

M.COM SYLLABUS

FIRST SEMESTER

I.1 BUSINESS ENVIRONMENT FOR STRATEGIC MANAGEMENT

Objectives :

- 1) To familiarise the students with the environmental factors affecting Business
- 2) To enable the students to integrate inputs from environmental analysis into strategic management

Module – 1

Nature of business environment external environment, internal environment .
Analysis of environment – framework analysis – scanning, monitoring, forecasting
assessing. Nature of strategic management strategic management process

Module- 2

Global environment why firms go global, routes of globalisation , active players in
global business.

FDI India's experience . WTO – benefits and problems for India.

Analysis of global environment - scanning- monitoring, forecasting , assessing global
environment.

Module- 3

Economic environment with reference to India's economy – analysis of economic
environment, forecasting, assessing .

Module – 4

Cultural environment –nature of culture interface between culture and business,
Cross- culture management , social responsibility of business Business Ethics
Analysis, forecasting and assessment of cultural environment.

Module – 5

Political – legal environment – Political philosophies, political institutions, constitution
of India, government policies towards industry, labour, agriculture, Legal framework-
Protection of intellectual properties; Analysis. forecasting and assessment of political
legal environment.

Books for reference

1. Fahey and Narayanan, Macro- environmental Analysis for strategic Management west publishing.
2. Francis Cherunilam Business Environment, Himalaya Publishing House.
3. Aswathappa. K. Essentials of Business Environment, HPH.

1.2 Macroeconomics for Business Decision Objectives;

1. To familiarise students with key macro economic variables and their behaviour, and enable them to critically evaluate different economies.
2. To enable students to integrate macroeconomic analysis into business decisions.

Module – 1

Introduction to economics, macro economics, and its interface with business and industry.

Resources and goals of an economic systems, free market and mixed economy. National income and product concept, computation of national income and related aggregates , problems in computation of national income.

Module -2

Consumption, Savings, investment, marginal propensity to consume, marginal propensity to save, multiplier, paradox of thrift, income and employment determination.

Module -3

Money, monetary system, role of credit, financial inter-mediaries, level and structure of interest rates - interest and macro economic equilibrium, central bank, monetary management and policy.

Fiscal policy - Objectives, tools, fiscal variables and the public debt, co-ordination of monetary and fiscal policies.

Module- 4

Economic growth, factors determining economic growth, growth models, capital output ratio, problems of growth.

Policies towards economic stability, business cycle, inflation and deflation, control measures, conflicts between growth and stability.

Books for Reference:

Gupta G. S. - Macroeconomic theory- Tarn Mc-Graw Hill publications

Samuelson, Paul —Economics, lam Mc-Graw Hill publications

Dornbush R & Fisher S — Macroeconomics — Tata Mc-Graw Hill publications

lauchard O.J. & Stanley Fischer — Lectures on Macro-economics - Tata Mc
Graw Hill publications

Dwivedi DN —Managerial Economics— Vikas publications

J. K. Bhagawathi —Economics of Underdeveloped Countries — All India Traveler

1.3 Marketing Management

Objectives

1. Provide conceptual skills in marketing management
2. To make students apply the conceptual skills in marketing decisions

Module – 1

Modern concept of marketing, marketing management — Philosophies, approaches o e study of marketing, systems concept in marketing, rapid adoption of marketing in business sector, international sector, non-profit sector, Marketing management process strategic marketing process, marketing mix strategy.

Module - 2

Marketing environment and consumer behaviour, company's macro environment. buying motives, buying decision behaviour and process, models of buyer behaviour, purchase decision process. Howard Seth model, industrial buyer behaviour, market segmentation strategy.

Module —3

Product planning, product mix decisions, product planning process, new product development strategy, product life cycle concept, product positioning strategy, branding, packaging and labeling decisions, pricing considerations and approaches, general pricing objectives and methods, new product pricing strategies, product mix, pricing strategies, price adjustment strategies.

