

UNIVERSITY OF KERALA
School of Distance Education
Scheme and Syllabus for M Com
(2017 Admission on wards)

COURSE STRUCTURE & MARKS DISTRIBUTION

Semester	Course Code	Title of Course	Maximum Marks		
I			CA	ESA	Total
	CO2 11	Contemporary Management Concepts and Thoughts	25	75	100
	CO2 12	Management Information System	25	75	100
	CO2 13	Research Methodology	25	75	100
	CO2 14	Planning and Development Administration	25	75	100
	CO2 15	Advanced Corporate Accounting	25	75	100
		TOTAL	125	375	500
II	CO2 21	E -Business and Cyber laws		75	100
	CO2 22	Business Ethics and Corporate Governance	25	75	100
	CO2 223	Quantitative Techniques	25	75	100
	CO224	International Business	25	75	100
	CO225	Strategic Management	25	75	100
		TOTAL	125	375	500
III	CO2 21	Income tax Planning and Management	25	75	100
	CO2 22	Security Analysis and Portfolio Management	25	75	100
	CO2 23	Strategic Financial Management	25	75	100
	CO2 24	Advanced Cost and Management Accounting	25	75	100
		TOTAL	100	300	400
IV	CO 241W	Goods and Service Tax & Customs Duty- Law and Practice	25	75	100
	CO2 22	International Finance	25	75	100
	CO2 23	Management Optimization Techniques	25	75	100
	CO2 24	Financial Statements- Interpretation and Reporting	25	75	100
		TOTAL	100	300	400
		Project Report/ Essay			100
		Comprehensive Viva			100
		GRAND TOTAL			2000

Notes:

1. CA: Continuous Assessment
2. ESA: End Semester Examination
3. The allocation of marks for each component of CA: 15 marks for Assignment and 10 marks for Test paper

4. The allocation of marks for Project: 80 marks for Project report and 20 marks for viva voce

SEMESTER 1

PAPER 1 – CONTEMPORARY MANAGEMENT CONCEPTS AND THOUGHT

Objectives-

1. To create awareness and interest among the students in modern management concepts and thought
2. To enable the students to choose appropriate functional area of management in their future studies.

Module 1 – Modern management –concept-significance-response to globalization-diversity and advances in information technology-organisational culture- cross cultural communication- motivation in organisations – meaning and process- theories of motivation: ERG ,McClelland's, learned need , equity, vroom's expectancy –managerial application of motivational theories (20hrs)

Module 2- Leadership-concept-significance in modern organization-challenges-approaches: Trait, Behavioral, and Situational -theories: Harsey and Blanchards'- transactional Vs transformational leadership- Charismatic and authentic leadership – leadership ethicsexecutive coaching and mentoring. (15 hrs)

Module 3- Human resource management- concept- meaning- functions-importancestrategies and practices in HR planning-potential appraisal, succession planning- managing diversity- dual career management- glass ceiling-QWL- HR information system- stress management-causes and effects of work stress- coping strategies-change management-needresistance-organisational intervention. (25 hrs)

Module 4- Marketing management- concept-nature, scope and importance–understanding concepts of relationship and integrated marketing- trends in modern marketing- e-marketing, green marketing, tele marketing, societal marketing- marketing environment- macro micro components and their impact on marketing decisions – marketing research – importance, scope and steps – marketing information system-marketing intelligence. (20 hrs)

Module 5 – Financial management- Business finance- concept- meaning-importanceapproaches- objectives of financial management- meaning and importance of financing decisions-classification of financial decisions. (10 hrs)

References:

1. Griffin ,Ricky W Organisational Behavior –Houghton Mifflin co, Boston.
2. DoedeKeuning, Management A Contemporary approach, Prentice Hall(Pearson education) , New Delhi.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of organisational behavior.
4. Utilising Human Resources, Prentice Hall, New Delhi
5. BiswanthGhosh, Human resource development and management, Vikas Publishing, New Delhi.
6. Kotler, Keller, Koshy and Jha Marketing Management- A south Asian perspective, Pearson

SEMESTER I
PAPER 2-MANAGEMENT INFORMATION SYSTEM

Objectives:

1. To make the students aware of the need for information systems, its application in managerial decision making.
1. To make the students aware of the recent trends in information system.

Module 1

Introduction to MIS- Meaning, concept, Evolution, significance and need, Objectives and features,- subsystems of MIS, MIS and other academic disciplines, operating elements of MIS, structure of MIS based on management activity, based on organisational functions. (15 hrs)

Module 2

Information in decision making – Concept of information, historical development, mathematical definition of information, reduction of uncertainty, redundancy, information presentation, quality of information, value of information in decision making, value other than in a decision, Age of information.

Decision making- intelligence and design phase, behavioural models of the decision maker, decision making under psychological stress, methods for deciding among alternatives. (20 hrs)

Module 3

System Concepts- Meaning, Characteristics, types of systems, subsystem- decomposition, simplification, decoupling, entropy, system stress- types, consequence, process of adaptation, organisation as open systems. – DSS, TPS, Expert System, Control in systems, negative feedback control, law of requisite variety, the nature of control in organisation. (25 hrs)

Module 4

System Analysis and Design- prototyping approach, Conceptual and detailed MIS design, System Development Life Cycle, Implementation of MIS. (15 hrs)

Module 5

Data Processing- Data hierarchy, database, DBMS, Database models- relational model, network model, -the database approach, data dictionary, conceptual data modelling. -Data mining and data warehousing. Accounting Information system. Meaning, need, process, role of AIS in the decision making at the functional areas of management-finance, marketing and HRM. (20 hrs)

References:

1. Gordon B Davis, & Margrethe H Olson, Management Information System
2. Robert G Merdick, Management Information System.

