

**UNIVERSITY OF CALICUT**  
**REGULATIONS FOR CHOICE BASED CREDIT SEMESTER SYSTEM (CBCSS) FOR**  
**MASTER OF COMMERCE PROGRAMME FOR AFFILIATED COLLEGES**

**Semester One**

Course Code	Course Title
MCM1C01	Business Environment & Policy
MCM1C02	Corporate Governance & Business Ethics
MCM1C03	Quantitative Techniques for Business Decisions
MCM1C04	Management Theory and Organizational Behaviour
MCM1C05	Advanced Management Accounting

Semester Two

MCM2C06	Advanced Corporate Accounting
MCM2C07	Advanced Strategic Management
MCM2C08	Strategic Cost Accounting
MCM2C09	International Business
MCM2C10	Management Science

Semester  
Three

MCM3C11	Financial Management
MCM3C12	Income Tax Law, Practice and Tax Planning I

MCM3C13	Research Methodology
MCM3E01	Elective I
MCM3E02	Elective II

#### Semester Four

MCM4C14	Financial Derivatives & Risk Management
MCM4C15	Income Tax Law, Practice and Tax Planning II
MCM4E03	Elective III
MCM4E04	Elective IV
MCM4PV01	Project Work & Comprehensive Viva Voce

#### Specialization Electives - Marketing

MCM3EM01 | Advertising and Sales Management

MCM3EM02 | Consumer Behaviour

MCM4EM03 | Supply Chain and Logistics Management

MCM4EM04 | Service Marketing

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Semester I**

**MCM1C01: BUSINESS ENVIRONMENT AND POLICY**

**80 Hours**

**Credit:4**

**Objectives:**

To familiarise students with the concepts of macro-economic in which a Business organization operates.

To give an idea about the policies of the government and assess their impact on business.

**Module I:** Business Environment: Meaning & Elements -Components and significance–Scope–political, Economic, Social, Technological, Legal, Cultural and Labour Environment – Trade Unions – Quality Circles – External Factors Influencing Business Environment – Dimensions of International Business Environment –Challenges

**15 Hours**

**Module II:** Structure of Indian Economy: Economic Systems-Economic Planning– Planning Commission and NITI Ayog – Public Sector – Changing Role– Relevance – Public Sector Reforms – Public Private Participation – Privatization and Disinvestments – Fiscal Policy – Monetary Policy – Structure of Union and State Budgets – Sources of Revenue – Management of Public Debt. – GST-History and Development in India

**20 hours**

**Module III:** Profile of Indian Economy: New Economic and Industrial Policy–Recent Economic & Tax Reforms in India – GST-Land Reforms – Liberalization – Problems of Growth – Unemployment – Poverty – Regional Imbalances – SEZ – Social Injustices – Inflation – Black Money – Lack of Technical

Knowledge and Information – Globalization Various Aspects – Consequences. **15**

**hours**

**Module IV: Foreign** Direct Investment and Institutional Investment: Forms–Policy - FDI in Retail Trade – Problems and Consequences – FEMA – Multinational Corporations Role and Recent Trends – Problems and Consequences – Competition Law-Import& Export Policies-Start-ups- Digital economy- CRYPTO currency, Fin tech

**Module V:** Environment management-Degradation of Natural Environment-Air pollution, Water Pollution, Land Pollution, National Wet land Policy-Madhav Gadgil Committee Report-Kasturi Rangan Report-Global warming-causes &Effects, Climate Change, KYOTO Protocol, Green Financing, Carbon Credit, Environment Protection Act 1986(Basics)-National Green Tribunal Act (Basics) -Consumer Protection Act,1986 (Basics) – RTI 2005(Basics) Salient features of Information Technology Act:2000.

**20 hours**

**References:**

1. M. Adhikari: Economic Environment of Business, Sultan Chand and Sons, New Delhi.

2. Ian Worthington, Chris Britton: Business Environment.
3. Francis Cherunilam: Business Environment, Himalaya Publishing House, Mumbai.
4. Claire Capon: Understanding the Business Environment.

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5. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publications, Delhi.
6. David Baron: Business and Its Environment.
7. Panday G.N: Environmental Management, Vikas Publishing House.
8. Raj Agarwal: Business Environment, Excel Publications, New Delhi.

## UNIVERSITY OF CALICUT

### Master of Commerce (CBCSS)

#### Semester I

#### MCM1C02 CORPORATE GOVERNANCE AND BUSINESS ETHICS

80 Hours

Credit:4

#### Objectives:

- *To familiarise the students with the knowledge of corporate ethics*
- *To enable the students to understand the emerging trends in good governance practices.*
- *To create corporate financial reports in the global in the global and Indian context.*

#### Module-I

Meaning and Definition of Corporate Governance- Evolution of Corporate Governance- Major Stakeholders of a Corporate Body and their goals- Communication mechanism of corporate organisation with stake holders-Objectives Corporate Governance- Principles of Corporate Governance.

**15 Hours**

#### Module-II

Theories and Models of Corporate Governance- Conceptual Framework of Corporate Governance- Legal framework of Corporate and administrative framework- regulatory framework of corporate governance in India- SEBI guidelines and clause 49- Reforms in the Companies Act -Secretarial Audit-Class action-NCLT- Insider trading- rating agencies- green governance- shareholders' activism- corporate governance in PSUs and banks- Legislative framework of corporate governance- an international perspective ( UK, USA, Australia, China, Russia, South Africa)

**20 Hours**

#### Module-III

Various Committees on Corporate Governance- International- Blue riband Committee-Cadbury Committee- Greens burry Committee- Kings Committee- Securities and Exchange Commission Report-Indian; Birla Committee, Narayanamurthy Committee- JJ Irani Committee, Naresh Committee Report. Uday Kodak Committee Report Corporate Reporting Framework- Reporting of Remuneration- Service Contract of Directors- Financial Reporting of the activities of the company as per clause 49 of the Companies and SEBI Act. IFRS- Need- Importance- Significance-Use.

**15 Hours**

#### Module-IV

Elements of Corporate Governance- Board of Directors- Executive Directors- Independent

Directors-Appointment, Remuneration- Powers, Duties and Responsibilities- Audit Committee- Composition Power and Responsibilities- Statutory Officers- Duties, Board Committees- Responsibilities and Powers-Board meetings- Whistleblowing and Corporate Governance- The Concept of Whistle blowing-Types of whistle blowers- Whistle blower policy- the Whistle Blower Legislation across countries- Developments in India.

**20 Hours  
Module-V**

**Business Ethics-** Meaning- scope-Importance- Dimensions-Role of ethics in business-Law &ethics-Ethics and values-Important ethical principles in business-The new management philosophy-Ethics in business functional areas-integrity-Sales-HRM-Management of quality. Corporate excellence-corporate culture- Styles &values of management -managing cultural diversity in organisation- Building corporate image-knowledge workers &knowledge mgt.

**10 Hours**

Suggested Readings:

Books

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
3. Francesco Perrini, Stefano and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar.
4. Sharma. J.P., Corporate Governance and Social Responsibility of Business., Ane Books Pvt Ltd, New Delhi
5. Jawahar Lal Corporate Financial Reporting Theory and Practice- Taxman
6. Singh S: Corporate Governance-Global Concepts and Practices- Excel Books
7. Robert A.G Monks & Nell Minow: Corporate Governance: Wiley
8. Bob Tricker: Corporate Governance: Principles, Policies and Practices- Oxford University Press.
9. Fernando.AC: Corporate Governance: Principles, Policies and Practices: Pearson Education
10. Indian Institute of Corporate Affairs- Corporate Governance: Taxman
11. Indrajit Dube: Corporate Governance- Lexis Nexis
12. Satheesh Kumar. T.N: Corporate Governance: Principles and Practices: Oxford University Press
13. Ghosh.B.N. Business Ethics and Corporate Governance- Mc Graw Hill Education
14. Robert Cobbaut et al: Corporate Governance: An Institutional approach- Kluwer Law International.