Module — 4

Channel management, factors affecting the choice of channel, channel design decisions', objectives and constraints, channel management decisions, physical distribution decisions, retailer marketing decisions, wholesaler marketing decisions.

promotional strategies, promotional mix and budgeting, advertising, media planning and evaluation, sales promotion management, sales force strategy, sales force structure, size and compensation, marketing research.

Module - 5

Marketing control, annual plans. profitability control and strategic control, marketing service marketing, features and strategies, person marketing, place marketing audit idea marketing marketing in non-business organizations, societal marketing.

Books for Reference:

1. Philip Kotler, Principles of Marketing , Picture hail of India.
2. William J. Stanton, etal, Fundamental Marketing , McGraw Hill.
3. Geoff Lancaster , Essential of Marketing MG Graw Hill
4. Boyd & Westfall Marketing Research

1.4 Information Systems and Computers

Objectives

1. To familiarize student with aspect. of business information systems and relevant information technology.
2. To Develop skills to design and implement simple computer based business - information systems.

Module – 1

Information systems in business — definition. Operations support systems, management support systems, expert systems. Business information systems rkeling, HR, Accounting and financial information systems. Developing information systems — systems analysis and design,

Module — 2

Information technology — a managerial overview. Computer systems — Components. pcripheals, software, telecommunications, technology alternatives — internet worked enterprises. The Internet, E-Commerce.

Module—3

Introduction to operating system software, Presentation software, Spread sheet software range, formulas, functions, graphics, accounting software,

Module —4

Database definition, types of structures, DBMS software-creating, editing. modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files.

Books for Reference:

1. O' Brien James — A Management Information Systems, Tata Mc Graw Hill, New Delhi.
2. Laudon and Laudon —. Munagerizeni Information Ss1eins, Prentice flail of India, New Delhi.
3. Gordan B Davis — Management Information Systems, Mc Graw Hill Internal on. opan S Management Information Systems, Prentice Hall of India I a J – Mangement Information Systems, Prentice Hall of India
4. Murthy. C V S. Management Information System, Himalaya Pub. House.
5. For modules 3 and 4 the teacher will decide the software of his/her choice and a appropriate b books.

II Second Semester

2.1 Financial Management

- 1) To impart the knowledge in advanced techniques of financial management
- 2) To enable the students to apply the techniques in financial decision making.

Module —1:

The Finance function: Its nature and importance. Goals of financial environment, changing role of financial management -

Financing Decisions: Measure of leverage, effects of leverage – EBIT -EPS analysis. capital structure theories, capital structure planning and factors affecting capital structure decisions, cost of capital, specific cost of capital, overall cost of capital marginal cost of capital.

Module—2:

Sources of long-term finance: Ownership securities. creditor ship securities. Options and warrants, marketing of securities and SEBI guidelines. Euro issues.

Dividend Decisions- relevance and irrelevance theories. types of dividend policies. behavioural models of dividend policy, signaling theory. clientele effects. factors influencing dividend policy, corporate dividend practices in India,

Module- 3:

Investment decision: Capital budgeting and its importance in decision making. estimating cash flows, techniques of investment appraisal NPV. IRR. Problem of multiple IRR's extended yield, discounted payback, measurement of risk, evaluation of risky projects, multi period probabilistic analysis, decision tree analysis. Sensitivity analysis

Module - 4:

Working capital management. planning. control and policy. management of various components cash, receivables and inventory financing of working capital.

2.2 Operations Research & Quantitative techniques

Objectives:

1. To impart knowledge in concepts and tools OR and QT
2. To make students apply these managerial decision making

Module - 1

Geometric progression, mathematics of finance, Linear programming, problem formulation, graphical method and simplex method of solution, product mix problems, other managerial applications.

Module – 2

Probability- basic rules, random variables. probability distributions. expected value. variance, Normal distribution, risk analysis in capital — budgeting.

Module - 3

Network analysis, PERT, CPM—drawing the network activity times, event times, critical path, total and free slack- cost time trade off and crashing.

Inventory models EOQ models

Inventory control systems in practice

Module — 4

Decision making under uncertainty, different decision criteria, decision trees, simulation, model building, the process. Problems. With special reference inventory and financial managements.