SEMESTER I
PAPER 3 – RESEARCH METHODOLOGY

Course Objectives

- _ To provide an insight into the fundamentals of social science research
- _ To understand the need, significance and relevance of research and research design
- _ To acquire practical knowledge and required skills in carrying out research

Instructional hours: 90

Module 1: Fundamentals of Research

Research: Meaning – nature – significance – objectives – utilities. Principles of scientific research - Scientific methods- Induction, Deduction – Qualities of a researcher – Research ethics

Research Methods and Process: Types of Research; Implicational- Fundamental, Applied, policy, educational; Purpose- Exploratory, Descriptive, Predictive, Analytical, Historical; Methods of Investigation – Library, Case study, survey, field studies, experimental, evaluation, Action, Diagnostic, Ex-post facto research; Quantitative and Qualitative Research - Research Process and Approaches **20**

hours

Module 2: Research Design

Research problem Identification – identifying research gap – setting of objectives and hypotheses – identifying the variables ; dependent, independent and intervening variables – steps in developing a research design – research design for descriptive, analytical, empirical and experimental research- qualities of good research design **16 hours**

Module 3: Sampling Techniques and Data Collection Methods

Probability and non-probability sampling techniques – determinants of sample size – sampling errors and sources

Collection of data – primary and secondary data – field methods, techniques and tools for data collection- tests, observations, interview, surveys, projective techniques, questionnaire, schedules, rating scales- scaling techniques and construction of scales – Pre-testing and Pilot Study. **20 hours**

Module 4: Testing of Hypothesis

Need and significance of hypotheses- formulation of hypotheses – types of hypothesis – errors in testing hypotheses – Type-I and Type II Errors – One tailed and Two tailed tests – level of significance – decision taking

Statistical analysis for doing inferences – Parametric and non parametric tests- types and differences – interpretation of analyzed data **18 hours**

Module 5: Report writing and presentation

Research Report - types of reports – content of report – Style of Reporting – Steps in Drafting Reports – Qualities of a good report – Documentation – Citation - Footnotes – References – Bibliography – APA and MLA Format in writing references and bibliography. **16 hours**

Reference Materials

Krishnaswamy R. S., *Research Methodology in Social Science*

Kothari C. R., *Research Methodology: Methods and Techniques*

Sharma R. N & Sharma R. K., *Research Methods in Social Science*

John W. Best and James V. Khan, *Research in Education*

Singh A. K., *Tests, Measurements and Research Methods in Behavioural Sciences*

SEMESTER I
PAPER4- PLANNING AND DEVELOPMENT ADMINISTRATION

OBJECTIVES:

1. To give an insight into the structure of Indian Economy.
2. Providing the students a general idea, regarding planning process and procedure.
3. Make the students aware of plan preparations of central, state and Local Self Government

MODULE 1: STRUCTURE OF INDIAN ECONOMY.

Growth vs Development –Types of economy- Features of underdeveloped economy- Problems of Indian economy-Public sector- Private sector-Joint sector-Co-operative sector- Role of agricultural and Industrial development in the Indian economy-National Income- Concepts-Difficulties in estimation. (15 Hours)

MODULE 2: PLANNING MECHANISM IN INDIA:

Meaning, Nature and Objectives of economic planning- Features and types of planning- Decentralised planning and centralized planning- Planning process-Techniques and tools of planning- Evaluation of planning- Growth model and Planning model- National Planning commission- National development Council- State Planning Board- District planning Board. (25 Hours)

MODULE 3: FISCAL POLICY:

Centre state Relationship-Resource allocation- Finance Commission- Development and non-Development expenditure- Preparation of budget- Central – state- Local self-Government- Deficit financing- Plan and Non-Plan expenditure- Evaluation of current budget. (15 Hours)

MODULE 4: INFRASTRUCTURE AND RURAL DEVELOPMENT:

Primary sector- Secondary sector- Tertiary sector- Importance of Infrastructural development- Rural Infrastructure- Public, Private Participation (PPP) – BOT- Rural development programs of Centre and state-Social Audit. (15 Hours)

MODULE 5: LOCAL SELF GOVERNMENT:

Local bodies- Features- Financing of Local self-Government-Panchayati Raj Systems- Grama sabha-Beneficiary selection and resource Allocation- Sources and Allocation of Revenue. Programs of LSG in poverty eradication and employment generation. Division of resources between state and LSG. 73rd and 74th Amendments- Constitutional concepts- Peoples plan (20 Hours)

References

1. Economics of Development and Planning- ML Jhingan
2. Economic Planning – ML Seth.
3. Indian economic Planning- Misra and Puri.
4. Guidelines for preparing budget manuals, Finance Dept, Govt of Kerala.
5. Studies in Indian Planning- Mahajan
6. Budget Manuals, Ministry of finance, Govt of India.
7. Panchayatraj Act. (73rd and 74th Amendments)
8. Indian Economy –emerging challenges- Vyasulu Rao.
9. Planning in India –Lekhi

SEMESTER I
PAPER 5- ADVANCED CORPORATE ACCOUNTING

Objectives: 1. Making the students to understand International Financial Reporting Standards and tools & techniques in various accounting situations.

2. Expose the students to advanced accounting issues and practices like Investment, Consolidation of financial statements, Liquidation etc.

Module I. International Financial Reporting Standards (IFRS) – Introduction – Scope – overview of the International Financial Reporting Standards – IFRS 1 to 13 **(15 hours)**

Module II. Holding Company – Concept and definition – Consolidated Balance sheet – capital profit – Revenue profit – cost of control – minority interest – intercompany owings – contingent Liabilities – revaluation of assets and liabilities – treatment of bonus shares and dividend Cross Holding. IFRS 10.

(30hours)

Module III Investment Accounts and Valuation of Goodwill and Shares. Investment Accounts in Loans and Debentures – cum interest and ex interest, Investment Accounts in shares – Bonus shares – Right shares , Valuation of goodwill –capitalization method – super profit method. Valuation of shares – Need – methods – Intrinsic value method – Yield method – Fair value method.

(20hours)

Module IV. Insurance claims, Computation of Fire claims – Loss of stock – Loss of profit. **(10hours)**

Module V. Liquidation- Meaning – Types – Reasons – Preferential creditors – Statement of affairs – Deficiency/ Surplus accounts – Liquidator's final statement of accounts.

