

CURRICULUM BOOKLET

M.Com. Programme



Department of Commerce

School of Business Management and Legal Studies,

University of Kerala

November 2015

**DEPARTMENT OF COMMERCE, UNIVERSITY OF KERALA
REVISED SCHEME AND SYLLABUS M.COM (CSS) DEGREE PROGRAMME**

SEMESTER 1

SUBJECT CODE & NAME	INTERNAL	EXTERNAL	TOTAL MARKS	CREDIT
COM 511 Research Methodology	40	60	100	4
COM 512 Business Ethics & Corporate Governance	40	60	100	4
COM 513 Functional Areas of Management	40	60	100	4
Elective: COM 501 Quantitative Methods	40	60	100	4
Elective : COM 502 Management Information System & Computer Applications	40	60	100	4
TOTAL	200	300	500	20

SEMESTER II

SUBJECT CODE & NAME	INTERNAL	EXTERNAL	TOTAL MARKS	CREDIT
COM 521 International Business	40	60	100	4
COM 522 E-Business	40	60	100	4
COM 523 Business Finance And Management Accounting	40	60	100	4
Elective COM 503 Operations Research	40	60	100	4
Elective COM 504 Communication for Business	40	60	100	2
TOTAL	200	300	500	18

SEMESTER III

SUBJECT CODE & NAME	INTERNAL	EXTERNAL	TOTAL MARKS	CREDIT
COM 531 Security Analysis And Port Folio Management	40	60	100	4
COM 532 Advanced Cost Accounting	40	60	100	4
COM 533 Taxation Law And Practice	40	60	100	4
COM 534 Enterprise Performance Management	40	60	100	4
TOTAL	160	240	400	16

SEMESTER IV

SUBJECT CODE & NAME	INTERNAL	EXTERNAL	TOTAL MARKS	CREDIT
COM 541 International Financial Management	40	60	100	4
COM 542 Tax Planning and Management	40	60	100	4
COM 543 Advanced Financial Management	40	60	100	4
COM 544 Corporate Accounting	40	60	100	4
COM 545 Project Report/ Viva	-	100	100	4
TOTAL	200	340	500	20

GRAND TOTAL:1900

Core : 60
Elective : 14
Total : 74

DEPARTMENT OF COMMERCE, UNIVERSITY OF KERALA
REVISED SCHEME AND SYLLABUS M.COM (CSS) DEGREE PROGRAMME
SEMESTER -I

COURSE CODE: COM 5.1.1

COURSE TITLE: RESEARCH METHODOLOGY

CREDITS: 4

Aim:

To impart scientific, statistical and analytical knowledge for carrying out research work.

Course description:

This course will help the students to understand different types of research and research process. It includes a detailed study of various research designs, tools of data collection, analysis and interpretation of data and reporting of research findings.

Module 1

Introduction to Research

Nature- objective and utility- type of research; Implicational – Fundamental, Applied, policy; Purpose – Exploratory, Descriptive, predictive; Methods of Investigation: Library, case study, survey, Experimental, Action and evaluation; process of research.

Module 2

Research Design Construction

Problem Formulation-Data sources identification-Data collection methods, sampling, experimental plan, statistical analysis and operational design, optimization for cost effectiveness and achieving desired precision, lateral review.

Module 3

Sampling and Data Collection methods

Sample size determination- Errors and sources- Field method of data collection; observation, interviews, questionnaire, schedules, scaling techniques and construction of scales, sampling and method of data collection.

Module 4

Testing of Hypotheses

Meaning and significance- Formulation of Hypotheses – Types of hypotheses- Fixation of level of significance – decision taking – Error in testing Hypotheses, interview, mail survey, experimentation, stimulation projective techniques.

Module 5

Analysis and Reporting

Statistical analysis for drawing inferences; distinction between [parametric and non parametric methods, useful non parametric methods, binomial test, goodness of fit chi-square, kolonogrov Smirnoe test, sign test, mine mat test, comparison of frequencies in related samples and independent samples, contingency co efficient, Freidman’s two way analysis of variance, randomization tests, spearman’s rank, Kendall’s tall and Kendall’s concordance coefficient - Interpretation of analyzed data – introduction to report writing- types of reports- content of reports – style of reporting – steps in drafting reports – Format of report – Documentation – footnotes and bibliography.

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation:5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

LIST OF READINGS:

1. Devendra Thakur, Research Methodology in social Sciences, Deep & Deep Publications, New Delhi, 2009.
2. Santhosh Gupta, Research Methodology and Statistical Techniques, Deep & Deep Publications , New Delhi , 1999.
3. Wilkinson, TS; Bhandarkar,PL; Methodology and Techniques Of Social Research, Himalaya Publishing House, Mumbai, 2010.
4. Reddy C.R, Research Methodology in Social Sciences, Kalyani Publishers ,New Delhi, 2008.
5. Kothari,C.R., Research methodology Methods and Techniques, New Age International Publishers,2nd edition, New Delhi, 2009.

COURSE CODE: COM. 5.1.2

COURSE TITLE: BUSINESS ETHICS AND CORPORATE GOVERNANCE

CREDITS: 4

Aim:

To convey an understanding of Ethics in general and Business ethics in particular with its corporate linkage.