Note: Latest edition of the readings may be used.

Cases-International

1. Bank of Credit and Commerce International – UK
2. Maxwell Communication Corporation and Mirror Group Newspapers (UK)
3. Enron (USA)
4. Anderson worldwide (USA)
5. Vivendi (France), Lehman Brothers (USA)

Cases-Indian

1. Satyam Computer Services Ltd
2. Sahara
3. Kingfisher Ltd

(Common governance problems noticed in various corporate failures; policy actions including major codes and standards.

Journal: Chartered Accountant.

**UNIVERSITY OF CALICUT**  
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**Semester I**

**MCM1C03: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

**80 Hours**

**Credit:4**

**Objectives:**

To acquaint students with important quantitative techniques, which enable sound business decision making

To make students learn the process of applying appropriate quantitative techniques for validating findings and interpreting results.

**Module 1: Quantitative Techniques:** Introduction to quantitative techniques- Qualitative and quantitative approaches–role in decision making – Significance of quantitative decisions – Probability distributions-Discrete & Continuous- Binomial, Poisson, Uniform, Exponential, Normal distributions- Inferential analysis for management – statistical estimation – point estimation – interval estimation – Properties of a good estimator. Confidence intervals for means (a) when  $\sigma$  is known, and (b) when  $\sigma$  is not known. Sample size determination for a mean. Confidence intervals for proportions.

**25 hours**

**Module 2: Hypothesis Testing: One and Two-sample Tests:** General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. *One Sample Tests:* Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests concerning proportions. *Two-sample Tests:* Tests for difference between means – when population standard deviations are known, and when they are not known. Inferences about difference between two means for matched samples. Testing of difference between two proportions.

**15 hours**

**Module 3 Analysis of variance & Non parametric tests:** F-test of equality of variances. One - factor ANOVA (Completely Randomised Model) and Two- factor ANOVA without replication (Randomised Block Model). Chi-square test for independence & Goodness of fit. Sign test, one sample runs test and rank correlation test

**20 hours**

**Module 4: Correlation and Regression analysis:** Simple, partial & Multiple correlation, Simple & multiple linear regressions, Co-efficient of Determination

**10 Hours**

**Module 5:** Use of Excel and SPSS for quantitative methods (Application level)- Analysis tools - Descriptive statistics and inferential analysis

**10 hours**

**(Theory 30% Problem 70%)**

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**Semester I**

**MCM1C04: MANAGEMENT THEORY AND ORGANISATIONAL BEHAVIOR**

**80 Hours**

**Credit:4**

**Module I:** Introduction to management –management concept-Historical evolution schools of management thought –Major contributors to management thought- Principles of management-modern techniques in management - Japanese Management System-Korean Management system - Leadership and Management-Theories of Management, Theories of Leadership, Quality circle- TQM- Six sigma-Kaizen- Benchmarking –Core competence-Bottom of pyramid approach-MDP- steps in MDP-- - Need for the knowledge of OB – Need for a contingency approach to the study of OB – Emerging challenges and opportunities for OB – the organization as a system – System – System approach to organizational behaviour – Managerial functions – The organization and people. **20 Hours**

Module II: Basic psychological process- Perception- Factors influencing perception - Attribution theory – Specific applications in organizations – Learning - Theories of learning – Using learning concepts for self-management – implications for performance and satisfaction – Remembering – Basic motivational concepts – Theories of motivation. HRM15 hours approach to managing and controlling performance. Behavioural aspects of Control

**Module III:** Personality–Determinants of personality–Theories of personality–Major personality attributes influencing organization behaviour - Building and maintaining the self-values, attitudes and job satisfaction – Ethical issues in organizational behaviour – Mental and health problems in organizations – role of counselling. Building, leading and managing teams **20 hours**

**Module IV:** Group dynamic and inter group relationships–Characteristics of workgroup – Basic forces of group behaviour – Quality of Work Life-Work Life Balance-Dynamics of effective operating groups – Work group behaviour and productivity - Team management – Styles and skills in leadership and communication – Power and politics in organization – Managing differences and conflicts – managing change – Organization and society. **15 hours**

**Module:** Organisational Culture, Organizational development–Techniques of organizational development Interventions – Grid management – Transactional analysis – Sensitivity training – Process consultancy -Case discussions and analysis. Techniques for managing organisational relationships. **10 hours**

**References:**

1. Fred Luthans: Organisational behaviour
2. Daniaal C. Fieldman and Hugh Arnold: Managing individual and group behaviour in organization.
3. Henry Mint berg: The structure of organization
4. Edwin Gerlog: Organization theory and design



**UNIVERSITY OF CALICUT**  
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**Semester I**

**MCM1C05: ADVANCED MANAGEMENT ACCOUNTING**

**80 Hours**

**Credit:4**

**Objectives of the Course**

- 1. To enable students to understand and apply tools, techniques, and concepts in managerial decision-making process.**
- 2. To inculcate analytical skills in interpreting and diagnosing business problems**

**Module 1: Introduction to Management Accounting**

Meaning and importance of Management Accounting - Tools of Management Accounting (Descriptive, Analytical, Diagnostic, Predictive) – Skills required for Management Accountants- Strategic Role of Management Accountants- Functions of Management Accountants.

**10 Hours**

**Module 2: Performance Measurement**

Financial and non-financial measurement of performance- ROI – Residual Income – KPI- Economic Value Added (EVA) – concept and measurement - Balanced Score Card- concepts and objectives- Multiple Score Card measures- New horizons in management control- Responsibility Accounting- Performance Budgeting- ZBB and ABB – Social Cost-benefit Analysis- Modern production Management techniques originating from Japan – Flexible Manufacturing Systems (FMS)- TQM.

**15 Hours**

**Module 3: Decision making under Risk and Uncertainty:**

Nature and Types of risk- Techniques for decision making under risk and uncertainty-Optimistic and Pessimistic estimates- Risk adjusted Discount Rate- Certainty Equivalent Co-Efficient Method- Sensitivity technique- Probability technique- Standard Deviation method-Co-efficient of Variation method- Simulation Technique- Decision Tree Analysis.

**15 Hours**

**Module 4: Standard Costing and Variance Analysis**

Types of Standards – setting standards- Variance Analysis- Importance- Material, Labour, Overhead, Sales and Profit Variance – Interpretation of variance - Control and Efficiency Ratios- Investigation of Variance – Techniques of interpretation of variance.

**20 Hours**

**Module 5: Marginal Costing and its Application**

decision- Alternative methods of production- Buy or Lease Decision- Shut down or continue- Repair or replace – Accepting bulk orders for Idle capacity utilization- pricing under different situations- suitable product mix and Key Factor.

**20 Hours**

**(Theory 30% and Problems 70%)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A01: INTERNSHIP CUM ORGANISATION STUDY**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain real world experience in trade commerce and industry To promote earn while learn culture among post graduate students

College shall take initiative to build up collaboration with small and big organisations invite them to the campus and select the student for internship in organisations. Internship can be done on full time basis or part-time basis without affecting regular teaching and learning process in the college. The student can do it during vacation or on holidays.

The progress and evaluation shall be monitored by the placement officer and the concerned head of the department.

Sl No	Criteria of Evaluation	Weightage External
1	Literature review	6
2	Profile of the company	6
3	Presentation of the report	18
4	Total	30

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**Ability Enhancement Course**

**Semester: 1**

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**Ability Enhancement Course**

**Semester: 1**

**MCM1A07: Soft Skill Development**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain necessary skill required for personal and professional success.