(15hours)

References:

1. **Financial Reporting** Vol.1 by The Institute of Chartered Accountants of India
2. **Advanced Accountancy** MC Shukla. T.S. Grewal. & S C Gupta
3. **Advanced Accountancy** Jain & Narang
4. **Advanced Accountancy** RL Gupta & Radhaswamy
5. **Advanced Accountancy** SN Maheswari

SEMESTER II
PAPER 1- E-BUSINESS & CYBERLAWS

Objectives: 1. To equip the students with the emerging trends in business
2. To equip the students to introduce and explore the use of information technology in all aspects of business
3. To familiarise with the students cyber world and cyber regulations

Module - 1

E-business Concepts – Definition – e-business vs. e-commerce - Transformation of business structure– Trends - E-Business Models (an overview) - E-business Design: Knowledge building, capacity evaluation, design steps. **(10 Hours)**

Module-2 20 Hours

E-Marketing – Traditional Marketing – Identifying Web presence Goals – Browsing Behaviour

Model – online Marketing – E-advertising – Internet Marketing Trends – E branding– Emarketing

strategies .Concept and Definition of E-Retailing; Different Models of E Retailing;

Model for Web based Information System in E-retailing; Key Technologies of B2C Model in ERetailing-

EPOS System. Functions of an EPOS System **(20 Hours)**

Module - 3

E- Business Technologies-Customer relationship management (CRM) - Organizing around thecustomer - CRM design and infrastructure - CRM Trends; Selling-chain management - Need forselling-chain management - Order acquisition process – Trends; Enterprise resource planning(ERP) – Integration of information technology systems - Forces influencing ERP – Implementation strategies - ERP trends; Supply chain Management - Internet-enabled SCM - Supply-chain planning and execution - SCM issues and trends; E-procurement – Transformation to web based technology - Cost savings and return of investment - Buyer focus - Seller focus -Trends. **(30 Hours)**

Module – 4

Cyber World- Introduction – cyber space – cybercrimes – types: cyber stalking, forgery and fraud, crime related to IPR (copyright issues in cyber space, trademark issues in cyber space, software patenting issues), cyber terrorism, and computer vandalism. **(15 Hours)**

Module – 5

Cyber Regulations- Cyber Law (an overview) scope of cyber laws (e-commerce, online contracts, IPRs, e taxation, e-governance and cybercrimes), issues relating to investigation, cyber

forensic, relevant provisions under IT Act 2000, IPC and Evidence Act etc. **(15 Hours)**

Suggested readings:

1. E-business, Dr. Ravi Kalakota, Pearson Education Asia
2. E-Business (R)evolution, Daniel Amor, Pearson Education Asia
3. E-Business-2, Dr. Ravi Kalakota & Macia Robinson, Pearson Education Asia
4. E-Business and Commerce, Brahm Canzer, Dreamtech press, New Delhi
5. The E-Business book, Dayle M Smith, Viva books, Newdelhi
6. E-Business essentials, Rajat Chatterjee, Global India Publication, Newdelhi
7. E-Business essentials, Matt Haig, Kojan Page India Ltd
8. IT Act 2000, IT Amendment Bill 2006, IT Amendment Bill 2008

SEMESTER II

PAPER 2- BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives: 1.To impart knowledge on Business Ethics and Social responsibility of Business

2. To provide knowledge of various factors influencing the corporate sector

Module I

Business Ethics and Values: Sources of Ethics- religion, philosophical system, cultural experience, legal System- Importance of Ethics-Factors influencing Business Ethics- leadership, strategy and Performance, environment, corporate culture, individual Characteristics

Module II

Ethical decision making and managing Ethics: Difficulties in decision making- Codes of Ethics, Ethics Committees, Training Programmes-Laws enforcing ethical conduct. Ethics in HRM, Marketing, Finance and Corporate Social Responsibility. Corporate Social Responsibility of Business- Meaning, rationale, arguments for CSR - Strategies – Ackerman's model of social responsibility.

Module III

Organisation culture: Meaning, characteristics - steps in building and maintaining organization culture-Managing cultural diversity in organisation- Work ethics- Work culture

Module IV

Corporate Governance: History and Development- Global and in India-Basic ingredients-Meaning, definition Importance objectives, Principles, Theories- Code of Corporate Governance- Committees on Corporate Governance-Global and Indian perspectives- Mandatory and nonmandatory regulations-SEBI- Clause 49 of the Listing agreement –Measuring/Evaluation of corporate governance of a Company-Methods- Shareholder value- EOCE, PAT, EPS, TSR, MVA, EVA and HVA ,National Award for Corporate governance, Social Audit

Module V

Knowledge Management: Meaning, importance, objectives- Knowledge workers, Knowledge assets Corporate Image: Meaning, importance- Building corporate image, Corporate Excellence: Meaning, importance- achieving corporate excellence- New Directions-Role of Chairman-qualification, powers, duties and responsibilities-Board Committees Quality of Work

Life and Work Life Balance: Meaning, areas-improving QWL-strategies of work Life Balance.

Protection of Employees: Labour Laws.

References:

1. Laura p Hartman, Perspectives in Business Ethics, Mc Graw Hill International
2. George A Steiner and John F Steiner, Business, Governemnt and Society, Mc Graw Hill International
3. SK Chakraborty, Ethics in Managment; Vedantic Perspectives , Oxford University Press
4. MK Gandhi, My Experiments with Tureth, navjeevan PublishingHouse, Ahemadabad
5. Subhash Sharma, Management in New Age: Western Windows- Esatern Doors, New Age International Publishing , New Delhi
6. Prof.(Col) PS Bajaj, Dr. Raj Agarwal- Business Ethics An Indian perspective0 Biztantra- 2006

SEMESTER II

PAPER 3- QUANTITATIVE TECHNIQUES

Course Objectives

1. To impart expert knowledge in the application of quantitative techniques in research.
2. To impart knowledge in the use of SPSS in processing and analysis of data.

Module I: Probability Distribution

Binomial distribution – Bernoulli process, properties of binomial distribution, mean and standard deviation of binomial distribution - utility of binomial distribution – fitting of binomial

distribution. **Poisson distribution** – meaning and properties of poisson distribution, utility of poisson distribution fitting of poisson distribution. **Normal distribution** – normal curve properties

of normal distribution, utility of normal distribution- normal approximation to

binomial distribution – normal approximation to poisson distribution. **Other probability distributions** – beta distribution – exponential distribution.