Course Description:

The course deals with ethics in terms of its sources, theories, managerial implications and uses in functional management. The course is a link to CSR,

Module 1

Business Ethics and values:

Sources of ethics - religion, philosophical systems, cultural experience, legal system – importance of ethics- Factors influencing business ethics – leadership, strategy and performance, environment, corporate culture, individual characteristics.

Module 2

Theories of business ethics:

Categorical imperative of Immanuel Kant - conventional ethics of Albert Z Carr, the doctrine of the mean Aristotle, the ends – means ethics of Machiavelli, – right approach of Marx, utilitarian ethics of Stuart mill.

Module 3

Ethical decision making and managing ethics:

Difficulties in decision making – power and politics in organizations suggestions for ethical decision making - Codes of ethics, ethics committees, ethics hot lines, ethics training programmes - Laws enforcing ethical conduct.

Module 4

Ethics in HRM, Marketing, Finance and Corporate Social Responsibility

Cash and incentive plans, performance appraisal, race and disability, employment issues, privacy issues, and layoffs, wages- Empowerment of the weakest and unquiet-Ethics in marketing –process relative ethics (use of marketing strategies), product relative ethics (appropriateness of marketing certain products), competition relative ethics (pricing, advertising, piracy, predatory)- Ethics in finance and accounting – investment decisions, disclosure norms, insider trading norms – disclosures in financial statements- Social responsibility of business.

Module 5

Corporate Governance

Meaning – basic ingredients- factors of organizational success– code of corporate governance – value based corporate governance-corporate excellence– organizational culture – building corporate image – protection of employees.

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices).

READING LIST:

1. Laura P Hartman, Perspectives in Business Ethics, McGraw – Hill International
2. George A Steiner and John F Steiner, Business, Government and Society, McGraw-Hill International.
3. Kautilya's Arthashastra by Penguin.
4. SK Chakraborty Ethics in Management: Vedantic Perspective Oxford Univ. Press
5. MK Gandhi, My Experiments with Truth, Navjeevan publishing House, Ahmedabad.
6. Subhash Sharma, management in New Age: Western Windows – Eastern Doors, New Age International Publishing, New Delhi.
7. Prof (Col) PS Bajaj, Dr Raj Agarwal – Business Ethics An Indian Perspective Biztantra -2006, Machiavelli, The Little Prince.
8. Companies Act 2013.

Case studies

CSR models from the Indian industry.

COURSE CODE: COM. 5.1.3

COURSE TITLE: FUNCTIONAL AREAS OF MANAGEMENT

CREDITS: 4

Aim:

1. To understand the evolution of management thought.
2. To expose the students to functional areas of operations, human resources and marketing
3. To understand individual behavior in groups, dynamics of groups and team building.

Course Description:

The course provides a clear understanding of the development of management theory and the management of core functions of business.

Module 1

Evolution of Management theory

Schools of management thoughts- classical-process- scientific- human behavior- decision and contingency theory of management- functions of manager-group dynamics and people centered approach to team development- departmentalization and division of labour- modern principles and functions of Management.

Module 2

Operations Management

Production Planning and control- routing and scheduling- Plant layouts- material management- material control techniques -quality control.

Module 3

Human Resources Management

Concept -meaning- role and functions of HRM – HR planning, recruitment, selection, training and development – compensation – incentives and fringe benefits- morale and productivity- performance appraisal- industrial relation and workers participation in management.

Module 4

Organizational Behavior

Meaning and significance – Emergence - Ethical perspectives in organizational behavior - relationship between management and organizational behavior.

Module 5

Marketing

Concept of market and marketing- marketing planning, organising and control- marketing environment – marketing mix-product, price, distribution and promotion decisions- consumer behavior and market segmentation

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/Quiz/Role play: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices).

LIST OF READINGS:

1. Prasad L.M, Organizational Behaviour, S. Chand Publishers , New Delhi.
2. Aswathappa K. ,Human Resource and Personnel Management , Tata McGraw Hill Publishing Co. Ltd, New Delhi.
3. Schermerhorn, Hunt and Osborn , Managing Organizational Behaviour, John Wiley and Sons, New York.
4. Ramaswamy VS& Namakumari.S, Marketing Management, McMillan, NewDelhi.
5. Mahadevan B, Operation Management – Theory and Practice, Pearson, New Delhi.

COURSE CODE: COM. 5.0.1

COURSE TITLE: QUANTITATIVE METHODS

CREDITS: 4

Aim:

To familiarize the students with the basics of probability theory and its applications in analyzing problems encountered in a business environment.

Course Description:

It covers the basic concepts of probability theory, sampling methods, and the mechanics of projecting sample results to the population.

Module 1

Basic Probability Theory

Different approaches to probability– addition and multiplication rules – dependent and independent events – conditional probability – theorem of total probability – Bayes' theorem.

Module 2

Probability Distributions

Concept of random variable - discrete and continuous - probability distribution - mathematical expectation – binomial, Poisson and normal distributions.

Module3

Sampling

Need for sampling - sampling frame - probability and non-probability methods – sampling and non-sampling errors - determination of sample size – sampling distributions – central limit theorem.

Module 4

Statistical Inference I

Estimation – qualities of a good estimator – point estimate – interval estimate

Module 5

Statistical Inference II

Testing of hypothesis – procedure – tests involving a single mean – single proportion – two means – two proportions – several means – several proportions – small and large sample tests - type I and type II errors.