To promote employability of the students pursuing the M. Com programme

Sl No	Criteria of Evaluation	Weightage
1	Communication Skill	9
2	Personality Development	6
3	Drafting Skills	9
4	Interview Skills	6
5	Total	30

**MCM2C06: ADVANCED CORPORATE ACCOUNTING**

**80 Hours**

**Credit:4**

**OBJECTIVES**

- 1. To provide knowledge and skills in the theory and practice of corporate financial accounting**
- 2. To provide insight in to some of the important accounting standards of IFRS /Ind AS**
- 3. To enable problem solving abilities among students in matters of various corporate situations such as consolidation of group information, corporate restructuring and liquidation**

**Module 1: Group Financial Statements**

Group accounts and group structures – consolidation procedures (IFRS 10 /Ind AS 110)- Non-Controlling Interest (NCI)- Goodwill valuation (IFRS 3/Ind AS 103)- Goodwill arising on consolidation – Intra-group transactions and mutual owing – Treatment of unrealised profit-revaluation of assets and liabilities- Treatment of dividend and bonus shares.

**20 Hours**

### **Module 2: Accounting for Corporate Restructuring**

Accounting for Mergers, Acquisition and Reconstruction (internal and external)- Accounting for liquidation of companies- preparation of Statement of Affairs – Deficiency /Surplus Account- Liquidator's final statement of account- Receiver's statement of accounts.

**20 Hours**

### **Module 3: Accounting for Taxation**

Current Tax Expense –calculation and accounting entries- Deferred Tax – Temporary Difference- TTD and DTD – Deferred Tax Assets and Deferred Tax Liabilities – Deferred Tax Expense and Deferred Tax Income (Deferred Tax Reversal)- Recognition, Measurement, Presentation and Disclosure of Deferred Tax

**15 Hours**

### **Module 4: Accounting for Revenue and Leases**

Revenue from contact with customers (IFRS 15 / Ind AS 115) – Revenue Recognition model – Variable Consideration - Long term contracts – Revenue recognition from construction contracts Accounting for Leases (IAS 17 / Ind AS 17)  
– Classification of lease – Operating Lease – recognition, measurement, presentation and disclosure in the books of Lesser and Lessee – Financial Lease- recognition, measurement, presentation and disclosure in the books of Lesser and Lessee- New standard on lease (IFRS 16 /Ind AS 116) -major changes in the lease accounting (especially in the books of lessee).

**20 Hours**

### **Module 5: Modern Concepts in Accounting**

Human Resource Accounting- Forensic Accounting – Social Responsibility Accounting – Environmental Accounting- Investment Accounting – Proactive Accounting – Inflation Accounting

**5 Hours**

**(30% Theory and 70% Problems)**

#### **References:**

1. Shukla and Grewal: advanced Accounts. (S. Chand & Co Ltd. New Delhi)
2. Jain and Narang: Advanced Accounts (Kalyani Publishers, Ludhiana)
3. Sr. K. Paul: Accountancy, Volume-I and II (New Central Book Agency, Kolkata)
4. R.K., Lele and Jawaharlal; Accounting Theory (Himalaya Publishers)
5. Dr. L.S. Porwal; Accounting Theory (Tata Mc Graw Hill)
6. Robert Anthony, D.F. Hawkins & K.A. Merchant: Accounting Text & Cases. (Tata Mc Graw Hill).
7. Dr.S.N. Maheshwari: Corporate Accounting (Viakas Publishing House Pvt. Ltd. New Delhi)
8. Dr. Ashok Sehgal & Dr. Deepak Sehgal; Advanced Accounting (Taxman, New Delhi).

9. RL Gupta & Radha Swamy Advanced Accountancy. (Sultan Chand and Co.)
10. Anthony, RN & Reece, JS: Accounting Principles, Richard Irwin, Inc.
11. Barker, P & O'hOgartaigh, C: Group Accounts – Theory and Practice, Oaktree Press 1<sup>st</sup> Edn.
12. Narayanswamy, R: Financial Accounting - A Managerial Perspective, PHI, New Delhi,
13. Hani & Mukherjee: Corporate Accounting, TMG, New Delhi.
14. Xavier, g Francis: Fundamentals of Advanced Accounts, Vol-III, TMG, New Delhi.
15. Financial Reporting Vol. 1 by The Institute of Chartered Accountants of India.
16. Advanced Accountancy MC Shukla. T.S. Grewal. & S.C. Gupta.
17. IFRS Red Book (Official Publication of IASB)
18. ICAI study material for Financial Reporting
19. Indian Accounting Standards, Chinten Patel & Bhupendra Mantri (Taxman Publication)

20. Illustrated Guide to Ind AS, T P Ghosh (Taxman Publication)

## Journals

Chartered Accountant.

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Semester II**

**MCM2C07: ADVANCED STRATEGIC MANAGEMENT**

**80 Hours**

**Credit:4**

**Module 1:** Introduction: Basic concepts of strategy and strategic management–level of strategy – Strategic Management Process – Models of strategic management – Approaches to strategic decision making – vision – mission – objectives – goals – strategic implications of social and ethical issues.

**15 hours**

**Module 2:** Environmental Analysis–SWOC-Strategy and Competitive Advantage- Emerging trends in strategic management- New modes of leadership- Organisational Redesign

**15 hours**

**Module 3 :**Strategic Choice: Generating strategic alternatives–Strategic options at corporate level – Stability, Growth and Defensive Strategies – Strategic Alliance – SBUs – Portfolio models – BCG matrix – Michael Porter's competitive strategies Mintzberg's five Ps Strategy, KPI, KSF – External growth strategies – Competitive Advantage, Porters Value Chain Merger, acquisition, joint venture and strategic alliance (with business cases)

**15 hours**

**Module 4:** Strategy implementation: Various approaches to implementation of strategy – Planning and allocating resources – Strategic Control.

**Module 5:** Strategy evaluation and control: Tools and techniques of evaluation-control techniques and process –DuPont Control model, Balanced score card-etc

**15 Hours**

**At least one relevant case shall be discussed in each module and assignments shall be encouraged to be in the form of case studies**

### References:

1. Krishna Kumar: Cases in Strategic Management – Managerial Experiences, Global Business Press (1996).
2. RM Srivastava: Corporate Strategic Management, Pragati Prakashan.
3. AzharKazmi: Strategic Management and Business Policy, Tata McGraw-Hill Publishers (2010).
4. Stephen Hains: Strategic Thinking, Jaico Publishing House (2008)
5. RM Srivastava and DivyaNigan: Corporate Strategic Management, PragatiPrakashan (2000).
6. Frank T Paine and Carl R Anderson: Strategic Management, The Dryden Press.



**Master of Commerce (CBCSS)**  
**Semester II**  
**MCM 2C08 STRATEGIC COST ACCOUNTING**

80 Hours

Credit: 4

**Objectives**

1. To enable the students to know the applications of Cost accounting tools, Techniques and concepts in managerial decision-making process.
2. To provide students adequate knowledge of cost management and control techniques and to enable them to apply these for managing business

profitably

**Module I-** Overview of Cost Accounting- Cost, Costing, Cost Accounting, Cost Accountancy, Scope of Cost Accounting, Objectives of Cost Accounting, Limitations of Cost Accounting, Art, Science and Practice. Cost Accounting System- Importance of Cost Accounting to Management, Workers, creditors, investors, government, general public, Advantages of Cost Accounting System, Essentials of a good Cost Accounting System, Reports provided by Cost Accounting Dept., Practical difficulty in installation of Costing System, suggestions to overcome practical difficulties. Comparison of Cost Accounting with other subjects- Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting.