(15 Hrs)

Module 2: Statistical Inference

Estimation, qualities of good estimation, criteria for selecting estimation, methods of estimation, point and interval estimate, confidence interval, determination of sample size in estimation.(10 Hrs)

Module 3: Testing of Hypothesis

Parametric tests – features, types, large sample and small sample tests – Z test, t-test, Ftest – application of parametric tests. **Non-parametric tests** – conditions for applying nonparametric tests, different non-parametric tests – χ^2 test, sign test, Fisher-Irwin test, Rank sum test, Run test, Mann-Whitney U test, Kruskal Wallis H test, Wilcoxon test, Mc Nemer test. **Analysis of Variance:** meaning – assumptions of ANOVA, techniques of ANOVA - **One-way classification - Two-way classification** - setting up ANOVA table, conditions for application and uses of ANOVA.(30 Hrs)

Module 4: Statistical Quality Control

Introduction to quality control- approaches to quality control – objectives of SQC- types of limits - process control and product control- techniques of SQC- control charts - control charts for variables - \bar{x} chart – range chart – standard deviation chart - control charts for attributes - c chart - p chart - np chart - benefits of SQC.(15 Hrs)

Module 5: Processing and Analysis of Data using SPSS

Introduction to SPSS – Features, creating files and data entry, preparation of frequency tables and graphs. **Steps in data processing** – checking, editing, coding, classification.

Analysis of data – statistical tools, univariate, bivariate and multivariate – measures of central tendency, dispersion, correlation, regression, t-test, Chi-square test, factor analysis and ANOVA.(20 Hrs)

References:

1. Fundamentals of Statistics for Business and Economics – V. K. Kapoor, Sultan Chand and Sons, New Delhi.
2. Statistics for Management – Levine, Pearson Education Asia.
3. Statistics for social Sciences – Hari Shankar Asthana & Braj Bhushan, Prentice Hall of India.
4. Business Statistics – Padmalochan Hazarika, S. Chand, New Delhi.
5. Statistics – S. P. Gupta, Sultan Chand and Sons, New Delhi.
6. SPSS in Simple Steps - Kiran Pandya Smruti Bulsari Sanjay Sinha Dreamtech Press.
7. A Handbook of Statistical Analyses Using SPSS- Sabine Landau, Brian S. Everitt - Chapman and Hall/CRC

SEMESTER II
PAPER 4-INTERNATIONAL BUSINESS

Objective: To provide an understanding of international business and its various dimensions.

Module 1

International Business & Environment

Meaning of international business- Nature and importance of international business- Stages of internationalization of business, domestic oriented company to transnational company- Scope and challenges of international business. Framework for analyzing international business environment- Domestic (home), Foreign (Host) and Global environments- Their impact on international business decisions. (20 hrs)

Module 2:

Theoretical Foundations of IB:

Theory of Mercantilism- Theory of Absolute and Comparative Cost Advantage-Haberler's Theory of Opportunity Cost- Heckscher- Ohlin Theory- Market Imperfections Approach- Product Life Cycle Approach- Transaction Cost approach. (Brief study only)

Methods of entry into foreign markets: Licensing- Franchising- Joint Ventures- subsidiaries and Acquisitions – Strategic Alliances. (15 hrs)

Module 3:

Multinational Companies (MNCs) and Host Countries: MNC's – Nature and characteristics- Decision Making- Intra Firm Trade and Transfer Pricing – Technology Transfer- Employment and labour relations- Management Practices- Host Country Government Policies.

International Business and Developing countries : Motives of MNC operations in Less Developing Countries (LDC 's)- Foreign Direct Investment (FDI's) in LDC's- Impact of FDI on LDC's- FDI from LDC's- Factors affecting Foreign Direct Investment- Provision of FTRA in India- FIPB initiatives in India. (15 hours)

Module 4:

Multi Lateral Arrangements:

Economic Integration – Forms: Free Trade Area, Customs Union, Common Market and Economic Union- Regional Blocks: Developed and Developing Countries- NAFTA- EUSAARC, ASEAN- BRIC. Promotional role played by IMF- World Bank & its affiliates IFC, MIGA and ICSID- Regulatory role played by UNCTC & UNCTAD. WTO- the third pillar in international business (20 hours)

Module 5

International Business management Processes and practices:

Production Management & Logistics: Sourcing and Procurement- Make or buy Decisions- Decision on location and nature of production facilities- Transportation – warehousing inventory.

Marketing: Product- Pricing- Place/ Distribution- Promotion- International marketing strategies in different stages of PLC

Human Resource Management: Recruitment- Selection- Development & Training- transfers & Promotion- compensation Policy. (20 hours)

References

1. Global Business Today- Charles W.L. Hill, University of Washington.
2. International Business: Competing in the Global Market Place- Charles W.L. Hill, McGraw Hill, New York.
3. International Business: An Asian Perspective- Charles W. L. Hill, Chow How Wee & Krishna Udayasankar, McGraw Hill, New York.
4. International Business: The Challenge of Global Competition- Donald Ball, Michael Geringer, Michael Minor & Jeanne McNett, McGraw Hill, New York.
5. International Business: Alan M Rugman & Simon Collinson, Pearson Education Singapore Pte Ltd.
6. International Economics: Theory and Policy -Paul R. Krugman & Maurice Obstfeld Pearson Education Singapore Pte Ltd
7. International Business: Environments & Operations- John Daniels, Lee

SEMESTER II
PAPER 5-STRATEGIC MANAGEMENT

Objective

1. To create a conceptual awareness on various strategies
2. To familiarise students with the formulation and implementation of strategies

Module 1

Concept of strategy-Meaning-Definition-Features of strategic management-Levels of strategy process

of strategic management-SBU-Strategic decision making-Approaches to strategic decision making-Strategic Intent-Developing a strategic vision and mission- setting of objectives

- Strategic management in International context-strategies of multinational companies with respect to case studies **(20 hrs)**

Module 2

Environment analysis-components of environment -environmental scanning- Environmental Threat and Opportunity Profile (ETOP)-organisational appraisal-SWOT analysis-Industry and

Competitive Analysis- Michael Porters' industry analysis-competitive analysis- Strategic Advantage Profile--Comparative advantage and Core competence- - TOWS matrix **(20 hrs)**

Module 3

Strategic Alternatives-Corporate level strategies-Grand strategies-Generic Strategies-Stability-

Expansion-Diversification strategies-Retrenchment strategies: sub-classification of strategies **(15 hrs)**

Module 4

Formulation of strategies-Approaches to strategy formulation-GAP analysis-BCG matrix-Synergy-Functional strategies-Production, Marketing, Finance and HR Strategies **(15 hrs)**

Module 5

Implementation, Evaluation and Control-Implementation-Behavioural Aspects of implementation-Structure for strategies- Mc Kinsey Seven S Model -Evaluation and control of strategies-Techniques **(20 hrs)**

Books Recommended

1. Arthur A Thompson and AJ Stickland III, Strategic Management, New Delhi Tata McGraw Hill
2. Sharma R.A, Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
3. Subha Rao, Business Policy and Strategic Management, Himalaya Publishing House, Mumbai
4. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
5. Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
6. David Fred R, Strategic Management, Prentice Hall, New Jersey

SEMESTER III
PAPER 1-INCOME TAX PLANNING AND MANAGEMENT

Objectives

1. To expose the students to the latest provisions of Income Tax Act.
2. To identify the Tax Planning and Assessment Procedures for Individuals, Firms and Companies.