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/Quiz/Role play: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

LIST OF READINGS:

1. Levin & Rubin, Statistics for Management – Pearson, Dorling Kindersley, New Delhi.
2. Ronald E. Walpole, Introduction to Statistics, Macmillan.
3. Ya-lun Chou, Statistical Analysis: With Business and Economic Applications –Holt, Rinehart and Winston, Austin (Texas).
4. S. P. Gupta, Statistics – Sulthan Chand & Sons, NewDelhi.
5. Sancheti & Kapoor, Statistics – Theory, Methods & Application, Sultan Chand & Sons: New Delhi.

COURSE CODE: COM 502

COURSE TITLE: MANAGEMENT INFORMATION SYSTEM & COMPUTER APPLICATIONS

CREDITS: 4

Aim:

On successful completion of the course, the students should be able to develop understanding on MIS in general, generate insight on developing MIS for an organisation, comprehend the role of MIS in decision making and appreciate the inevitability of ICT in MIS

Course description:

This course helps students to understand the meaning and concept of MIS. The role of MIS in decision making and the models involved in the decision making process are explained. The informational needs at various levels, the scope of databases in integrating various functional and activity subsystems and the applicability of MIS for enterprise wide solutions are discussed in detail. By closely following this course, the students will learn how to design and implement MIS for making organisations competitive in the dynamically changing IT environment.

Module 1

Introduction

Meaning – concept and importance – MIS and other academic disciplines.

Module 2

Management Principles

Concepts in planning and control – concepts of information – organizational structure – system concepts – decision making process – behavioral models of organizational decision making and decision maker – decision making under stress – documenting and communicating decision rules.

Module 3

MIS structure – Organizational subsystems - knowledge work – technology support for knowledge work – information requirements by level of management activity – transaction processing systems – information support systems – decision support systems- Enterprise Resource Planning- functions; Advantage and Disadvantages of an ERP system.– cost benefit evaluation – management of MIS Design Projects.

Module 4

System Development - Determination of information needs and sources – selection of conceptual design options – detailed MIS design – forms and report design – physical systems design – physical data base design - procedure development – programme development – testing – quality assurance. organizational aspects of implementation – operation and maintenance – post audit.

Module 5

Computer Application in Management – Computer fundamental – hardware and software – memory – storage and retrieval of data – data representation – data processing – overview of computer languages, computer packages, programmes generators and report generators – communication network – practical sessions on MS Office, Internet.

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation:5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

READING LIST:

1. Gordon B. Davis & Margrethe H. Olsen ,Management Information Systems – Conceptual Foundations, Structure and Development : McGraw Hill
2. Robert Murdick & Joel Ross ,Introduction to MIS : Prentice Hall
3. August W. Smith ,Management Systems: Analysis and Applications: Dryden Press.

SEMESTER -II

COURSE CODE: COM. 5.2.1

COURSE TITLE: INTERNATIONAL BUSINESS

CREDITS: 4

Aim:

A systematic understanding of conducting business in the international arena is the main aim of this course.

Course description:

International Business is the study of business and management across international borders. It encompasses aspects such as globalization and the impacts of the global environment on organizations, trade and trade policy, foreign direct investment, convertibility of currency, strategic alliances and exporting. The course will help the students understand today's competitive global environment and prepare them for diverse business opportunities.

Module 1

International Business

An Introduction to international business-Theories of International Trade – Absolute and comparative advantages theories – Modern Theory of trade – Heckler-Ohlin theory – Terms of Trade – Balance of Payments and adjustment Mechanism

Module 2

Commercial Policy Instruments and Import Management

Tariffs – Quotas – Anti –Dumping/Countervailing Duties – Technical Standards – Exchange controls and other non-tariff measures-Procedure for procurement through imports – Import financing - Customs clearance of imports - Managing risks and involved importing – Transit risk – Credit risk and exchange risk.

Module 3

India's Foreign Trade and Policy

Composition and direction of foreign trade – India's foreign trade policy – Export promotion infrastructure and the institutional set up – Deemed exports and rupee convertibility – policy on foreign collaborations and counter trade arrangements – India's joint ventures abroad – project and consulting exports.

Module 4

Instruments of Export Promotion

Export assistance and promotion measures – EDCG scheme – Import facilities – Duty drawback – Duty exemption schemes – Tax concessions –marketing Assistance – Role of state trading houses – 100% export oriented units – Export houses and trading houses- EPZs – SEZs.

Module 5

Documentations and Export financing Methods

Types and characteristics of documents – processing of an export order- methods of payment – negotiations of export – bills- Documentary credit and collection – pre and post shipment export credit – Bank guarantees – Foreign exchange regulations.

LIST OF READINGS:

1. Verma M L ,International Trade , Vikas Publishing House, New Delhi.
2. Soderston B.O ,International Economics, Mac Millan, London.
3. Mahajan.V S,Indian Foreign Trade and Balance of Payments, Deep & Deep Publications, new Delhi.

