. Tulsian : Business Law, Tata.

8. Gogna : A Text book of Business and Industrial law, S. Chand.

9. Pillai Bhagavathi ; Business Law, S. Chand.

10. Gogna : A Text book of Mercantile Law, S. Chand.

11. Gogna : A Text book of Company Law, S. Chand.

12. S.S.Gulshan : Business Law, Excel Books.

13. Bulchandari : Business Laws, Himalaya.

14. Maheswari & Maheswari : Mercantile Law, Sultan Chand.

15. Chandra Bose : Business Law, PHI.

16. Bare Acts of different laws(As per the syllabus) – Law Publico.

17. Company Act – Law Publico.

18. Consumer Protection Act – Law Publico.

19. IPR (Intellectual Property Rights) – Law Publico.

20. Cases of different Business laws – Law Publico.

**2-5-122**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – BUSINESS ENVIRONMENT**

**Paper : 506 Elective DSC 1 F**

**P.P.W. – 5 (5) Hours Marks = 75 TH. + 25 P=100**

**UNIT – I : OVERVIEW OF BUSINESS ENVIRONMENT**

Business Environment – Meaning – Macro and Micro Dimensions of Business Environment – Economic – Political – Social – Technological – Legal – Ecological – Cultural – Demographic – Changing Scenario and implications – Indian Perspective – Global perspective.

**UNIT – II : ECONOMIC GROWTH**

Meaning of economic growth – Factors Influencing Development – Balance growth and Unbalanced growth theory – Big push theory –

**Unit – III - DEVELOPMENT AND PLANNING**

Rostow’s stages of economic development. Meaning – Types of plans – Main objects of planning in India – Planning Commission and National Development Council – Five year plans – Achievements of Five year plans.

**UNIT – IV : ECONOMIC POLICIES AND LIBERALISATION, PRIVATISATION AND GLOBALISATION (LPG)**

New Economic Policy and Economic Reforms – New Industrial Policy and MRTP Act – Competition Law – Fiscal Policy – Objectives and Limitations – Union budget – Structure and importance of Union budget – Monetary policy – Deficit financing – EXIM Policy – FEMA.

**Unit – V**

Meaning – Concept of LPG – Public Sector enterprises and reforms in public sector – Disinvestment Policy – Cottage and Small Scale industries – KVIC.

**Note : Commerce Lab Practicals.**

***Suggested Readings :***

1. Rosy Joshi and Sangam Kapoor : Business Environment.

2. Francis Cherunilam : Business Environment.

3. S.K. Mishra and V.K. Puri : Economic Environment of Business.

4. K. Aswathappa : Essentials of Business Environment.

**2-5-123**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – INTERNATIONAL BUSINESS**

**Paper : 506 Elective DSC 2F**

**P.P.W. – 5 (5) Hours Marks = 75 TH. + 25 P=100**

**UNIT – I : INTERNATIONAL TRADE**

Meaning and Importance of International Business(IB) – Approaches to IB – Factors affecting IB – Theories of IB – Adam Smith’s Theory of Absolute advantage – Ricardo’s Theory of Comparative Cost Advantage – Hecksher Ohlin’s Theory of Factor endowments – Leontief Paradox – Vernon’s International Product Life Cycle Theory – Porter’s Theory of National Competitive advantage.

**Unit – II – Forms of Trade Control**

Reasons for Government intervention – Forms of Trade control – Tariffs and non-tariff barriers – GATT –Objectives of GATT – Dunkel’s proposal / Uruguay Round – TRIMS, TRIPS.

 WTO – Organisation structure – functions – dispute settlement mechanism – Dumping – India and WTO.

**UNIT – III : GLOBAL MARKET**

 Different modes of entry – Exporting – Foreign production – Licensing, Franchising, Contract manufacturing, Assembly – Local Production – Ownership strategies – Alliances, joint ventures.

**Unit – IV : BALANCE OF TRADE & PAYMENTS**

 Balance of Trade and Balance of Payments – Meaning – Difference between BOT and BOP – Components of Balance of Payments – Disequilibrium in Balance of payments – Methods of correction of Disequilibrium.