Expected Outcome

Students will get working knowledge regarding legitimate way of tax planning under different financial/ managerial decisions after taking into consideration the impact of Direct Tax Laws.

Teaching Hours: 108

Number of Modules: 6

Module I

Heads of Income- Income from Salary- Income from House Property- Income from Business or Profession- Capital Gains- Income from Other Sources- Computation of Total Income.

(25 Hours)

Module II

Clubbing of Income- Aggregation of Income- Set off and Carry forward of Losses- Deduction from Gross Total Income **(10 Hours)**

Module III

Tax Planning- Tax Management- Tax Evasion- Tax Avoidance- Nature and Scope of Tax Planning and Management- Significance of Individual, Firm, and Corporate Tax Planning and Management **(8 Hours)**

Module IV:

Assessment of Individuals and Firms

Assessment of Individuals-Tax Incidence on Individuals- Taxable Income – How Computed-Problems on Computation of Taxable Income- Hints for Tax Planning of Individuals- Assessment of Firms- meaning of Partnership – conditions of 40 (b)- Change in Constitution of Firm- carry forward and set off of loss in the case of change in constitution- Computation of Income of Firm- Tax- Assessment of Partners of a firm- Hints for Tax Planning.**(25 Hours)**

Module V:

Assessment of Companies

Definitions- Taxable Income and Tax Liability- How Computed- Minimum Alternative Tax- Tax on distributed profits of domestic companies- tax on income distributed to unit holders- Tax on income received from venture capital companies and venture capital fund- Problems on Computation of Taxable Income of Corporate Assessee. Tax Planning and Management Decisions- Tax Planning with reference to Financing and Investment Decisions – Make or Buy-Own or Lease-Repair or Replace- Employee Remuneration- Setting up of New Business-Location Aspect- Amalgamation or Demerger **(30 Hours)**

Module VI: Double Taxation Relief

Meaning- Double Taxation Relief Applicable to Individuals, Firms and Corporate- Double Taxation Avoidance- GAAR (General Anti Avoidance Rules) **(10 Hours)**

NB: 1. Some Case Studies Involving the Learning

3. Necessary Inputs from B. Com Programme

Suggested Readings

Books

1. Singhania, V.K: Direct Tax Planning and Management, Taxman, N.Delhi
2. Singhania V. K: Direct Taxes Laws and Practices, Taxman, N. Delhi
3. E. A Srinivas: Corporate Tax Planning: Corporate Tax Planning; Tata Mc – Graw Hill
4. Mehrotra HC : Direct Tax Planning
5. Kushal Kumar Agrawal: Direct Tax Planning and Management; Atlantic Publishers

SEMESTER III

PAPER 2-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course objectives

The course aims at providing the students a comprehensive understanding on the areas of security analysis and portfolio management and acquainting them with various tools and techniques for making prudent investment decisions. It focuses on the principles of security analysis and the development of skills in portfolio management.

This course takes inputs from IFM and Financial services at graduate level.

Module I

Investment – meaning and definition – factors affecting investment – investment, speculation and gambling – investment avenues – objectives – process.

Valuation of securities – return and risk – risk free return and risk premium – nominal rate and real rate - present value and future value – types of risk – interest rate risk – credit/default risk – exchange rate risk – marketability/price risk etc. – valuation of fixed income securities/ bond valuation – interest rate risk - credit/default risk – exchange rate risk – marketability/price risk etc. – valuation of fixed income securities/ bond valuation – intrinsic value and market value – yield to maturity (YTM) – yield to call (YTC) – yield curve – term structure theories – Maculay's bond duration – valuation of equity – single period and multi – period valuation models – dividend growth models – P/E ratio model. (Illustrations)

20 Hrs.

Module II

Security analysis – meaning – approaches – fundamental analysis – economy analysis – domestic and international factors – economic forecasting – industry analysis – industry life cycle – structure analysis – trend analysis – company analysis – ratio analysis, temporal and cross sectional. 10 Hrs

Module III

a. Technical analysis – concept – Dow theory – Elliot wave theory – types of charts – line charts, bar charts – Japanese candlestick charts – technical market indicators – patterns – trend and trend reversals – continuation patterns – mathematical indicators – moving average: simple and exponential – rate of change indicator – RSI – moving average convergence and divergence – breadth of the market.

b. Efficient market hypothesis (EMH) - market efficiency – requirements of market efficiency – forms of market efficiency – weak form/random walk model – tests – semistrong form of market efficiency – tests – strong form market efficiency – tests – difficulties in testing market efficiency. 20 Hrs.

Module IV

Portfolio management: portfolio analysis and selection – measurement of return – individual securities and portfolios – measurement of risk – individual securities and portfolios – portfolio diversification – variance covariance analysis – systematic and unsystematic risk – portfolio selection – Markowitz Portfolio Theory (MPT) – feasible set – efficient frontier – utility analysis – Sharpe's single index model – Capital Asset Pricing Model (CAPM) - factor models – APT – Fama French three factor model. (Illustrations) 20 Hrs.