ASSESSMENT:**a. Continuous Assessment: (40 %)**

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/Quiz/Role play: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

READING LIST:

1. Verma,V.L. International Trade. New Delhi: Vikas Publishing House, 2011
2. Sodersten,B.O. International Economics. London: Mac Millan, 1999.Print
3. Mahajan.V.S. Indian Foreign Trade and Balance of Payments. New Delhi: Deep & Deep Publications, 1992.Print.
4. Varma,Sumati. International Business. New Delhi: Pearson,2012.Print.
5. Cavusgil,Tamer, Gary Knightbvand John R.Riesenberger. International Business - Strategies, Management and the New Realities. New Delhi: Prentice Hall.2008.Print.

COURSE CODE: COM. 5.2.2
COURSE TITLE: E – BUSINESS
CREDITS: 4

Aim:

This course aims to present an up-to-date analysis of the management, innovation and information systems aspects of the use of e-business technology.

COURSE DESCRIPTION:

An understanding of e-commerce and e-business, various e-commerce models, e-marketing procedure, electronic payment mechanism and essential security requirements for safe electronic payments and trading on the internet.

Objectives:

- To understand the reasons that lead to the development of e-business.
- To appreciate the potential of e-business.
- To understand the different e-business (business) models and strategies, including global supply chain management and electronic markets
- To know the steps needed for setting up and maintaining a successful e-business.
- To understand the security risks and how to avoid such risks in e-business.

Module 1

Introduction

E-commerce: Meaning and Concept of E-Commerce, Traditional commerce and E-commerce; Features of E-commerce; Element of E-Commerce; Benefits and Limitations of E-Commerce; Types of E-Commerce System; B2B, B2C, C2C, C2B, B2G and G2C- Marketing issue in E-Commerce; key technologies for E-Commerce; Electronic Data Interchange, Internet, Intranet, Extranet.

Module 2

E- Marketing

E-Marketing – Concept and components– Identifying Web presence Goals – Browsing Behavior Model –Online Marketing –E-advertising – Internet Marketing Trends – E-branding – E-marketing strategies- Concept of E-retailing; History of E-retailing, different Models of E-retailing; Model for Web based Information system in E-retailing; key technologies of B2C Model in E-Retailing – EPOS System.

Module 3

E-Business Models

Business Models for E-Commerce- Brokerage Model, Aggregator Model, Infomediary model, Community Model, Value chain model, Manufacturer model, Advertising Model, Subscription model.

Module 4

Internet shopping Procedure

Consumers shopping procedure on the Internet; Role of E-Brokers; Broker based Service on Line; On-Line Travel and Tourism Service; on line Stock Trading; On Line Banking, On Line Financial Services; E-Auctions-Electronic payment systems: Features of an ideal electronic payment system; Types of an Electronic Payment System-Credit Cards, Debit cards, Smart Cards, E-Money, E-Check and Electronic Fund Transfer (EFT).

Module 5

E Security

Information system security- Security on the internet – Methods of payment in E-Retailing; Securing the online payment system; Need of security in E-Commerce ; Essential security requirements for safe electronic payments ; Security schemes for an Electronic Payment Systems – Encryption, Digital Signature, Security Certificates; Internet security Protocol - Technological and Non-Technological measure for securing On-line payment; E-business risk management issues -Information security environment in India.

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/Quiz/Role play: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

Reading List:

1. S. Jaiswal, “Doing Business on the Internet E-COMMERCE (Electronic Commerce for Business)”, Galgotia Publications.
2. Joseph. P.T, “E-Commerce an Indian Perspective”, S.J., PHI.
3. Greenstein Merylin, “Electronic Commerce”, Tata Mc Graw Hill
4. Dave Chaffey, “E-business and E-commerce Management”.
5. Efraim Turban, David King, Jae Lee, Ting-Peng Liang & Deborrah, “Turban Electronic Commerce - A Managerial Perspective”, Pearson

COURSE CODE: COM.5.2.3

COURSE TITLE: BUSINESS FINANCE AND MANAGEMENT ACCOUNTING

CREDITS: 4

Aim:

This course aims to equip the students with the various concepts of finance and application of management accounting tools.

Course description:

An in-depth understanding of types of finance, evaluation of investment projects, budgetary control& innovations in budgeting, various modes of reporting to management and the interpretation of reports.

Module 1

Business Finance

Concept – types of finance – public and private finance -personal and corporate finance- sources of finance – conventional and modern financing- time value of money - operating and tax environment for financial decisions.

Module 2

Management accounting

Definition- meaning- scope and significance- relationship between Management accounting and Financial accounting- Tools of accounting for management - advantages and disadvantages of Management Accounting.

Module 3

Budgeting and budgetary control

Meaning and objectives – concept of incrementalism and conventional budgeting- Innovations in budgeting- Zero-base budgeting- Performance budgeting- planning programming budgets.

Module 4

Capital Expenditure Decisions

Meaning – capital budgeting process – control of capital expenditure – techniques of evaluation of investment projects- capital rationing- analysis of risk – Capital Asset Pricing Model for analysis of risk and return.

Module 5

Reporting to management

Meaning -objectives – Reporting at different levels of Management- Types of reports – modes of reporting – preparation of reports – interpretation and use of reports by management.