2.3 Human Resources Management

Objectives :

1. To expose the students to the principles and practices of Human Resources Management.
2. To make students internalize good HR practices.

Module- 1 :

Nature and scope of Human Resource Management (HRM) objective of HRM, HRM functions organization of HRM department, qualities of HR Manager, personnel policies and principles, new challenges of HRM, .HRM model.

Module -2 :

Human Resource planning, factors affecting planning, planning objective, planning Process evaluation of planning

Job analysis and design- need for and process of job analysis and design.

Employee hiring: hiring, recruitment importance, nature and international recruiting, selection, importance, process, recruitment and selection practices in India.

Training and development- nature, importance. Training, inputs, training process, Recent trends in training, training practices in India.

Job evaluations nature, objectives, process of evaluation , employee compensation, wage concepts and principles, factors affecting compensation plans, incentives- group and individual plans, wage and salary policies in India.

Module - 3:

Performance and appraisal nature , importance. Process of evaluation, challenges.

Employee promotions basis of promotion process of promotion, transfer, reasons for transfer separation.

Motivation: importance, theories. Leadership. theories, styles. Communication: interpersonal, organizational. Barriers and ways of overcoming barriers.

Participative management. scope and way of participation, importance, requisites, limitations, practice.

Labour welfare, nature types, approaches, practices. Empowerment— nature, need and practice, industrial relations, causes for industrial disputes, ways of resolving disputes, preventive and curative a measures.

Module - 4:

Human resource audit, audit of corporate strategy, audit of human resource function, and of managerial compliance, audit of employee satisfaction. international human resource management language training, cross culture training. Expat Selection , culture shock, Expat failure repatriation, reverse culture shock.

2.4 Business Research Methods

Objectives

1. To familiarize students with concepts, tools and techniques of business research.
2. To 'enable students to take up research / consultancy project and handle them Independently.

Module – 1

Research Meaning , purpose Scientific method , types of research, Scope of business research.

Review of literature, need, purpose notes, taking

Module – 2

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts , sampling techniques.

Research Design : Meaning ,nature , process of preparation , components of research design.

Module-3

Data: Sources of data, methods, of collection; observation interviewing, mailing; tools of collection data, interview schedule, interview guide questionnaire, rating scale socio- metry, check list, pre- testing of tools, pilot study.

Processing of data, checking , editing coding transcription, tabulation preparation of graphical representation. -

Module – 4

Analysis of data; Simple and advanced statistical techniques and their uses. Use of SPSS and other statistical software packages. Advanced Techniques for Data Analysis - ANOVA Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multi - dimensional scaling and clustering methods, Testing of Hypothesis, Research Applications, market survey.

Report - Writing: Planning report writing work-target audience, type of report , style of writing synoptical outline of chapters; steps in drafting the report.

2.5 E-Commerce

Objectives:

1. To expose students to the world of E-commerce
2. To enable them to adopt E-Commerce technology in business.

Module 1:

E-Commerce - Meaning and concept, E-Commerce- and business interface. Network infrastructure for E-Commerce - Internet as a network infrastructure -business of Internet commercialization - Internet service providers.

Module 2:

Network security and firewalls - Encryption and decryption E-Commerce and the World Wide Web •— WWW as architecture — technology of web. Designing web consumer oriented application Mercantile Process Models. Electronic payment systems.

Module – 3

Interorganizational commerce and EDI, EDI implications VAN . interorganisational commerce. Supply chain management – Advertising t and marketing on the Internet.

Module- 4

Corporate digital library – consumer search and resource discovery E-commerce catalogues and directories Consumer Data interface emerging tools.

Internet protocol suit broadband telecommunications, Mobile and wireless computing future trends. Cyber laws, Salient provisions, limitations, IT ACT 2000 (major provisions.)

THIRD SEMESTER
ELECTIVE -1:
ACCOUNTING AND TAXATION
A.1 Management Accounting

Objectives

1. To provide knowledge about contemporary issues in accounting.
2. To enable the students to develop in sights into financial analysis of business organizations.