Module V

Portfolio management: revision and evaluation plans – portfolio revision – need – factors affecting portfolio revision – active revision strategy – index portfolio – tracking – passive revision strategy – formula plans – constant rupee value plan – constant ratio plan – variable ratio plan – rupee cost averaging – merits and demerits of portfolio revision – portfolio performance evaluation – need – benchmarks, Sharpe reward to variability ratio – Traynor reward to volatility ratio – Jensen's performance index – Fama's decomposition model. (Illustrations) 20 Hrs

Module VI

Financial derivatives – meaning and definition – scope and importance – features – benefits – significance - types of derivatives – forwards – merits and demerits – Futures – types:

stock and index futures – trading cycles – margin system – clearing and settlement - forwards Vs. futures – benefits of futures – options – American style and European style – put and call

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options – option quotations – option writing – swaps – interest rate swaps – foreign exchange swaps – Applications of derivatives for hedging, speculation, arbitrage.(Illustrations)

18 Hrs.

References

1. Bhalla V K, Investment Management, S Chand & Co.
2. Bodie, Kane, Marcus and Mohanty, Investments, TMH
3. Donald E Fischer and Ronald E Jordan, Security Analysis and Portfolio Management, Pearson Education
4. Frank J Fabozzi, Franco Modigliani et.al., Foundations of financial markets and institutions, Pearson Education.
5. Gordon J Alexander, William F Sharpe and Jeffry V Baily, Fundamentals of Investments, Pearson Education
6. John C Hull, Options, Futures and other Derivatives, Pearson Education.
7. Kevin S, Security Analysis and Portfolio Management, PHI
8. Kumar S S S, Financial Derivatives, PHI
9. Presanna Chandra, Investment Analysis and Portfolio Management, TMH
10. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publications
11. Reghunathan, Investment Analysis and Portfolio Management, Pearson Education.
12. Sidney Cottle, Roger F Murray and Frank E Block, Security Analysis, TMH
13. Stephen H Penman, Financial Statement Analysis and Security Valuation, TMH

SEMESTER III
PAPER 3- STRATEGIC FINANCIAL MANAGEMENT

Objective: 1. To convey the basic concepts of strategic financial management.
2. To impart knowledge on strategies that support corporate finance.

Module 1

Concepts of strategic financial management- Strategic Business Units- responsibility Accounting- Strategies for wealth maximization- Investment decisions, financing decisions, dividend decisions, and working capital management.- strategic management for sustainable success, 9 s model.

Module 2

Internal Cost- Profit Analysis- Strategic cost analysis, Cost- Profit- Sales analysis using product and project, present performance and result ratio, analysis of post expansion

Module 3

Financial aspects of corporate restructuring- meaning of corporate restructuring, symptoms, financial symptoms, restructuring plan, various aspects of financial restructuring, consolidation of value change , restructuring through Amalgamation and Mergers, restructuring of sick organization .

Module 4

Financial Engineering – innovative financial engineering, innovative project finance instruments, venture finance, dealer finance, structured finance, Special Purpose Vehicles.

Module 5

Ethical issues in strategic finance- finance manager as a strategist- assessment of ethical financial performance- accounting disclosure for ethical financial management- transparency in operation

References:

1. Richard batler, Lesle Davis, Richard Pike and Joh Shine- Strategic Investment Decisions, Routledge, London and New York
2. NENAD DACEK,- The Future of business in emerging markets- Marshall Caven dish. Business
3. Samuel C Weaver, J Fred Weston: Strategic Financial Management- Application of Corporate Finance, Thomson Higher Education , USA
4. G.P Jakhotiya, Strategic Financial Management, Vikas Publishing House Pvt. Ltd.
5. John k Shank, Vijay Govindarajan- Strategic Cost Management- The new Tool for Competitive Advantage- The free press.
6. David Allen- An Introduction to strategic Financial Management- The key to long term profitability- Kogan Page

SEMESTER III

PAPER 4-Advanced Cost and Management Accounting

OBJECTIVES

- (i) To comprehend and familiarize the established techniques, methods and practices in advanced Cost and Management Accounting to the students.
- (ii) To introduce the evolving dynamic Cost and Management Techniques developed to support the emerging business models.

Module-I

Marginal Costing Techniques for Decision Making

Meaning of marginal cost Equation and Marginal costing. *Role of Marginal costing in decision making*-fixation of selling price, Accepting additional orders, Quotations, Make or buy decisions, Key Factor Analysis, Own or Lease, Sell or further process, Closing down or suspending activities. (14Hrs)

Module-II

Process Costing Application

Features of Process Costing its applications in different situations- Inter process profits, Work in

Progress, Calculation of Equivalent Production and its procedure under different cases namely

- (a) When there is only closing work in progress, but with no process losses.
- (b) When there is only closing work in progress, but with process losses
- (c) When there is opening as well as closing Work in Progress, but with no process loss. (17Hrs)

Module-III

Standard Costing and Variance Analysis

(a) Material Variance (**Review only**)-Material cost variance, Material price variance, Material usage variance, Material Mix Variance, Material Yield Variance, (b) Labour Variance-Labour cost variance, Labour Efficiency variance, Labour Idle time variance, Labour Mix Variance, Labour Yield Variance, (c) Overhead Variance-Fixed overhead variance, Variable overhead variance, Volume Variance, Expenditure variance, Capacity variance, Calendar Variance, Efficiency Variance (d) Sales Variance-Total Sales Variance, Sales price variance, Sales Volume Variance, Sales Mix Variance, Sales Quantity Variance. Reconciliation of Budgeted Cost and Revenue with the help of Variances. (18Hrs)

Module-IV -

Transfer Pricing Applications

Concept, Divisional performance, Alternative Transfer pricing methods-Market based Transfer pricing, Marginal cost Transfer pricing, Full cost Transfer pricing, Cost plus mark up Transfer pricing, Negotiable Transfer pricing, Marginal cost and Opportunity cost Transfer pricing, International Transfer pricing. (14Hrs)

Module- V

Ratio analysis, Fund flow analysis and Cash flow analysis

Liquidity Ratio, Leverage Ratio, Capital structure ratio, Profitability ratio, Turnover ratio – Fund flow analysis and Cash flow analysis. (22Hrs)

Module- VI

Evolving Cost management Practices

(a) Activity Based Costing (5 Hrs)

Need for emergence of Activity Based Costing (ABC), Concept of ABC, How to develop an ABC system, Allocation of overheads under ABC, Implementation of ABC, Support of ABC system towards corporate strategy, Practical Problems based on basic concepts.

(b) Target Costing (4 Hrs)

Origin, definition, steps towards target costing, Target costing process, features and Advantages, Practical Problems based on basic concepts.

(c) Life Cycle Costing (4 Hrs)

Life Cycle Costing (LCC), stages of product life cycle, benefits of product life cycle costing,

Life Cycle Costing process- Costing for different stages, Practical Problems based on basic concepts.