**10 hours**

**Module II-** Performance Measurement in Cost Accounting- Cost Unit, Composite Cost Unit, Cost object, Cost Centre, Profit Centre, Investment Centre. Costing Systems- Historical Costing, Absorption Costing, Direct Costing, Marginal Costing, Standard Costing, Uniform Costing. Cost Classification by Nature of Production Process-Batch Cost, Process Cost, Operation Cost, Operating Cost, Contract Cost, Joint Cost. Classification of Cost based on Behaviour- Variable Cost, fixed cost, semi-variable or semi-fixed cost, stepped costs, specific and common fixed cost, committed fixed cost, discretionary fixed cost, engineered cost, managed cost, capacity cost, programmed cost. Importance of Behaviour wise cost classification, cost control, decision making, marginal costing, flexible budgets, CVP analysis, direct costing.

**10 hours**

**Module III-** Process Costing- Features, Applications, Difference between Job Costing and Process Costing, Normal loss, abnormal loss, abnormal gain, inter process profits, equivalent production-FIFO, average method, weighted average method. Joint and By-Products- Difference between Joint products and co-products, features of Joint Products, accounting for joint costs- split-off point, joint costs. Accounting treatment -physical quantity method, average unit cost method, weighted average method, selling price method. Meaning of by-products, accounting treatment-Non-cost methods, cost methods, difference between Main product and Joint & By products, value, manufacturing objective.

**20 hours**

**Module IV-** Decision Making Tools-Absorption Costing-limitations of Absorption Costing, Marginal Costing-meaning, features, advantages/merits of Marginal Costing-limitations of



(Theory only), Throughput Accounting-concepts, throughput accounting and contribution approach, comparison of throughput costing and absorption costing, steps to be followed to increase throughput, problems faced in throughput accounting (theory and problems), Activity based costing-limitations of traditional costing system, definition, objectives, steps in ABC, limitations of ABC, Activity Based Budgeting, Activity Based Management, Difference between Activity Based Costing and Activity Based Management (problems in ABC). Transfer Pricing- Introduction, meaning, objectives of Inter Company Transfer Pricing, Methods of Transfer Pricing (Problems). Treatment of special expenses in Cost Accounts- Research and Development Expenses, Preliminary Expenses, Rectification Cost, Obsolescence, Waste, Scrap, Spoilage –normal & abnormal spoilage, conceptual difference of waste, scrap & spoilage, accounting and control of defectives.

**20 hours**

**Module V-** Emerging Costing Approaches: Productivity Management-meaning, measurement of productivity, misconceptions in measuring Productivity, ratios in measuring productivity index and total productivity index, distinction between productivity and profitability, productivity and value added, Productivity and quality, productivity and cost effectiveness, higher productivity and reduced cost, importance of human factor in productivity drive, productivity objectives, Plan, audit, advantages, causes of Low productivity, criticism, Total Productivity Management (TPM), Pareto analysis and Theory of Constraints- meaning, usefulness, practical application of Pareto Analysis, meaning of TOC, steps, key measures, methodology of implementation of TOC, TOC and Cost Accounting Procedures. JIT or Lean Manufacturing, steps, implementation, features, merits and demerits, role of JIT in elimination of waste, increasing profitability, Project Life Cycle Costing, meaning, benefits, cost management in LCC, Value Chain Analysis- concept, definition, meaning, steps, Porter's Value Chain, Kaizen- concept, procedure for implementation, benefits, Target Costing- meaning, need, types, methods of establishment of target costs, backflush accounting.

**20 hours**

(Theory 30% and Problems 70%)

## References

:

1. Catherine Stenzel & Joe Stenzel, Essential of Cost Management, John Wiley and sons, Latest Edition.
  1. Roman I wiel & Michael W mahr Hand book of Cost Management, John Wiley and Sons, Latest Edition.
  2. Lianabel Oliver, The cost management tool box. AMA Publication, Latest Edition.
  3. John K. Shank & Vijay Govindarajan, Strategic Cost management: The new tool for competitive advantage, The free press, Latest Edition.
  4. K.P. Gupta, Cost Management: Measuring, monitoring and motivating performance, Global India Publications, Latest Edition.
5. Strategic Cost Management- Ravi M. Kishore, Taxman Publications

Further reading

**UNIVERSITY OF CALICUT**  
**MASTER OF COMMERCE**  
**Semester-2**  
**MCM2C09: INTERNATIONAL BUSINESS**

**Time: 80 hrs 4 credits Module I**

Meaning and Scope—Theories of International trade: classical and modern theories – protectionism vs. free trade – Trade barriers - Tariff and Non-tariff barriers – Terms of trade – Balance of payment  
– Components of BOP: Current account, Capital account and Official reserve account—disequilibrium and corrective measures International business—Local, regional, national, international and global business—management orientation of overseas business—ethno centric, poly centric, region centric and geocentric orientation--reasons for internationalization of business—factors restricting internationalization of business—major global companies in the world.- Export –Import policy of India – Regulation and Promotion of foreign trade in India

**20 Hours**

**Module II**

International business environment: Cultural, social, political and legal, technological, economic and trade environment—natural and demographic environment. Opportunities and threats of Indian companies in international market. – Modes of Entry - exporting – Licensing – franchising – contract manufacturing – Management contracts, turnkey projects – Foreign Direct Investments—Theories of FDI—Cost & Benefits to Home & Host countries—Recent trends. Problems and prospects of foreign companies in Indian market.

**18 Hours**

**Module III**

Strategy development in international business—the firm as a value chain—global expansion plan-: International business locations- factors influencing locations-factors restricting location. Value chain analysis, risk analysis, cost benefit analysis. Business entry strategy-exporting, licensing, investment, joint ventures, green field investment, strategic alliance, global strategic partnerships.

**15 Hours**

**Module IV**

International economic institutions and integrations: Types of Trade Agreements -WTO-GATT-TRIPS-TRIMS-Regional economic integration-Levels of economic integrations – Arguments surrounding economic integration-E. U-NAFTA -ASEAN-SAARC-International Monetary Fund— International liquidity and SDRs- World Bank.

**10 Hours**

**Module V**

International business functional strategies: International production strategy—international financing strategy—international human resources strategy and international marketing

strategy.

Stages of Internationalisation: International, Multinational, Global and Transnational corporations – strategic orientations – Growth of MNCs - contributing factors – merits and demerits of MNC – transfer of technology – regulation of MNCs-MNCs in India-Contribution of MNCs to India.

**17 Hours**

References:

1. Francis Cherunilam, *International Business: Text and Cases*, PHI, New Delhi.
2. Shyam Shukla, *International Business*, Excel Books, New Delhi
3. Rakesh Mohan Joshi, *International Business*, Oxford University Press, New Delhi.
4. P. Subba Rao, *International Business*, Himalaya Publishing House, Mumbai.
5. ManabAdhikary, *Global Business Management in an International Economic Environment*, Macmillan, New Delhi.
6. Charles W L Hill, *International Business*, McGraw Hill, New York.
7. Michael Czinkota, *International Business*, Wiley, New York.
8. Justin Paul, *International Business*, PHI, New Delhi.
9. Anant Kumar Sundaram and J, Stewart Black, *The International Business Environment: Text and Cases*, PHI, New Delhi.
10. John Daniels, Lee Radebaugh, Daniel Sullivan *International Business*, Pearson Education, New York.
11. Friedmann &J. Kim: Political risk and international Business

UNIVERSITY OF CALICUT  
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**Semester II**

**MCM2C10: MANAGEMENT SCIENCE**

**80 Hours**

**Marks: 80**

**Objectives:**

1. To familiarize students with concepts of management science and tools supporting decision making
2. To enable students to apply Management science techniques in appropriate decision situations.