Module— 1:

Management Accounting its nature and scope, comparison with cost accounting and financial accounting, utility of management accounting, tools of management accounting, limitations of management accounting, installation of management accounting system.

Module- 2:

Finncial analysis, comparative analysis, horizontal, vertical, time series and index analysis, ratio analysis, limitation of ratio analysis, du point control chart, predictive power of financial ratios, prediction of sickness using various models, funds flow and cash flow analysis.

Module- 3:

Corporate reporting - concepts — objectives — General purpose and Specific purpose Qualities of good financial report — Segmental report – interim report, legal requirements — Social reporting — Human Resource accounting and reporting.

Module - 4:

Accounting. Standards — Definition — Benefits — Management and Standard setting - Standard setting process — Difficulties in Standard setting — Types of Accounting Standard Accounting Standards issued by ASB of ICAI till date.

A.2 Accounting Theory

Objectives:

1. To expose the students to the theoretical framework of Accounting.
2. To motivate the students for research in Accounting area

Module - 1

Accounting Theory — Concept of theory and accounting theory; role of accounting theory; classification of accounting theory, Structure, interpretational and decision usefulness theories; Deductive, inductive, events, value, predictive, behavioural and ethical approaches; methodology in accounting theory and other approaches

Module -2

Accounting concepts, principles, policies and standards — classifications GAAPS concepts – entity, going concern, period, etc.. Conventions materiality , full disclosure objectives of net income consistency, etc.. Accounting principles v:s Accounting policies

Module - 3

Measurement of Business Income for Financial Reporting - reporting. transaction approach to income measurement, activities approach ; different concepts of Income-wealth maintenance, efficiency, behavioural concepts of income.

Module - 4

Measurement of Revenues and Expenses; Revenues, nature, compositions measurement, timing of reporting; Expenses — nature, composition, measurement, timing of reporting of expenses.

Module -5

Valuation of Assets and Liabilities: Objectives and different basis of classification; measurement of assets, objectives and purposes of measurement: valuation concept — output based valuation, input based valuation; Deprecation accounting.

A.3 Corporate Taxes and Planning

Objective:

To give an integrated view of direct tax laws and apply the laws to business decisions

Module -1:

Basic frame work of direct taxation, principles of direct taxation appraisal of annual Finance Act, tax planning and its methods, advance tax rulings.

Module -2:

Salient features of company taxation, scheme of taxing business income of companies, business deductions/allowances, disallowances and depreciation.

Module- 3:

Computation of taxable income of companies set off and carry forward of losses, deductions under section 80.

Module -4:

Tax planning with respect to amalgamation and mergers, multinational companies, double taxation treaties, joint ventures and foreign collaborations, tax consideration in make or buy, own or lease, retain or replace, Transfer pricing.

Module- 5:

Procedure for assessment, deduction of tax at source, advance payment of tax, refunds, appeals and revision.

Module -6:

Wealth tax for companies, charging section, exempted wealth computation of net wealth. wealth tax planning.

3.4 Business Ethics

Objectives:

- 1, To make the student conscious about ethical values in real life and in business.
2. To make students internalize ethical values and practices.

Module - I:

Ethics in Business: Definition of business ethics — A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics; code of ethics: importance of ethics in business.

Module –II:

Ethical Theories and Corporate social responsibility: Cognitivism and non-cognitivism; consequentialism versus non-con consequentialism - Utilitarianism: Religion and ethics; Kantianism versus Utilitarianism; Business and Religion. Ethics and Social responsibility: Corporate social responsibility; changing expectations diagnostics model of social responsiveness; four faces of social responsibility , ethical climate in companies.

Module - III

Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices ethical and social issues in advertising- common deceptive marketing practices-role of consumerism.

Ethics in Finance: Unethical financial practices — creative accounting- hostile takeovers- tax evasion- corporate crimes.

Module —IV

Ethics in Human Resources Management: Human resource system – psychological expectancy model- Human resource management practices and ethical implications individualism versus collectivism in human resource management practices

Ethics Information Technology: Ethical issues relating to computer applications, security threats - computer crime- computer viruses- software piracy – hacking computer crime prevention — ethical dilemmas and considerations

3.5 International Business

Objectives:

1. To familiarize the students with the concepts, functions and practices of international business.
2. To enable them get global perspective on issues related to business.