(d)Total Quality Management (4 Hrs)

Quality as a corporate strategy, TQM and role of Management Accountant, Classification of Quality Costs, Practical Problems based on basic concepts.

(e)Economic Value Added (6Hrs)

Concept, Need and significance, Return on Capital base, Residual Income, Divisional Performance measurement, merits over traditional performance measures. **(23Hrs)**

Reference Books

Advanced Cost and Management Accounting SP Jain, KL Narang, SimmiAgrawal, Kalyani Publishers, New Delhi.

Prasad.N.K. Advanced Cost Accounting, Book syndicate Pvt.Ltd, Kolkata

Khan.M.Y. and Jain P.K. Advanced Cost Accounting, Tata McGraw Hill Publishing Co.Ltd.New Delhi.

Arora M.N. Principles and Practices of Cost Accounting-Vikas Publishing House New Delhi

Maheswari SN. Cost and Management Accounting, Sultan Chand and Sons, NewDelhi.

Thulsian.PC. Practical Costing, Vikas Publishing House New Delhi

Colin Drury, Management and Cost Accounting, Cengage Learning India Pvt.Ltd, New Delhi.

Horngren, Foster and Datar, Cost

SEMESTER IV

Paper 1: CO 241W- GOODS AND SERVICE TAX & CUSTOMS DUTY- LAW AND PRACTICE

Objectives:

1. To gain expert knowledge of the principles and law relating to Goods and Service Tax and Customs Act.
2. To impart skill in applying and analysing the provisions of Goods and Service Tax Act and Customs Act in handling practical situations.

Module 1: Introduction: Meaning and Definition of Indirect Taxes-Nature-Scope-Constitutional provisions-Advantages-Disadvantages-Difference between Direct and Indirect Taxes- Types-Milestones in the history of Indirect Taxation in India.

Module 2: Basic Provisions of GST: Introduction-Meaning-Features-Historical backdrop of Goods and Service Tax-Major Indirect Taxes merged in to Goods and Service Tax- Benefits of GST-Economy, Industry and trade, tax payers-Types of GST-CGST-IGST- SGST- UTGST Schedules-Rate of GST- Kerala GST Provisions.

Module 3: Main Provisions of GST - Main Provisions: Provisions relating to Compensation(GST)Law-Definitions of important terms-Levy of Tax-Collection-relating to Place, Time and Value of Supply-Different meaning of supply- Composite Supply- Mixed supply- Scope of Supply- Taxable Supply- E-Commerce-Supply Chain –GST Exemption limit- Tax Invoice-Credit and Debit Notes-Valuation Rules-Computation Tax- Input tax Credit(ITC)-Registration-procedures-Deemed Registration-Cancellation of Registration-Accounts and Records- Period of Retention of Records- Presumption as to Documents>Returns- Annual-Final-Payment of Tax-Information Technology in GST- Audit- Special Audit-Assessment-Refund-Consumer welfare Fund-GST Practitioners- TDS/TCS.

Module 4: Administration of GST:- GST- Council-Authorities-Inspection-search seizure-Arrest-Demand-Recovery—Liability to pay tax in certain cases- -Advance Ruling- Authority and Appellate Authority-GSTN-Information infrastructure for GST.

Module 5: Appeals And Revisions under GST.: Appeals-Appeal to High Court-Appeal to Supreme Court- Revisions-Offences- Compounding of Offences-Penalty-Transitional provisions-IGST Provisions- Inter-state Supply- Intra-state supply- Zero rated Supply- Imported Supply- Transfer of ITC-Compensation Rules- Base year Revenue-Projected

Module 6: Customs Duty: Definition of Customs Duty- Objectives Role of customs duty in International trade--Importance-Demerits-Important definitions-Basis of determining customs Duty- Types of Duties-Anti-dumping Duties-Import and Export manifest— Specified Goods- Stores-Warehouses-Export Policy-Customs Duty Authorities and Powers Assessment Procedures--Penalties and Prosecutions-Appeals and Revisions-Tax liability and Valuation of Goods-Baggage Rules-Import Procedure and Documents-Export Procedure and Documents Input—Basic Awareness from B.Com and First Semester M.Com

References:

1. Hand Book of GST in India Concepts and Procedures(2017Edition) -Rakesh Garg &Sandeep Garg - Bloomsbury India Publications
2. GST in India-Rakesh Garg &Sandeep Garg, Bloomsbury India Publications
3. All about GST-V.S Datey-Taxman Publications.
4. GST Law, Concept & Impact Analysis-Dr. Sanjiv Agarwal
5. GST Law & Analysis with Conceptual Procedure-Bimal Jain & Isha Bensal- Young Global
6. An Insight of GST in India-ICWAI, Vol:1&2
7. Indirect Taxes-Dr.H.CMehrotra & Prof. Agarwal, Sahitya Bhavan Publishers, Agra.
Indirect Taxes-V.S Datey, Taxman Publications New Delhi.
8. Indirect Taxes –Dr.V.Balachandran, Sultan Chand and Sons, NewDelhi.
9. GST Bare Acts, Rules, Notifications &Circulars

IV Semester

PAPER 2- INTERNATIONAL FINANCE

Objective

1. To familiarise the students with the international financial markets and instruments.
2. To create awareness on the global financial markets and institutions
3. To convey an understanding on the management of funds by MNCs

MODULE I

International Finance- Meaning and Scope of international finance- components of global financial markets -Recent trends in global financial markets-sourcing funds globally (**15 hours**)

MODULE II

International Financial Markets-Overview of the International Financial Market- Markets for Foreign

Exchange and Derivatives, Market for Currency Futures, Currency Options and SWAPS – Risk management computation-Exchange Rate Mechanism, Exchange Rate theories and

models of exchange rate – Computation of Exchange Rate: Gold Standard : Features, weaknesses. Bretton Woods System – Features-Weaknesses-Fixed parity System- Collapse of fixed parity System-Floating Rate System: Independent Float and Managed Float-Currency Pegging: Pegging to single Currency - Pegging to basket of Currencies - Pegging to SDRS (Special Drawing Rights) convertibility of Indian rupee **(25 hours)**

MODULE III

International Investment Decision-Foreign Direct Investment-Current issues in Foreign Direct

Investment –FDI in India-Opening up of various sectors-FIIs and Financial markets. **(20 hours)**