ASSESSMENT:

- a. Continuous Assessment: (40 %)**
- Attendance / Class Participation: 5%
 - 2 assignments: 10 %
 - Mid Semester Examination: 15%
 - Seminar/Quiz/Role play: 10%
- b. End Semester Assessment: (60 %)**

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

READING LIST:

1. Horngreen CT: Introduction to Management Accounting, Prentice Hall of India, New Delhi.
2. LalJawahar: Management Accounting, Tata MecGraw Hill New Delhi.
3. Maheswary S N, Management accounting and Financial Control; Sultan Chand & Sons New Delhi.
4. Shasi K Gupta and R K Sharma, Management accounting, Kalyani Publishers.

COURSE CODE: COM. 5.0.3
COURSE TITLE: OPERATIONS RESEARCH
CREDITS: 4

Aim:

To familiarize the students with some of the quantitative tools that assist in decision making.

Course Description:

The course covers some of the major OR models and its applications in business.

Module 1

Introduction to Operations Research

Evolution – definitions - features - role of models – limitations – applications

Module 2

Linear Programming

Formulation of LPP – graphical solution method - Simplex method –Big Mand two phase method – dual problem –Transportation model- Assignment model.

Module 3

Decision Theory

Decision making under uncertainty – methods – decision making under risk – EMV, EOL, EVPI – decision trees - Game Theory – two person zero sum game – games containing saddle point – 2x2 games – principle of dominance – 2xn and mx2 games – larger sized games

Module 4

Project Scheduling Techniques

PERT and CPM – critical path computations – probability considerations in project scheduling – crashing – calculation of floats – multi-stage decision problems.

Module 5

Inventory Models

Definition of inventory problem - costs involved in inventory problems – EOQ and EPQ models - inventory models with price breaks - probability inventory models – newspaper boy problem – selective inventory control techniques

ASSESSMENT:

- a. Continuous Assessment: (40 %)**
- Attendance / Class Participation: 5%
 - 2 assignments: 10 %
 - Mid Semester Examination: 15%
 - Seminar/Quiz/Role play: 10%

- b. End Semester Assessment: (60 %)**

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

LIST OF READINGS:

1. Hamdy A. Taha, Operations Research , Prentice Hall, NewDelhi,2006.
2. Andrew C. Shogun, Management Science ,Prentice Hall,NewDelhi,1988.
3. Sharma J K, Operations Research –,Lakshmi Publications, NewDelhi,5th edition,2013.
4. Gupta P. K. & Manmohan, Operations Research and Statistical Analysis , Sulthan Chand, NewDelhi,1985.
5. Bobby Srinivasan & Charles T. Sand bloom, Quantitative Techniques for Business Decisions , McGraw Hill,1989.

COURSE CODE: COM. 5.0.4
COURSE TITLE: COMMUNICATION FOR BUSINESS
CREDITS: 2

Aim:

To hone the oral, written, and interpersonal skills of the learners and make them proficient in applying the concepts of communication to business situations.

Course Description:

The course provides the basic principles of business communication and builds on it to focus on the various forms of oral and written communication encountered in a business environment.

Module 1

Introduction

Principles of communication - Types of communication – Methods and media of communication- Process of communication – Barriers to communication – Strategies for improving communication effectiveness.

Module 2

Organizational Communication

Meaning – Types of organizational communication – Causes of poor organizational communication – Communication for inter personal influence – Effective leadership communication – Cross culture communication

Module 3

Forms of Communication

Verbal and non verbal communication in business – public speaking skills – Business presentations- art of negotiation – Interviews – group Discussions – Telephone conversation – Listening skills- mannerisms – Body Language

Module 4

Written Communication

Business writing process –letter formats – complete block form , block form, semi block form, intended form letters for different kinds of situations – Enquiries – customer complaints – collection letters – sales promotion letters – notices- Reports – Memos – Financial reporting – Professional papers – Agreement documents – Press releases – Preparation of resumes.

Module 5

Meetings and Report Writing

Conducting corporate meeting – procedure for convening AGM/EGM – preparing agenda, minutes and resolutions- Report writing – structure of reports Formal & Informal reports – Technical reports

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/Quiz/Role play: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

LIST OF READINGS:

1. RC Bhatia, Business Communication, 2e, Ane Book Pvt. Ltd, New Delhi, 2008.
2. Shirley Taylor, [Model Business Letters, E-mails & Other Business Documents](#), 6e, FT Prentice Hall, 2004.

3. Mary Ellen Guffey, Business Communication: Process and Product, 5e, South- Western Thomson Publishing, Mason, OH, 2005
4. Jasmine S. and S. Bright: Business LetterWriting,Universal, New Delhi, 1984.
5. Herta A Murphy & Charles E Pick, Effective Business Communications, 2e, Tata McGraw Hill, 1976.
6. Ronald B Adler, Communication at Work 10e, by Mcgraw Hill Higher Education2010.
7. JaneThomas,HertaMurphy,HerbertHildebrandt, Effective Business Communications, Published 2008 by Tata Mcgraw-Hill Education Pvt. Ltd.

SEMESTER-III

COURSE CODE : COM. 5.3.1

COURSE TITLE: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

CREDITS : 4

Aim:

It is intended to develop the fundamental concepts and knowledge necessary for investment which will help the students to apply analytical and critical thinking skills in Security Analysis and Portfolio Management

Course description:

This course provides a broad overview of investment management, focusing on the application of portfolio theory to the issue faced by Investors. Topics will include the topics of equity and bond valuation in the case of individual investors and issues related portfolio optimization and performance evaluation. It also deals with risk-return analysis in the portfolio management and the different portfolio management theories and tools which are applicable when managing portfolios.