Module 1:

**Introduction to Management Science-** Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

**30 hours**

**Module 2**

**Linear Programming** : Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; – Application in Business.

Transportation and Assignment: Formulation; Solving transportation (NWC method – Least Cost method

– Vogel's approximations method – stepping stone method – Modified Distribution method) and assignment problems (Hungarian Method).

**Module3**

**Inventory and Queuing Management:** Concepts of *inventory management*; Inventory models – classical EOQ, planned shortage model - deciding optimum safety stock and reorder level. *Queuing models:* Elements of a queuing system; Models with Poisson arrival and Exponential services rates-single server and infinite and finite population.

#### **Module 4**

17 hours

**Project Scheduling:** Concepts of PERT & CPM techniques and their applications; Network analysis-scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

## Module 5

18 hours

**Markov Chains and Theory of Games:** Markov Chains- decision processes; Market share analysis; Account receivable analysis. Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance.

10 hours

**Theory 30% Problems 70%**

### References:

1. Anderson: Introduction to Management Science – Quantitative Technique for Decision making Thomson.
2. Operations Research – Kautiswarup, P.K. Gupta, Manmohan – Sultan Chand & Sons.
3. Operations Research SD Sharma, Kadar Notes, Ramnath&G. Meerut.
4. Operations Research Techniques for management – VK Kapoor & Sumant Kapoor – Sultan Chand & Sons.
5. Quantitative Techniques in Management, Vohra N.D., The McGraw Hill companies
6. Anderson: Introduction to Management Science – Quantitative Technique for Decision making Thomson.
7. Operations Research – Kautiswarup, P.K. Gupta, Manmohan – Sultan Chand & Sons.
8. Operations Research SD Sharma, Kadar Notes, Ramnath&G. Meerut

## UNIVERSITY OF CALICUT Master of Commerce (CBCSS)

### Professional Competency Course (PCC)

Semester: 2

### MCM2A04: Spread Sheet Application

**Time: 80 hours**

**Credit: 4**

### Objectives:

1. To gain an understanding of how managers use spread sheet analysis to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyse business

### Introduction to Excel

About Excel & Microsoft, Uses of Excel, Excel software, Spreadsheet window pane, Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, the Ribbon, File Tab and Backstage View, Formula Bar, Workbook Window, Status Bar, Task Pane, Workbook & sheets **Columns & Rows**

Selecting Columns & Rows, Changing Column Width & Row Height, Autofitting Columns & Rows, Hiding/Unhiding Columns & Rows, Inserting & Deleting Columns & Rows, Cell, Address of a cell, Components of a cell – Format, value, formula, use of paste and paste special. Functionality Using Ranges-Using Ranges, Selecting Ranges,

## Entering Information into a Range, Using AutoFill

### Creating Formulas

Using Formulas, Formula Functions – Sum, Average, if, Count, max, min, Proper, Upper, Lower, Using AutoSum, Advance Formulas-Concatenate, Vlookup, Hlookup, Match, Countif, Text, Trim

### Spreadsheet Charts

Creating Charts, Different types of chart, Formatting Chart Objects, Changing the Chart Type, Showing and Hiding the Legend, Showing and Hiding the Data Table

### Data Analysis

Sorting, Filter, Text to Column, Data Validation.PivotTables -Creating PivotTables, manipulating a PivotTable, Using the PivotTable Toolbar, Changing Data Field, Properties, displaying a PivotChart, Setting PivotTable Options, Adding Subtotals to PivotTables

### Spreadsheet Tools

Moving between Spreadsheets, Selecting Multiple Spreadsheets, Inserting and Deleting Spreadsheets Renaming Spreadsheets, Splitting the Screen, Freezing Panes, Copying and Pasting Data between Spreadsheets, Hiding, protecting worksheets Making Macros Recording Macros, Running Macros, Deleting Macros

## UNIVERSITY OF CALICUT

### Master of Commerce (CBCSS)

#### Semester: III

### MCM3C11 FINANCIAL MANAGEMENT

**80 Hours**

**Credit:4**

#### Objectives:

To acquaint the students with the basic analytical techniques and methods of financial management of business organization.

To provide the students the exposure to certain advanced analytical techniques that are used for taking financial policy decisions.

**Module 1: Foundation of Finance:** Goals and functions of finance–Legal–Operating and Tax environment for financial decisions –Financial manager-Agency problem in financial management-Time value of money-compounding and discounting-An overview of capital investment decisions

**25 hours**

**Module II: Sources of long-term finance and Cost of Capital:** Conventional and innovative sources-leasing-factoring-securitisation- financial engineering- cost of capital-Concept–significance–Computation of cost of Debt, Preference capital, Equity capital and Retained Earnings – Opportunity cost of capital – Marginal cost of capital – WACC – Capital Asset Pricing Model.

**10 hours**

**Module III: Working Capital Management:** Working Capital–meaning–concept and cycle – Working capital management strategy – Estimation of working capital– Mathematical and simulation models of working capital decisions – Management of cash and marketable securities – Cash management techniques – Lock box system, Concentration banking – Methods of Inventories – Techniques of inventory management – Management of receivables – Techniques of receivable management-working

capital financing for Indian industry

**Module IV:** Financial leverage and Capital Structure: Definition of capital structure-Leverage Analysis- Operating, Financial & Combined leverage – EBIT – EPS Analysis – Financial Breakeven – Indifference Point – Capital Structure Theories – Optimum capital Structure – NI approach, NOI approach, Traditional approach & Modigliani Miller approach – Arbitrage process- Determinants of Capital Structure- over capitalisation, under capitalisation and fair capitalisation

**10 hours**

**Module V :** Mechanics and practices of dividend payment-factors affecting dividend policy – legal framework of payment of dividend – dividend theories – determinants of dividend policy and some case studies.

**10 hours**

(Theory 30%, Problems 70%)

**References:**

1. Soloman, Ezra, Theory of Financial Management, Columbia Press (Latest Edition)
2. James C Van Horne. Financial Management and Policy Prentice Hall of India (Latest Edition)
3. Weston, J. Fred and Brigham, Eugne F. Managerial Finance, Dryden Press (Latest Edition)
4. Prasanna Chandra. Financial Management, Tata McGraw Hill (Latest Edition)
5. Khan, M.Y. and P.K. Jain. Financial Manager, Tata McGraw Hill (Latest Edition).
6. Pandey, I.M. Financial Management, Tata McGraw Hill (Latest Edition)
7. Ravi M. Kishore. Financial Management, Taxmann (Latest Edition)
8. Brigham, Ehrhavdt. Financial Management, Cengage Learning India Private Ltd. New Delhi – 110082 (Latest Edition)
9. Ross S.A., R.W. Westerfield and J. Jaffe, Corporate Finance, McGraw Hill (Latest Edition)
10. Anderson, Sweeney and Williams. An Introduction to Management Science, Cengage Learning India Private Ltd. New Deli – 110092 (Latest Edition)
11. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning India Private Ltd., New Delhi – 110091 (Latest Edition)
12. Brealey R.A. and S.C. Myers. Principles of Corporate Finance, McGraw Hill, (Latest Edition)
13. Sudhirbhat. Financial Management. Excel Book (Latest Edition)
14. Damodaran, A. "Corporate Finance: Theory and Practice". John Wiley & Sons (Latest Edition)

**Journals**

Finance India  
Applied Finance, ICFA  
Journal of Finance  
Journal of Financial Economics  
Chartered Financial Analyst  
Financial Dailies

**UNIVERSITY OF CALICUT  
Master of Commerce (CBCSS)  
Semester III**

**MCM3C12: INCOME TAX: LAW, PRACTICE AND TAX PLANNING I**

**80 Hours**

**Credit:4**

**Objectives:**

To enable students to understand computation of income under various heads, taxable income of various entities, tax planning and procedure of assessment.

