

III SEMESTER M.Com (MASTER OF COMMERCE)

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				*CIA	**ESE	Total	
3.1	Common Paper Business Ethics & Corporate Governance	4	2.5	30	70	100	4
3.2	Risk Management	4	2.5	30	70	100	4
3.3	Elective-1	4	2.5	30	70	100	4
3.4	Elective-11	4	2.5	30	70	100	4
3.5	Elective-111	4	2.5	30	70	100	4
3.6	Open Elective.	4	2.5	30	70	100	4
III SEMESTER TOTAL/CREDITS						600	24

*CIA: Continuous Internal Assessment **ESE: End Semester Exam

Open Elective (CBCS)

a. Human Resource Management

ELECTIVE PAPERS: 111 SEMESTER

Accounting and Finance:	3.3 Strategic Cost Management 3.4 Financial Markets and Services 3.5 Accounting for Managerial Decisions
Marketing:	3.3 Advertising Management 3.4 Services Marketing. 3.5 Retailing Management

3.1 Business Ethics and Corporate Governance

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.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	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	10
2	Ethical Theories and Corporate social responsibility	Cognitivism and non-cognitivism; consequentialism versus non-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.	12
3	Ethics in Marketing and Finance	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.	12
4	Ethics in Human Resources Management and Informtion and	Human resource system- psychological expectancy model- Human resource management practices and ethical implications- Individualism versus collectivism in human resource management practices Ethical issues relating to computer applications;	14

	Technology	security threats – computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.	
5	Concept of corporate governance	Importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India. Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario.	12

Books for Reference:

1. Behram Kack N, Essays on Ethics in Business and the Professions, Prentice Hall.
2. Blanchard, Kenneth, The Power of Ethical Management, EM of Co.
3. Borchert, Donald M, Exploring Ethics, Macmillan Pub. Co.
4. Bowie, Norman E: Business Ethics, Prentice Hall.
5. Brady, F. Neil, Ethical Managing, Macmillan Pub. Co.
6. Buckholz, Rogene A, Fundamental concepts and problems in business Ethics, Prentice Hall.
7. Cavanagh, Gerald F, Ethical Dilemmas in the Modern Corporation, Prentice Hall.
8. Cederblam, Jerry, Ethics at Work, Wadsworth Publishing Co.
9. Desjardins, Joseph R, Contemporary Issues in Business Ethics, Wadsworth Publishing Company.
10. Donaldson, Thomas, Ethical Issues in Business, Prentice Hall.
11. Donaldson, Thomas, The Ethics of International Business, Oxford University Press.
12. S.K. Chakraborty: Foundations of Managerial Work Contributions from Indian Thought, HPH.
13. V.S. Mahesh: Thresholds of Motivation, TMH.
14. Pradip N. Khandwalla: Organisational Designs for Excellence, TMH.
15. Theophane A. Mathias: Corporate Ethics, (Ed) Allied. Publishers.
16. Beauchamp Tom L: Ethical Theory and Business, Prentice Hall.

3.2 RISK MANAGEMENT

Objective: To provide basic knowledge of risk, type of risks and tools of risk management.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Introduction to Risk and Uncertainty	Definition of Risk and uncertainty- Classification of Risk, Sources of Risk-external and internal. Risk Management-nature, risk analysis, planning, control and transfer of risk, Administration of properties of an enterprise, provision of adequate security arrangements. Interface between Risk and Insurance Risk identification, evaluation and management techniques, Risk avoidance, Retention and transfer, Selection and implementation of Techniques. Various terminology, perils, clauses and risk covers.	12
2	Introduction to Risk Management	Introduction to Risk Management, Types of Risk, Evolution of Risks, Steps in risk management, RBI guidelines	8
3	Credit Risk	Credit Risks Credit Risk Management models - Introduction, Motivation, and Functionality of good credit. Risk Management models- Review of Markowitz's Portfolio selection theory –Credit Risk Pricing Model – Capital and Regulation. Risk management of Credit Derivatives.	12
4	Market Risk	Market Risk(includes asset liability management) Yield Curve Risk Factor-Domestic and global contexts-handling multiple risk factor-principal component analysis- value at Risk (VAR) – implementation of a VAR system- Additional Risk in fixed income markets-Stress testing- Bank testing.	12
5	Operational Risk	Introduction-typology of operational risk-measuring operational risk -Who manages	10