Module 1

Investment – definition – Nature and Characteristics – Investment process – Institutions and markets – Securities – money market instruments – investment vs speculation – risk return.

Module 2

Valuation of Securities – Valuation of Bonds – methods of estimating Bond returns – Valuation of shares – discounted dividend models – PE ratio multiplier Model.

Module 3

Security Analysis – Fundamental analysis – economy analysts- Industry Analysis – company analysis. Technical analysis – Dow Theory – Elliot Wave Theory – Chart patterns-Mathematical indicators. Efficient Market Hypothesis – weak form – semi strong form – strong form – tests of efficient market hypothesis.

Module 4

Portfolio Theory – portfolio analysis- portfolio selection – Markowitz model – single Index Model- portfolio Revision- formula plans- Portfolio Evaluation – Sharp ratio- Treynor ratio- Jensen’s performance measure.

Module 5

Capital Market Theory – Capital Market Line (CML) – Security Market Line (SML) - Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT)

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/Quiz/Role play: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

READING LIST:

1. Fisher,E.Donald and Ronald J.Jordan, Security Analysis and Portfolio Management,New Delhi:PHI Learning,2008.Print.
2. Bhalla,V.K. Investment Management. New Delhi: S.Chand & Corporations, 2008.Print.

3. Avadhani,V.A.Security Analysis and Portfolio Management.Himalaya Publishing House,Mumbai2008.Print.
4. Prasannachandra., Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi:2008.Print.
5. Kevin,S. Security Analysis and Portfolio Management. New Delhi.PHI Leaning,2008.Print.
6. Goldman Sachs: Introducing GS Sustain, 2007
7. [http:// www. Unglobalcompact.org/docs/summit2007/gsesg embargoed until030707pdf.](http://www.unglobalcompact.org/docs/summit2007/gsesg_embargoed_until030707.pdf)
8. Benjamin Graham:Security Analysis.
9. <http://www.focusinvestor.com/Graham1.pdf>

COURSE CODE: COM. 5.3.2
COURSE TITLE: ADVANCED COST ACCOUNTING
CREDITS: 4

Aim:

This course aims to provide the students an insight into the methods and techniques developed to support the modern cost management practices.

COURSE DESCRIPTION:

An introduction to emerging concepts in cost management system, relevant cost analysis for decision making, performance evaluation and costing methods & pricing in service sector.

COURSE CONTENT:

Module 1

Relevant cost analysis and Management Decisions

Decision making process- Relevant costs and Revenues – relevant cost analysis – Differential cost analysis- marginal costing and decision making- Differential cost analysis – Applications of Differential cost analysis – Relevant cost analysis for decision making.

Module 2

Cost control and cost Reduction

Meaning of cost control- Elements of cost control schemes – cost control Techniques – Essentials of success of cost control – Meaning of cost reduction – Essentials of cost reduction programmes

Module 3

Cost Management

Concepts – Cost management system -- Activity Based Costing – steps to develop ABC system – Target costing- Life Cycle Costing – Back Flush costing- Material Requirement planning-Value chain analysis-TQM-BPR-JIT

Module 4

Performance Evaluation

Responsibility accounting -Cost Centre – Profit Centre – Investment Centre –
Techniques of Performance evaluation --Transfer prices-Budgetary control and
reporting–Standard costing and Variance analysis – Contribution margin –
ROCE/ROI-Residual income- Value added.

Module 5

Costing of Service Sector

Characteristics of service sector – Collection of cost data in service sector –
Costing methods in service sector- Pricing in service sector

ASSESSMENT:

b. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar:10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices).

Reading List:

1. S P Jain, K L Narang&SimmiAgrawal; “Advanced Cost Accounting”, Kalyani Publishers.
2. Horn Gren,Sundem,Schatzberg&Burgstahler, “Introduction to Management Accounting”, Dorling Kindersley (India)Pvt. Ltd.
3. Ravi M. Kishore, “Taxman’s Cost & Management Accounting”.
4. Dr.S N Maheswary, Management accounting and Financial Control; Sultan Chand & Sons New Delhi.

COURSE CODE: COM. 5.3.3

COURSE TITLE: TAXATION LAW AND PRACTICE

CREDITS: 4

Aim:

To convey and understanding on the taxations systems in India and the procedure for computation of Income for taxation under the Income tax Act.

Course Description:

The course covers taxation concepts and computation of Income for taxation under the various Heads of income of the Income tax Act in India .

Module 1

Income tax-Basic concepts and definitions – capital and revenue
-Determination of residential status of different entities and incidence of tax –
tax free incomes (totally and partially)

Module 2

Computation of salary

Module 3

Computation of income from house property

Module 4

Computation of income from profits and gains from business and profession –
depreciation and other allowance

Module 5

Computation of income under capital gains and income from other sources.