Module —1

Nature of International Business (IB). Drivers of IB. IB and domestic business compared. Routes of globalisation, players in International Business. Evolution of IB. Theories of IB. Mercantalism. Theory of Absolute Advantage. Theory of Comparative Advantage. National Competitive Advantage. Environment of IB. Political, legal, technological, cultural, economic factors.

Objectives

International Strategic Management nature, process - scanning global environment - formulation of strategies - implementation of strategies - evaluation and control. Organizational designs for IB. Factors affecting designs. Global product design. Global area design. Global functional design. International division structure.

Module —3

International Human Resource Management (IHRM). IHRM and domestic HRM compared. Scope of HRM. HR planning. Selection of expatriates. Expat training. Expat remuneration. Expat failures and ways of avoiding. Repatriation. Employee relations.

International operations Management. Nature -operations management and competitive advantages. Strategic issues sourcing v/s vertical integration , facilities location, strategic role of foreign plants, international. –logistics , managing technology transfers.

International Financial Management - Nature - compared with serve operations , managing domestic financial management. Scope - current assets management, managing foreign exchange risks international taxation, international financing decision, international financial markets international financial investment decisions.

International financial accounting — national differences in accounting attempts to harmonise differences.

Financing foreign trade — India's foreign trade, balance of trade and balance payments, financing export trade and import trade. International Marketing — nature compared with domestic marketing. Benefits from international marketing. Major activities - market assessment, product decisions, promotion decisions, pricing decisions, distribution decisions.

Module - 4

Integration between countries . levels of integration. Impact of integration. Regional trading blocks, - EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements.

GATT, WTO – functions , structure, agreements, implications for India . International Strategic Alliances- Nature - Benefits . Pitfalls, Scope, managing alliances.

A.4 Accounting for managerial decisions

Objectives:

To enable students to apply cost accounting theory decision making in business.

Module -1

Decision making process, Database for decision-making, Cost-based Decision- making.

Module-2

Cost behavior and profits, Marginal Costing and Short term Decisions and pricing. Application of short term decision models, Problem of key factors, diversification of products Product mix decision, make or buy decisions, effect of changes in selling prices, shut down, continue decision, application of differential cost analysis.

Module-3

Budgets, and Standards as keys to Planning and Control, functional master budgets and responsibility accounting, flexible budgets planning of variable and fixed costs, budget implementation and operation, monitoring results and control variance analysis material, Labour and Overheads (Advanced problems)

Module -4

Uniform Costing and inter firm comparison: Steps and techniques

Module - 5

Cost audit, aspects, scope, cost audit scheme under the Companies Act 1956, procedure for cost audit, cost audit report, cost audit Vs financial management audit, statutory audit.

Books for Reference:

1. Vashist and Saxena, Advanced Cost and Management Accounting , Sultan Chand and Sons.
2. Jam and Narang, Advanced Cost Accounting, Kalyani.
3. Arun Prasad Roy Chowdhury, etal; Cost and management Accountancy, New Central Book Agency.
4. Horngren, Cost Accounting, A Managerial Emphasis; PHI
5. Prasad. N.K, Principles and Practice of Cost Accounting, Book Syndicate.
6. ICWA Publications on application of costing principles in diffe t industries.
7. Jawaharlal, Cost Accounting, TMH
8. Khan and Jam, Theory and Problem of Management and cost Accounting TMH.
9. Nigam and Sharma, Cost Analysis and Cost and Management Accountancy Methods .
- 11.ICWA, Calcutta, Advanced Cost and Management Accountancy Methods, Techniques and Applications.
11. Mukhejee. S and Roy Chowdhury, Advanced Cost and Management Accountancy, New Central Book Agency, Calcutta.

A.5 Strategic Cost Management

Objectives:

To expose the students to the external environment of business and to enable them to formulate strategies related to cost and pricing.