**Module 1: Basic Concepts** -Direct and indirect taxes- Capital& revenue- Tax planning, tax evasion, tax management, tax avoidance - residence and incidence of tax- exempted income- Tax planning relating to residence & incidence of tax **10 hours**

**Module 2 Computation of Taxable Income under different heads** -income from salary-house property-income from business/profession- capital gains-other sources – Tax planning relating to different heads of income

**20 hours**

**Module 3 Assessment**-Clubbing of incomes and aggregation of income – Set off and carry forward of losses – Incomes exempt from taxes – Deductions in computing total income – Rebates and reliefs of tax- Assessment of agricultural Income – Computation of Agricultural Income – Calculation of tax on integration. Assessment of individuals- AMT- Assessment of HUF -Tax planning related to clubbing and aggregation of income, set off and Carry forward of losses- Agricultural income, Individual Assessment  
–Tax planning- Assessment of HUF- Tax planning

**25 hours**

**Module 4: Income Tax Authorities:** Powers and functions–Provisions of advance payment of tax – Tax payment – Deduction and collection of tax at source – Recovery of tax – Computer applications in tax management.

**15 hours**

**Module 5 : Procedure for assessment of Income Tax:** Filing of return of Income–Voluntary return of income – Statutory obligations for filing of return – Time and documents for filing of returns – Return of loss – Belated returns – Revised returns – Defective returns – PAN – Different types of assessment – Self assessment – Assessment on the basis of return – Best judgment assessment – Regular assessment – Reassessment – Protective assessment.

**(30% theory and 70% problems)**

**References:**

1. BB Lal, Income Tax, Pearson (Dorling Kindersley (India) Publication, Latest Edition,
2. Dr. H C. Mehrotra and Dr.S P . Goyal, Income Tax including Tax Planning and Management, Sahitya Bhavan Publications, Agra – latest
3. Ahuja GK & Gupta Ravi, Systematic Approach to Income Tax, Bharat Law House, Latest Edition.
4. BB Lal, Income Tax, Pearson (Dorling Kindersley (India) Publication, Latest Edition.
5. AC SampatAyengar, Law of Income Tax, Bharat Law House, Latest Edition.

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**

**Semester III**

**MCM3C13: RESEARCH METHODOLOGY**

**80 Hours**

**Credit:4**

**Objectives:**

To acquaint students with process and methodology of research

To enable students to identify research problems, collect and analyse data and present results.

**Module I**

**Research: Basic concepts** - Meaning–Objectives–Types–Approaches – Significance of research in social sciences – Process of research – Formulating problem – Literature Survey – Hypothesis – Research Design – Types – Exploratory, Descriptive, Diagnostic, Experimental – Sample Design – Collecting, analysing, testing, interpreting and presenting result.

**15 hours**

### **Module II**

**Population Survey and Sample Study:** Population & Sample–Sampling theories - Techniques of sampling – Random and Non-random techniques – Sample Size – Determination of sample size – Sampling Errors – Non sampling Errors – Factors influencing sample size – Optimum sample size – Case Study – Pilot Survey.

**10 hours**

### **Module III**

**20 hours**

**Data collection:** collection of Primary Data–Methods of Data Collection – Observation – Field Survey – Questionnaire - Interview Schedule – Preparation of Questionnaire – Process of Interviewing – Collection of secondary data – Sources of secondary data.

**10 hours**

### **Module IV**

**Measurement and Scaling:** Variables–Attributes – Process of measurement – Attitude Measurement – Scaling - Scaling Techniques – Graphic Rating – Likert – Thurstone – Semantic Differential – Stapel – Dichotomous – Scales – Types of Scales – Scale Values – Validity and Reliability of Scales – Errors in measurement.

**20 hours**

### **Module V**

**Data Processing and Presentation :** Field Work–Editing–Classification – Coding – Tabulation – Summarization – Analysis of data – One way ANOVA - Univariate, Bivariate and Multi variable methods - Tools of Analysis – Descriptive Analysis – Inferential analysis – Interpretation – Presentation – Report Writing - Types of Reports – Contents of Reports – Format of Reports – Documentation Styles-Plagiarism (Theory only)

**25 hours**

**Theory 70% Problem 30%**

### **References:**

1. S. Kevin, Research Methodology for Social Sciences, Ane Publishing House, New Delhi.
2. Tandon BC, Research Methodology in Social Sciences, Chaitanya Publishing House
3. Whitney FL, Elements of Research, Prentice Hall o India
4. Ferber R, Research Methods in Economics and Business, Macmillan
5. Deming W Edwards, Sample Design in Business Research, John Wiley
6. Bailey Kenneth D, Method of Social Research, Macmillan
7. Krishna Swamy, Methodology of Research in Social Science Prentice Hall of India.
8. Achalapathi KC, Readings in Research Methodology in Commerce and Business Management, Himalaya Publishing House.



**UNIVERSITY OF CALICUT**  
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**Master of Commerce (CBCSS)**

**Semester IV**

**MCM4C14: FINANCIAL DERIVATIVES AND RISK MANAGEMENT**

**80 Hours**

**Credit:4**

**Course Objectives:**

To make the students efficient in the area of derivatives, by giving them the knowledge of basics in options, futures, swaps etc.

**Module I:**

Introduction to risk management–Meaning and need–importance–Types of market risk – Risk management issues in business – Financial derivatives– Meaning – Need – Growth of financial derivatives markets in India – Derivative markets – Exchange traded financial derivatives for risk management in India – Participants – Functions – Types of risk management instruments – Forwards – Futures – Options – Swaps – The regulatory framework of derivative trading in India.

**16 hours**

**Module II:**

Future's growth and development - Difference between forwards and futures - financial future - Future trading – currency futures – Interest rate futures Pricing and valuation of future contracts – Value at risk-Hedging risk – Hedging with stock index future – types of members and margin system in India-Future trading in stock exchange for risk management.

**20 hours**

**Module III:**

Options–meaning–needs and importance-options and futures-fundamental option strategies-type of option-put-call- Valuation of options -trading strategies of risk instruments -positions in options-stock indices-options in Indian stock market.

**16 hours**

**Module IV:**

Risk pricing of options-intrinsic value and time value-pricing at the expiry of contract-factors affecting option pricing-put-call-parity pricing-models of pricing-binomial option-pricing models-Black Schole's pricing methods.

**16 hours**

**Module V:**

Swaps-meaning and definition-development-structure of swap dealing for risk management-interest rate swaps-forward swaps and swap option contracts-cancellable and extendable swaps- no generic swaps transactions. Currency swaps - Valuation and pricing of swaps - risk management function of swap transaction. Recent trends in derivatives –Taxation on derivatives **12 hours**

(60% Theory 40% Problems)

References:

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Semester IV**  
**MCM4C15: INCOME TAX: LAW, PRACTICE AND TAX PLANNING II**

**80 Hours**

**Credit:4**

**Objectives:**

To acquaint the students with theoretical and practical knowledge of assessment and tax planning of different assesses.

To familiarize the students with major and latest provisions of the India tax laws and related judicial pronouncements pertaining to various assesses with a view to derive maximum possible tax benefits admissible under the law.