ASSESSMENT:

- a. Continuous Assessment: (40 %)**
- Attendance / Class Participation: 5%
 - 2 assignments: 10 %
 - Mid Semester Examination: 15%
 - Seminar/Quiz/Role play: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

READING LIST :

1. Mehrotra H C and Goyal S P .Income Tax Law and Practice –Wealth Tax and Tax planning- , Sahitya Bhavan Publications Agra
2. Vinod Singhania And Kapil Singhania , Direct taxes – Law and Practice with reference top Tax planning Taxman Publications Pvt. Ltd

Other References

- www.taxman.com
- Finance Act respective years
- Income tax Act 1961
- ITR forms Ministry of finance Govt. of India

COURSE CODE: COM. 5.3.4

COURSE TITLE: ENTERPRISE PERFORMANCE MANAGEMENT

CREDITS: 4

AIM:

This course aims to inculcate the evaluation parameters of enterprise in terms of control systems, costs, operation strategies and quality management.

COURSE DESCRIPTION:

An understanding of management control systems, different operations strategies, risk and uncertainty in managerial decision making process, analysis of costs and value to arrive at competitive advantage and the different quality control techniques.

Objectives:

- To provide different facets of management control systems
- To understand the importance of performance measurement – both financial and non- financial
- To provide an understanding of the different operations strategies to improve the performance of an enterprise.
- To develop the skill of decision making to have competitive advantage
- To gain knowledge of different tools of quality management

Module 1

Management Control Systems

Control systems –meaning-essentials- uses - classification - Application of control systems - management control systems- operation of management control systems- Administrative and accounting control systems. Management accounting and management control – need for detailed costing, overhead allocation, budgeting and target costing.

Module 2

Operations Management Systems

An overview of operations strategy - Systems used in operations management: Manufacturing Resource Planning (MRP), Optimized Production Technologies (OPT), Just in Time (JIT) and Enterprise Resource Planning (ERP)–Performance management strategies- Benchmarking and Business Process Re-engineering (BPR)

Module 3

Cost planning and analysis

Value analysis and cost control - Kaizen costing and continuous improvement - cost of quality - Learning curves and their use in predicting product/service costs - Multi-product break even analysis including break-even and profit/volume charts, contribution/sales ratio and margin of safety. Life Cycle costing - Value chain analysis – internal cost analysis – internal differentiation analysis and vertical linkage analysis- supply chain management

Module 4

Treatment of Uncertainty in Decision Making

Decision making- meaning and process- risk and uncertainty- Types of risks - Risk based decision making ; Expected monetary value, Future value, present value, periodic payments - Expected value of perfect information - Opportunity losses - Sensitivity analysis

Module 5

Performance and Quality Management

Measurement of Performance – total productivity management - Approaches to quality management - Total Quality management (TQM), Statistical Quality Control (SQC) - Quality circles, six sigma, - Contemporary developments in

quality management - External quality standards (The various ISO standards appropriate to products and organizations).

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/ 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

Reading List:

1. Robert Anthony & Vijay Govindrajn, Management Control System, Tata Mc Graw Publishing Co. Ltd, 12th edition
2. Sekhar R C, Management Control System, Tata Mc Graw Publishing Co. Ltd.
3. Nagarajan K, Project Management, New Age International Publications, 7th edition

SEMESTER-IV

COURSE CODE: COM.5.4.1

COURSE TITLE: INTERNATIONAL FINANCIAL MANAGEMENT

CREDITS: 4

Aim:

To make the students aware of the complexities involved in managing funds in the globalised economy and expose them to the new instruments used in international transactions

Course Description:

This course provides a birds eye view of the international finance system, international capital and money markets and the instruments used, how financial management is done in MNCs, and how to spread risks.

Module 1

International Finance System

International monetary system - European monetary system – international liquidity – SDRs

Module 2

International Financial Markets

International capital market and money market – international capital and money market instruments – role of financial intermediaries – international banking - recent trends and strategies – multilateral development banks

Module 3

Multinational Corporations and Financial Management

Multinational financial management – theory and practice – complexities and issues in managing function in MNCs – techniques of covering foreign exchange risk by MNCs

Module 4

Foreign Investment and Financing Decisions

FII – INSTRUMENTS- GDR, SDR – FDI types, motives and effects – current issues in FDI – problems in multinational capital budgeting – International financing sources – cost of capital for overseas investment – factors affecting international capital movements – foreign investments in India – Euro issues by Indian companies.

Module 5

International Portfolio Management

Portfolio investment – Benefits of international portfolio investment – spreading risks – International CAPM

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar/Quiz: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

LIST OF READINGS:

1. Machiraju. H.R., International Financial Markets and India, New Age International Publishers: New Delhi
2. Varshney R.L, International Financial Management – An Indian Perspective, Sultan Chand and Sons: New Delhi
3. Avadhani V A, International Finance, Himalaya Publishing Co. :New Delhi.
4. Buckley, Adrian, Multinational Finance, Prentice Hall of India: New Delhi
5. Kevin S., Fundamentals of International Financial Management, Prentice Hall of India: New Delhi .

COURSE CODE: COM. 5.4.2
COURSE TITLE: TAX PLANNING AND MANAGEMENT
CREDITS: 4

Aim:

Facilitate understanding of Assessment of tax liability for Individuals, firms and corporate entities.

Course Description:

The course covers computation of total income and tax liability for assessment of Individuals, firms and companies.

Module 1

Computation of total income and tax liability – deduction under section 80 – rebate and relief under the Income Tax Act,

Module 2

Set off and carry forward of losses, Clubbing of Income

Module 3

Assessment of Individuals, and firms, Assessment of companies

Module 4

Tax planning measures – tax evasion and tax avoidance – tax planning measures available to individuals and corporate assesses., Income Tax Authorities and their powers

Module 5

Service tax: Applicability and services covered – Valuation of services for service tax- Registration-Furnishing of return- Payment of service tax – Maintenance of records- other obligation.