Module —1

Importance of analyzing and managing costs.

Cost Management: areas of cost management, cost management and cost accounting, tools and techniques of cost management, role of cost accounting in strategic planning and management control.

Module —2

Strategic Cost Management issues in different elements of cost: material, labour and overheads; product design, value analysis and value engineering. Strategic analysis of cost, Business process re-engineering.

Module —3

Activity based costing: inadequacies of traditional methods of overhead absorption, concept of ABC, Kaplan and Cooper's approach to ABC Cost drivers and cost pools, main activities and its cost drivers, allocation under ABC- Characteristics, steps, implementation and benefits of ABC

Module—4

Pricing decisions product profitability decisions and cost management , major influences on pricing, product cost categories, costing and pricing approaches, cost plus pricing, target costing for target pricing, transfer prices and budgeting planning and control, multinational pricing market-based transfer prices, cost based transfer prices.

Module —5

Life Cycle Costing — activities and phrases in product life cycle, shor. product and extension of product life cycle, Turing point indices in product life cycle; Just in time approach, concept, philosophy of JIT, sources of waste, aims and objectives of JIT methodology in implementation of JIT, Limitations of JIT Costing Value Chain analysis and TQM.

Books for Reference:

1. S.K.R. Paul, Management Accounting, New Central Book Agency Private Ltd., Calcutta.
2. Charles T. Horngren, George Foster, Srikant M. Data, Cost Accounting. 4 Managerial Emphasis, Prentice Hall of India, New Delhi.
3. Roger Cowe, HandBook of Management Accounting, A Grower Handbook.
4. S. Mukhejee & A.P. Roychowdhury, Advanced Cost and Management Accountancy, New Central Book Agency, Calcutta.
5. Anthony R.N, Management Accounting Principles; Grawin Publishing.
6. Batty J, Mc Donald & Evans, Management Accountancy, London.

A.6 Indirect Taxation

Objective

To familiarize the students with the indirect tax laws.

Module - 1

Central excise, historical background of Central Excise, Taxation in India, Central Excise Tariff Act, 1985, licensing levy, collection of duty, power and duties of excise officer, claim for rebate of duty, assessment and provisional assessment. recovery. refunds and remission of duty, proforma credit. CENVAT and money credit. warehousing, self removal procedure, offences and penalties. adjudications. appeals, revisions and reference, payment of duty under protest and exemptions, service tax (VAT).

Module -2

Customs: History of Customs Act, 1962, customs tariff valuation, customs valuation (determination of price of imported goods) Rules 1988, levy and exemptions, prohibition on import and export, special provisions regarding baggage, goods imported and exported by post, offences and penalties, adjudication, appeals, revision and draw back.

Module —3

Central Sales Tax Act. 1956 and Karnataka Sales Tax Act — VAT in Sales tax.

Books for Reference:

1. L.K. Jaiswal, Central Excise Manual, Contax Publishers P.Ltd.
2. D.N. Khole, B.N. Sharma et al, Customs Tariff Census Publishers.
3. Bare Acts of CST and KST.
4. B.K. Ghargava. Indirect Tax Laws, Taxman Allied Service;
5. V.S. Datev. U.K. Bhargava, Indirect Tax Law and Procedure;
6. Central Excise Guidelines and Procedures, Nabi Pub. New Delhi.
7. R.K. Jaiswal. Customs Manual, ii, Central Excise Manual. iii) Central Excise Law Guide, Contax Pub. New Delhi.
8. Arvind Datar Guide to Central Excise Law and Practice I & II, Wadhwa and Co. Nagpur.
9. Acharva Shukindra, Central Excise — Law; Practice and Procedure VOL I & II, Modern Law Publications, Allahabad.
10. S.P. Bhatnagar, Customs Law and Procedure, Contax Pub. New Delhi.
11. P.L. Malik, Commentaries on Customs Act, 1962, with Rules and Notifications, Eastern Book Company, Lucknow.
12. Jai. Kr. Jaiswal and Anand Prakash, Law of Central Sales Tax in India, Anand Prakashan. Jaipur.