**Module 1:** Assessment of firms- (including limited liability partnership) –Computation of book profit-Remuneration to partners –Computation of taxable income and tax liability-AMT-Tax planning regarding Assessment of AOP/BOI- Computation of taxable income and tax liability-AMT-Tax planning regarding Assessment of AOP/BOI

**20 hours**

**Module 2:** Assessment of Co-operative societies and trusts-Deductions under 80 P-Tax Planning-Trusts-

Definition- creation-types-tax exemptions-Assessment of trusts-Tax planning

**15 hours**

**Module 3:** Assessment of Companies: Residential status and incidence of tax-Special Provisions applicable to assessment of total income of companies-Deductions available to corporate assesses – Computation of taxable income of companies and determination of corporate tax liability – Minimum Alternate Tax-Tax on distributed profit of domestic companies-Tax on income distributed to unit holders-Security Transaction Tax – Tonnage Tax.

**20 hours**

**Module 4: Corporate** tax planning and managerial decisions: Tax planning in respect of make or buy, own or lease, repair or replace, export or domestic sales, shut down or continue, expand or contract, amalgamate or demerger, invest or disinvest-Financial Management decisions, Capital Structure, dividend policy and bonus shares.

**15 hours**

**Module 5:** Tax planning under various circumstances: Tax planning while setting up of a business-with reference to location, nature and form of organizations -Tax planning related to Special Economic Zones (SEZ), Export Processing Zones (EPZ)and Export Oriented Units (EOUs) – Infrastructure sector and background areas – Tax incentives for exporters.

**10 hours**

(30% Theory and 70% problems)

**References:**

1. VK Singhania, Direct Tax's Planning and Management, Taxman, Latest Edition.
2. VS Sundaram, Commentaries on the Law of Income Tax in India, Pearson Law Publishers, Latest Edition.
3. AC SampatAyengar, Law of Income Tax, Bharat Law House, Latest Edition.
3. Bhagmati Prasad, Direct Taxes Laws Practice, WishwaPrakashan, Latest Edition.
4. Kaushal Kumar Agarwal, Direct Tax Planning and Management, Atlantic Publishers, Latest Edition.



5. Dr.H . C Mehrotra and Dr.S.P. Goyal , 1ncome tax including tax planning and Management, Sahitya Bhavan Publications, Latest edition

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Elective: Finance**  
**Semester: III**  
**MCM3EF01: INVESTMENT MANAGEMENT**

**80 Hours**

**Credit:4**

Objectives:

To establish a conceptual framework for the study of security analysis and portfolio management. This course will provide the students the ability to understand and utilize the skill of optimizing returns.

**Module I:**

Investments: Meaning and concept–Investment objectives–various asset classes – factors in investment decisions- Investment process – concept of risk and return – sources of risk – Measurement of risk and return – Diversification and hedging – ethical investing. **10 hours**

**Module II:**

Bond Investment analysis: Types of bonds–International bonds–Bond yields – Yield to Maturity (YTM) – risk analysis is bonds – Bond value theorem – Bond immunization strategies. **10 hours**

**Module III:**

Equity Analysis: Approaches to equity analysis–Fundamental analysis – Economy, Industry and Company (EIC) analysis – Equity valuation models – Dividend Discount Models (DDM) and Price Earnings Ratio (PER) models – Technical analysis – Dow theory – Chart and Chart Patterns – Market and Mathematical Indicators (Problems)– Efficient Market Hypothesis (EMH) and Random Walk theory  
– Tests of market efficiency – Critique of Investor rationality – Behavioural Finance. **20 hours**

**Module IV:**

Portfolio analysis and selection: Risk return analysis of investment portfolio – Individual and Interactive risks – measurement of portfolio risks – Risks tolerance and asset allocation – optimal portfolio – portfolio selection models- Markowitz model – Sharpe single index model – Capital Asset Pricing Model (CAPM) – Capital Market Line (CML) and Security Market Line (SML) – Market anomalies : calendar effect, size effect and market overreaction – Arbitrage Pricing Theory (APT) – Multifactor asset pricing Models – Behavioural finance – Behavioural finance theories . **25 hours**

**Module V:**

Portfolio Management: Active and Passive investment strategies–Value and growth investing, contrarian strategies – index investing and tracking efficiency, Portfolio evaluation- Sharpe, Treynor and Jensen measures, Fama’sDecomposition Index – Portfolio revision- Investment accounting **15 hours**

Theory 40 % Problems 60 %

**Reference**

1. Bodie, Zvi, Kane Alex and Alan, J. Marcus, *Investments*, McGraw Hill.
2. Bhalla, V.K. *Investment Management*, S. Chand & Company Ltd.
3. Chandra, P. *Security Analysis and Portfolio Management*, Tata McGraw Hill. 4.Elton, E. and Gurber, M.
4. *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons
5. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
6. Preeti Singh, *Investment Management*, Himalaya Publishers.
7. Sharpe William, F. and Bailey Jeffery V. Alexander Gordon, J. *Investments*, PHI Learning.
8. S. Kevin , *Security Analysis and Portfolio Management*, PHI Learning
9. Stephen Ross and R. Westerfield, *Corporate Finance*, McGraw-Hill.
10. Vishwanath, R and Krishna Murthi,C., *Investment Management*, Springer.
- 11.V.A. Avadhani, *Security Analysis and Portfolio Management*, Himalaya Publishers.
12. Fabozzi, Frank, J. *Investment Management*, PHI learning.

**UNIVERSITY OF CALICUT**

**Master of Commerce (CBCSS)**

**Elective – Marketing**

**Semester III**

**MCM3EM 01: ADVERTISING AND SALES MANAGEMENT**

**80 hours**

**Credit:4**

**Objectives:**

To enable the students to develop in depth understanding of the modern concepts and latest techniques of advertising, personal selling and sale force management.

**Module I**

Advertising: Nature and importance-Advertising Programme-Classification of advertising-Advertising management process, an overview; Determining target audience- Advertising objectives and positioning-Advertising budget decisions-Advertising message decisions-Determining advertising message-

Developing advertising copy-Headline main copy, logo, illustrations, appeal, layout-Cognitive dissonance and advertising-Creativity in advertising.

**20 Hours**

### **Module II**

Media planning and organization of advertising operations: Types of media-Merits and limitations of different media-Advertising through internet-Media selection-Media Scheduling-Organization of advertising operations-In house vs. advertising agency arrangements-Managing advertising agency relations-Social and regulatory aspects of advertising-Recent developments and issues in advertising-Global advertising.

**15 Hours**

### **Module III**

Fundamentals of personal selling: Nature and importance of selling-Types of selling-Personal selling, salesmanship and sales management-Process of effective selling-Strategic sales management-Ethical and legal aspects of selling.

**15 Hours**

### **Module IV**

Sales planning and sales force Management: Setting personal selling objectives-Market analysis and sales forecasting-Sales budget, sales territory-Sales quota-Sales force management-Recruitment and selection-Training and developments-Motivating, supervising and compensating sales personnel-Evaluation of sales personnel.

**15 Hours**

### **Module V**

Advertising research: Advertising research objectives-Deceptive Advertising-Determining deception using advertising research-Product Appeal-Copy testing methods and measures-Measuring the effectiveness of the promotional program, market testing, testing via internet, pre testing, post testing, laboratory test, field test, PACT (Positioning Advertising Copy Testing).