ASSESSMENT:

- a. Continuous Assessment: **(40 %)**
- Attendance / Class Participation: 5%
 - 2 assignments: 10 %
 - Mid Semester Examination: 15%

- Seminar: 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

READING LIST:

1. Mehrotra H C and Goyal S P , Income Tax Law and Practice –Wealth Tax and Tax planning- Sahitya Bhavan Publications ,Agra
2. Vinod Singhania And Kapil Singhania , Direct taxes – Law and Practice With reference top Tax planning Taxman Publications Pvt. Ltd
3. Ahuja G. K& Ravi Gupta. A Systematic Approach to Income Tax and Central Sales Tax
4. Lakhotia .R. N, Corporate Tax Planning-

Other References

- www.taxman.com
- Finance Act respective years
- Income tax Act 1961
- ITR forms Ministry of finance Govt. of India .

COURSE CODE: COM.5.4.3

COURSE TITLE: ADVANCED FINANCIAL MANAGEMENT

CREDITS: 4

Aim:

This course aims to develop a foundation of financial management concepts, how corporations make important investment and financing decisions, and how they establish working capital policies .

Course description:

The course describes how firms meet their financial objectives utilizing financial decision making. It also explains financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management.

Module 1

Introduction.

Concept – Scope and significance –Goals and functions – Financial planning and control- Financial profit Vs wealth maximization - Finance function – Financial manager's decisions.

Module 2

Capital structure.

Concept- Significance of capital structure decisions – Traditional and modern theories- Capital structure decision – EBIT–EPS analysis, ROI-ROE analysis and leverage analysis.

Module 3

Cost of capital.

Meaning- Different cost concepts- Use in finance and investment decisions- Measurement of component and weighted average cost of capital.

Module 4

Working Capital Decisions.

Concepts – Characteristics of current assets- Factors determining working capital requirements-Operating cycle- Estimation- Management of current assets-cash, account receivables and inventories- Financing of current assets – Banking norms for financing working capital- Control techniques.

Module 5

Management of earnings

Decision as to dividend or retention- Dividend policy- Bonus issue- Dividend policy and value of the firm- Theories of dividend

ASSESSMENT:

a. Continuous Assessment: (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

READING LIST:

1. James C Van Horne & Sanjay Dhamija, Financial Management and Policy, Dorling Kindersley (India) private Ltd.
2. Eugene F Brigham and Michael Ehrhardt, Financial Management Theory and Practice, Cengage learning India pvt Ltd.
3. Prasanna Chandra, Financial Management Theory and Practice, Tata mcgraw-Hill publishing company pvt Ltd.
4. Pandey I M, Financial Management, Vikas publishing house pvt Ltd.

COURSE CODE: COM. 5.4.4
COURSE TITLE: CORPORATE ACCOUNTING
CREDITS: 4

AIM:

This course aims to make the students understand the procedures adopted in various accounting situations and get an overview of International Financial Reporting Standards.

COURSE DESCRIPTION:

An introduction to International Financial Reporting Standards, valuation of goodwill and shares, preparation of final accounts of companies and a detailed understanding of books of accounts to be prepared in connection with amalgamation, holding companies and liquidation.

COURSE CONTENT:

Module 1

IFRS

International Financial Reporting Standards (IFRS)-Introduction –Scope-
Overview of IFRS 1to 13

Module 2

Company Accounts

Forms and contents of company balance sheet and Profit and loss accounts-
Managerial remuneration – Divisible Profit- Preparation of final accounts.
Valuation of goodwill and shares

Module 3

Accounts of Holding companies

Forms of control – Meaning and definition – Rules for consolidation of financial
statements – Preparation of consolidated balance sheet

Module 4

Amalgamation

Types of Amalgamation – Calculation of Purchase consideration- Methods of accounting for amalgamation- Inter-company investments

Module 5

Liquidation of companies

Modes of winding up – Preparation of statement of affairs and lists – Adjustment of rights of contributories –calls in arrear- calls in advance- Liquidator's final statement of accounts.

ASSESSMENT:

a. Continuous Assessment:

b. (40 %)

- Attendance / Class Participation: 5%
- 2 assignments: 10 %
- Mid Semester Examination: 15%
- Seminar 10%

b. End Semester Assessment: (60 %)

This will be through a three hour written examination consisting of 10 very short answer questions (without choice), 4 short answer questions and 2 descriptive questions (with choices)

Reading List:

- 1 .Maheswari S N & Maheswari S K: Advanced Accounting Vikas Publishing House, New Delhi.
- 2 . Gupta RL & Radhaswamy M Advanced Accounting,S. Chand New Delhi.
- 3 .Shukla & Grewal: Advanced Accountancy, Taxman New Delhi.
- 4 .Mukherjee A & Hanif M: Modern Accountancy, Tata Mc Graw Hill New Delhi.
- 5 . V. Rajasekaran & R. Lalitha, "Corporate Accounting"; Dorling Kindersley (India)Pvt. Ltd.

Other Resources

Global IFRS resources- www.bdointernational.com