		operational risk- key to implementing bank-wide operational risk management- why invest in operational risk management. Technology Risk- Best practice –operational risk systems/Solutions.	
6	Tools for Risk Management	Tools for Risk Management Derivatives Futures, Options, Swaps, ECGS	06

Book Reference:

1. Marc Lox and Lev Borodorsky, The professional's Hand book of Financial Risk Management, Butterworth-Heinemann.
2. Thomas S. Coleman A, Practical Guide to Risk Management, Research Foundation of CFA Institute
3. Paul Hopkin, Fundamentals of Risk Management, Kogan Page
4. George E Rejda and Michael McNamara, Principles of Risk Management & Insurance, Pearson
5. John C. Hull, Risk Management & Financial Institutions, Wiley

ELECTIVE -1- Accounting and Finance

3.3 - Strategic Cost Management – I

Objective: To enable students develop competencies and skills in formulating strategies related to ascertaining and controlling costs, and also in pricing decisions

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Introduction to Cost Management	Importance of analyzing cost, 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.	08
2	Strategies in Cost Management	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.	14
3	Activity Based Costing (ABC)	Activity Based costing: Inadequacies of traditional methods of overhead absorption, ABC, Kaplan and Coopers approach to ABC cost drivers and cost pools, allocation of overheads under ABC, Characteristics of ABC, benefits from adaptation of ABC System.	14
4	Life Cycle Costing	Meaning, phases in product life cycle, characteristics, product life cycle and cost control. Experience curve in product life cycle costing. Project life cycle costing, categories of project life cycle costs, optimization of project life cycle costs.	14
5	Target Costing and JIT	Definition, Meaning and Nature of target costing, target costing methodology, methods of establishment of costs. JIT – features,	10

methodology in implementation of JIT, Benefits of JIT.

Book Reference:

1. Batty J, Mc Donald & Evans, Management Accountancy, London.
2. Bierman H & Drabin A.R, An Introduction Managerial Accounting, McMillan Company, New York.
3. Broad H.W & Carmichael K.S, A Guide to Management Accounting, HFL (Pub) Ltd., London.
4. Brown & Haward, Mac Donald, Evans, Principles of Management Accountancy, London.S.K.R. Paul, Management Accounting, New Central Book Agency Private Ltd., Calcutta.
5. Charles T. Horngren, George Foster, Srikant M. Data, Cost Accounting: A Managerial Emphasis, Prentice Hall of India, New Delhi.
6. Roger Cowe, Hand Book of Management Accounting, A Grower Handbook
7. S. Mukherjee & A.P. Roychowdhury, Advanced Cost and Management Accountancy, New Central Book Agency, Calcutta.
8. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.
9. Anthony R.N, Management Accounting Principles, Grawin Publishing.

3.4 - Financial Markets and Services

Objectives: To familiarize students with functioning of financial markets and to provide an in-depth understanding of a wide variety of emerging financial services