**15 Hours**

### **References:**

1. Aaker, David A, Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India, Latest Edition.
2. Belch. George and Michael Belch, Advertising and Promotion: An integrated marketing communications perspective, McGraw Hill, 6th Ed.
3. Madel and Maurice, Advertising, Prentice Hall of India, Latest Edition.
4. Still, Richard, R. Edward W. Cundiff and Norman A.P. Govoni, Sales Management Decisions, Strategies and cases, Prentice Hall of India, Latest Edition.
5. Anderson B. Robert, Professional Selling, Prentice-Hall Inc.
6. Spiro, Rosann, William J. Stanton and Greg Richo, Management of a Sales Force, McGraw Hill/ Irwin, Latest edition.
7. Pederson Carlton A, Miburn D. Wright, Barton A, Weitz, Selling Principles and Methods, Richard D. Irwin, Illinois, Latest edition

**UNIVERSITY OF CALICUT**

**Master of Commerce (CBCSS) Elective - Marketing**

**Semester III**

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## MCM3EM02: CONSUMER BEHAVIOUR

**80 hours**

**Credit:4**

### **Objectives:**

To help students develop basic understanding of the concepts and theories of consumer behaviour and their applications in marketing decision making.

### **Module I**

Consumer behaviour: Importance and nature of consumer behaviour-types of consumers and their role-application of consumer behaviour principles to strategic marketing-role of consumer behaviour in

marketing - market segmentation and consumer behaviour

**10 hours**

### **Module II**

Consumer as an individual: Consumer needs and motivation-personality and consumer behaviour-psychographics, consumer perception, attitude formation and change-measurement of consumer attitudes-learning-consumer in a social and cultural settings-group dynamics and consumer reference groups-family, social class and consumer behaviour - The influence of culture on consumer behaviour-sub cultural and cross cultural consumer analysis-consumer movement - CRM.

**15 hours**

### **Module III**

Consumer decision making - Models of consumers-four views of consumer decision making-economic, passive, cognitive, emotional-a simple view of consumer decision making-Howard shet model-Engle, Kollat and Blackwell model-case studies with reference to India/implications of the models on marketing decisions.

**15 hours**

### **Module IV**

Purchase decision process: high and low involvement-pre purchase and post purchase behaviour-online purchase decision process-diffusion of innovation across nations/cultures-managing dissonance-cross

cultural consumer research-globalization of consumer markets-emerging issues-case studies

**15 hours**

### **Module V**

Consumer research - Nature of consumer research-areas of consumer research-methods or techniques for studying consumer behaviour- behaviour and motivational research techniques-measuring customer satisfaction-designing customer satisfaction surveys and analysing survey results-measuring service quality-SERVQUAL and SERVPERF techniques.

**25 hours**

### **Suggested Readings**

1. Schiffman L.G. and Kanuk .L.L, Consumer Behaviour, prentice Hall of India, 9th Edition.
2. Assel Henry, Consumer Behaviour, Biztantra, Latest Edition.
3. Seth J.N. & Mittal B, Customer Behaviour-A Managerial Perspective, Thomson South-Western, Latest Edition.
4. Hawkins D.I. & Roger J.B. and Kenneth A.C, Consumer Behavior-Building Marketing Strategy, Irwin McGraw-Hill, Latest Edition.
5. Engel J.F Roser D Blackwall and Paul W. Miniard, Consumer Behaviour, Cengage Learning, Latest Edition.
6. Peter J. Paul and Jerry C. Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill, Latest Edition.
7. Assael H, Consumer Behaviour and Marketing Action, Cengage Learning, Latest Edition.

8. Schroeder, R.G., Operations Management-Contemporary Concepts and Cases, McGraw-Hill,

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- Latest edition.
9. Thompkins and Harmelings, Distribution Management Handbook, McGraw-Hill, Latest Edition.
  10. Stem Al Ansary, Marketing channel, Prentice Hall of India, Latest Edition.
  11. K.K. Khanna, Physical Distribution Management, Himalaya Publishing House, Latest Edition.

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Elective - Marketing**  
**Semester IV**

**MCM4EM03: SUPPLY CHAIN AND LOGISTICS MANGAEMENT**

**80 hours**

**Credit:4**

**Objectives:**

To equip the students with good knowledge on logistics and supply chain management and relate these areas with the organization and business needs.

**Module I**

Supply chain management: Introduction and development-nature and concept importance of supply chain, value chain-components of supply chain-need for supply chain understanding the supply chain management -participants in supply chain-importance of supply chain in present market condition.

**15 hours**

**Module II**

Role of manager in supply chain: supply chain performance drivers-key enablers in supply chain improvement-interrelation between enablers and level of supply chain improvement-systems and values of supply chain.

**20**

**15**

**Module III**

Aligning the supply chain with business strategy: SCOR model-outsourcing and 3 PLs-Fourth party-logistics- Bullwhip effect and supply chain-supply chain management-warehouse relationship conflict resolution strategies- global management-concepts in logistics-legal aspects of international logistics.

**10**

**Module IV**

Logistics Management: Origin and definition-types of logistics-logistics management-automation and outsourcing-customer service and logistics logistics, physical distribution.

**20 hours**

**Module V**

Types of inventory control: Demand forecasting-warehousing and store management-routing-transportation management-some commercial aspects in distribution management-distribution channel

management-Distribution Resource Planning (DRP)-recent trends in logistics.

**References:**

1. Rushton A Oxley J and Croucher P, Handbook of Logistics and Distribution Management, Kogan Page, Latest Edition.
2. Simchi-Levi, David, Kamisnky, Philip, and Simchi-Levi, Edith, Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Irwin/McGraw Hill, Latest Edition.
3. Christopher Martin, Logistics and Supply Chain Management Creating Value adding Networks, Pearson Education, Latest Edition.
4. Ballou R.H, Business Logistic Management, Prentice Hall, Latest Edition.
5. Bowersox D.J David J and Cooper, Supply Chain Logistic Management, Prentice Hall, Latest Edition.

**UNIVERSITY OF CALICUT  
Master of Commerce (CBCSS)**

**Elective -**

**Marketing**

**Semester: 4**

**MCM4 EM04: SERVICE MARKETING**

**80 hours**

**Credit:4**

**Objectives:**

1. To develop an understanding of services and service marketing with emphasis on various aspects of service marketing

**Module I**

Introduction: Service-definition-classification of service-service marketing-definition-objectives-need and importance-emergence and reasons for growth of service sector in India-environment of service marketing - PESTEL frame work-challenges of service marketing.

**Module II**

**15 Hours**

Service marketing mix-role of Service marketing mix-service product-pricing of services - service promotion and communication mix-service channels and distributions - internal and external customers- physical evidence and process-service mapping-service blueprinting. **16**

**Module III**

Service marketing segmentation-approaches-targeting-positioning-positioning maps- service encounter- **18**  
service marketing profitability and productivity-relationship marketing in services.

**Module IV**

Application of service marketing- hospitality-travel and tourism-financial services-banking and insurance-health care-entertainment marketing-education-public utility service-advertising agency-professional service-consultancy and advertising agency-web market - green marketing.

**Module V**

**16 Hours**

Service models-service triangle management models-the molecular and servuction model-service triangle marketing model-SERVQUAL model-six market model-service quality-definition-dimensions of service quality-service quality gap.

**15 Hours**

**References:**

1. Ziethaml VA and Bitner MJ, Service Marketing, Tata McGraw Hill, Latest Edition.
2. Hellen W, service Marketing, Macmillan India Ltd, Latest Edition.
3. Lovelock C.H and Wirtz H, Service Marketing: People Technology Strategy, Pearson Education, Latest Edition.
4. Hoffman K.D.J and Bateson E.G. Essentials of Service Marketing: Concepts, Strategies and Cases, Thomson South Western, Latest Edition.
5. Kurtz D.L and Clow K.E, Service Marketing, Biztantra, Latest Edition.
6. Donald Cowell, the Marketing of Services, Heinemann, Latest Edition.

Lovelock C.H. and Lauren W, Principles of Service Marketing and Management, Prentice Hall of India, Latest Edition.