**Unit - V**

Foreign Exchange – Convertibility of Indian Rupee and its implications – Foreign institutional investors (FII) – Foreign Direct Investment (FDI) – Cost and benefits of FDI.

**Note : Commerce Lab Practicals.**

***Suggested Readings :***

1. Francis Cherunilam : International Business.

2. P. Subba Rao : International Business.

3. K.P.M. Sundaram : Money Banking and International Trade.

**2-5-124**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – ADVANCED CORPORATE ACCOUNTING – ELECTIVE PAPER**

**Paper : 507 Elective DSC 1 F**

**P.P.W. – 5 (5) Hours Marks = 75 TH. + 25 P=100**

**UNIT – I : Accounts of Insurance Companies**

Life Insurance Companies : Preparation of final Accounts – Accounting Treatment (New format) – General Insurance Companies : Fire and Marine Insurance -

**Lab Work** – Preparation of Revenue Account, Net Revenue Account, Capital Account & General Balance Sheet, Using Computers. Preparation of Revenue Account, Net Revenue Account, Capital Account & General Balance Sheet, using Computers.

**Unit – II Electricity supply companies :**

Accounts of Electricity supply companies : The double accounting system – Features of the Double Accounting System – Difference between the single accounting system and double accounting system – Advantages of the Double Accounting System – Disadvantages of the Double Accounting System – Revenue Account – Net Revenue Account – Capital Amount (Receipt and Expenditure on Capital account) – General Balance Sheet – Treatment of Replacement of an Account – a) When no extension or improvement is involved – b) When extension or improvement is involved.

**Unit – III - Bank Accounts**

Bank Accounts – Books and Registers to be maintained by Banks – Slip System of Posting – Rebate on Bills Discounted – Schedule of Advances – Non-performing Assets – Legal Provisions Relating to preparation of Final Accounts – Preparation of Bank Final Accounts using Computers.

**Lab Work:** Preparation of Banking company final accounts using any of the accounting packages. Preparation of statements of affairs of liquidator’s final statement of Account using computers.

**Unit – IV - Company Liquidation:**

Meaning of liquidation or winding up a) Winding up by court; b) Voluntary winding up – Members voluntary winding up – Creditors voluntary winding up – Consequences of winding up – preferential payments – Overriding preferential payments – Liquidator – Power and duties of liquidator – preparation of statement of affairs – Deficiency / Surplus Account - Liquidator’s final statement of account – B list of contributories.

**Unit – V – Financial Reporting**

Financial reports – Types of financial reports – Reporting standards – Indian Accounting Standars.

**2-5-125**

**B.COM. (Hons.) DEGREE COURSE – III YEAR**

**SEMESTER – V – ADVANCED MANAGEMENT ACCOUNTING – ELECTIVE PAPER**

**Paper : 507 Elective DSC 2F**

**P.P.W. – 5 (5) Hours Marks = 75 TH. + 25 P=100**

**Unit – I**

Introduction – Limitations of Financial Accounting – Employment of Management Accounting – Definition and Scope - - Role of Management Accountant – Controller Functions – Managerial Services – Management Information Systems.

**Unit – II**

Business Budgets – Budgetary Control – Capital Budgets – Objectives, Advantages, Limitations and Essentials of Budgets and Budgetary Control – Organization of Budgetary Control – Classification of Budgets – Flexible Budgets – Fundamentals of Capital Budgeting – Preparation of Capital Budget.

**Unit – III**

Working Capital – Importance of Working Capital Estimation – Surplus Character of Investment – Fund Flow Statement – Concept of Funds – Concept of Flows – Preparation of Funds Flow Statement, Uses and Limitations. Cash Flow Statement – Concept of Cash and Flow – Construction of Cash Flow Statement.

**Unit – IV**

Marginal Costing and Break Even Analysis – Concept of Marginal Costing – Variable and Absorption Costing – Benefits and Limitations of Cost, Volume and Profit Analysis, Break Even Point – Margin of Safety – make or Buy Decisions.

**Unit – V**

Standard Costing and Variance Analysis – Standard Costing and Historical Costing – Establishment of Cost Standards – Steps Involved in Standard Costing – Variance Analysis – material Variance – Material Price Variance – Material Usage Variance – Material Mix Variance – Labour Variances – Idle Time Variance – Overhead Variances.