MODULE IV

International Financial Institutions and Instruments- International Development Banks-World

bank-IMF and monetary system-Asian Development bank –Balance of payment-components-Financial

Market Instruments, ADR-GDR-Euro-IDR-Financial Swaps Foreign Bonds ,Euro Bonds Global Bonds, Convertible Bonds, Floating rate Notes (only theory) **(20 hours)**

Module V

International Project Appraisal -- Issues involved in Investment Analysis -

– Cross Border Investment Analysis -portfolio investment in the international arena-International

CAPM (only theory) **(15 hours)**

Module VI

Financial Management of MNCs— Financing-Investment--Liquidity decisions –Risk management-ALM in compliance with global standards-Managing Liquidity for MNCs (only theory) **(13 hours)**

Books Recommended

1. Ian H. Giddy, 'Global Financial Markets' AITBS
2. Kirt C. Butler, 'Multinational Finance' Thomson south western
3. Gurusamy S, 'Global Financial Institutions', Vijay Nicole and Tata McGraw Hill
4. S.Kevin , Fundamentals of International Financial Management, Prentice Hall of India, New Delhi.
5. Reid W. Click and Coval, 'International Financial Management' Prentice Hall India
6. Rite M Rodriguez, "International Financial Management", E Eugene Carter Prentice Hall, New Delhi
7. Alan C Shapiro, "Multinational Financial Management", Allyn and Pacon Ioc, Boston
8. Adrin. Buckley, "Multinational Finance", Hcrit, New Delhi
9. Madura, Jeff, "International Financial Management, West Publishing Company.
10. Apte P.G. International Financial Management, Tata McGraw Hill, New Delhi
11. Machiraju H R, International Financial Markets in India, New age international Publishers, New Delhi
12. Annual Reports of IMF, World Bank, ADB.

Web References

www.internationalfinancemanagement.com
www.onlinelibrary.wiley.com
www.emeraldinsight.com

SEMESTER IV
PAPER 3-MANAGEMENT OPTIMIZATION TECHNIQUES

Objectives:

1. To impart knowledge on various facets of project management viz. project preparation, feasibility study as well as project scheduling and monitoring.
2. To convey basic principles of project optimization using various Operational Research tools.

Content

Module I Optimization Techniques - Introduction to Management Science/

Operations Research- Definition –Nature and Importance- Steps in intelligent decision making- Modeling Techniques - Linear Programming – Formulation of LPP – Maximize, Minimize objective function-constraints and non negativity conditions- Graphical solution – optimal solution-Infeasible and unbounded solutions- degeneracy- Simplex Method – Slack, surplus and artificial variables- Duality – Primal and Dual Problem (25 hours)

Module II Optimization Techniques (contd.)Transportation Problems-Balanced and Unbalanced- initial basic feasible solution using North West corner rule,

Lowest Cost Entry and Vogel Approximation method- optimal solution- Modi Method- Assignment Problem – Hungarian Method for solving assignment problem- Travelling Salesmen problem – Unbalanced Assignment problem (20 hours)

Module III Other Optimization Techniques Game Theory- Pure and Mixed Strategy- Pay off matrix- Maximin and Minimax – Saddle point- Solution of pure strategy games- Arithmetic method of solving mixed strategy games
Replacement theory- replacement of capital items and items that fail completely- Individual and group replacement policy (10 hours)

Module IV Project Scheduling and Monitoring Network Analysis – Network analysis: scheduling and control of projects via identification of the critical path- free independent and total float (slack), PERT – time estimates and probability of completion - cost/time tradeoff analysis- crashing of projects and resource considerations (25 hours)

Module V Queuing Theory- Models (Simple problem),-Inventory models- computation (15 hours)

Reference:

1. JK Sharma- operation Research- Theory and Practice- Mac Millan
2. Bhavesh M Patel, “Project management” Vikas Publishing House
3. John M. Nicholas, Project management for business and Technology- Problems and practice.
4. Clifford F Hry, Erik W. Larson and Goutam V Desai- “ Project Management- the Managerial process”, Tata Mc Graw Hill Education Pvt. Ltd. , New Delhi.
5. Harvey M Wagner- “Principles of Operation Research, PH Learning Pvt. Ltd.

SEMESTER IV

PAPER 4-FINANCIAL STATEMENTS- INTERPRETATION AND REPORTING

Objectives

1. To familiarise the students about the new developments in the reporting of financial statements.
2. To equip the students with the techniques to interpret the financial statements

Module I

FINANCIAL REPORTING AN INTRODUCTION

Introduction – Causes of International Differences – major differences in Financial Reporting – Indian GAAP, US GAAP, IAS, and IFRS. International organizations engaged in accounting harmonization. International Classification of Financial Reporting – International Harmonization of Accounting – The Requirements of International Accounting Standards – Role of IFRS in Cross Border Capital Allocation. **20 Hrs.**

Module II

IFRS FRAMEWORK

International Financial Reporting Standard (IFRS) meaning of standardization. The structure of IFRS. Process of IFRS Standard Setting – Constraints - Hierarchy of Standards. IFRS adoption or convergence in different countries – IFRS 1 (First time adopters). **15 hrs.**

Module III

IFRS COVERAGE

International Financial Reporting Standards 2 – 13(a brief study), Case studies on compliance with IFRS by Indian Companies and MNCs. **10 hrs.**

Module IV

IFRS FOR MNC OPERATIONS

Issues in International Accounting – Consolidation – Foreign Currency Translation – Segmental

Reporting – Foreign Exchange risk management. **18 hrs.**

Module V

Impairment of Assets

Value in use – Net Realisable Value – Recognition – Impact on goodwill Corporate Assets – Reversal of impairment loss, impact on depreciation. **18 hrs.**

Module VI

Developments in Financial Reporting and interpreting

Value Added Statement – Economic Value Added – Market Value Added – Shareholder's Value

Added – Human Resource Reporting (conceptual framework only). Interpreting Financial Statements: interpreting Income statements, interpreting Balance sheets and interpreting Cash flow statements. **27 hrs.**

Recommended Books

1. International Accounting by Timothy S. Doupnik; Hector Perera
2. International Accounting: A User Perspective by Shahrokh M. Saudagaran
3. International Accounting by Frost; Frederick D. S. Choi; Meek
4. International Financial Reporting Standards (IFRS) by Taxmann Publication