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Financial Markets	Nature, Classification, Functions of Financial markets. Financial markets and Economic development, Regulation of financial markets. Capital Market-Secondary markets and Primary market. Primary market – Functions of primary market, Methods of selling securities. Public Issue Management-Eligibility norms, Pricing of New issues, Prospectus. Functions of - Underwriters, Merchant bankers, Issue managers and Registrars to issue.	14
2	Stock Exchange	Organisation and Functioning of Stock exchanges in India, Operations of stock markets, Listing requirements, Regulation of stock markets, National Stock Exchange (NSE), Investor protection and SEBI guidelines, Depository Services - Meaning and Need for depository services. Dematerialization and Re-materialization process.	10
3	Financial Services	Categories of financial services - Fund based and Non-fund based activities. Financial services and Economic environment. Financial innovations, New financial instruments. Lease Finance - Nature, Types and Advantages of lease finance. Distinction between Lease and Hire purchase; Financial, Legal and Tax aspects of Leasing. Lease evaluation (Lease vs Buy and Lease vs HP with problems), Lease structuring and Funding of lease	12
4	Factoring and other financial services	Nature, Modus Operandi, Types, Functions, Advantages, Cost and benefits of factoring. Factoring v/s Bill discounting. Consumer finance	12

- Meaning, Schemes for consumer durables, Credit cards and other cards. Venture capital Financing, Guidelines and Evaluation of new project ideas. Mutual Funds - Meaning, Types, Determination of NAV, Advantages and Disadvantages of Mutual funds.

5	Credit Rating and Securitisation	<p>Credit Rating -Meaning, Need for Credit rating. Credit rating agencies - Credit rating methodology of various rating agencies, Factors and Credit rating symbols, Advantages and Limitations of credit rating.</p> <p>Securitisation - Meaning, Features, SPV, Process, Players, Advantages and Limitation of Securitisation.</p>	12
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Books for Reference:

1. Meir Kohn, Financial Institutions and Markets, Oxford University Press.
2. Fobozzi & Modigliani, Capital Markets, Institutions and Instruments, PHI.
3. Clifford G, Financial Markets, Institutions, and Financial Services, PHI.
4. Thygerson Kenneth J, Financial Markets & Institutions, Harper Collins.
5. Dietrich J.K, Financial Services and Financial Institution, PHI.
6. Dalton John M, How the stock markets works, Practice Hall of India.
7. Mandura Jeff, Financial Markets and Institutions, West Publishing Company
8. Khan M.Y, Indian Financial Markets & Institutions, TMH.
9. Bhole L.M, Financial Markets & Institutions, THM.
10. Khan M Y, Indian Financial System, TMH.
11. Khan M.Y, Financial Services, TMH.
12. Machiraju H R, Working of Stock Exchanges in India, Wiley Eastern Ltd.
13. Raghunatham V, Stock Exchange and Investments, TMH.
14. Gordon & Natarajan, Financial Markets and Services, HPH.
15. Guruswamy, S, Financial Services, Vijay Nicole imprints.

3.5-ACCOUNTING FOR MANAGERIAL DECISIONS

Objectives:

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

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Managerial Decision making	Decision making process, Database for decision-making, Cost-based Decision-making.	04
2	Cost behavior and profit analysis	Marginal Costing and Short term Decisions and pricing, Application of short term decision models: key factors, diversification of products, profit planning, Product mix decision, contribution analysis, make or buy decisions, discontinuation of product, diversification of product line, accept or reject special order, break-even analysis, cost-volume profit analysis.	22
3	Responsibility accounting and divisional performance measurement	Responsibility accounting: meaning and definition, process in implementation, responsibility reporting, centres for control, benefits of responsibility accounting, difficulties in the implementation of responsibility accounting, methods for measuring divisional performance, divisional performance reporting.	12
4	Budgetary control and variance analysis	Steps in Preparation of master budget, zero based budgeting (ZBB): meaning, requisites for implementation, features, ZBB vs Traditional budgeting, benefits, criticism. Planning, programming budgeting system (PPBS): meaning, definition, PPBS vs conventional budgeting, stages in PPBS, advantages. Performance budgeting: meaning, reasons of performance budget, requisites, and steps in implementation. Monitoring results and control variances: planning and operational variances,	14

		interpretation of variances. (Variance Analysis Theory only).	
5	Uniform Costing and inter firm comparison	Meaning, objectives, requisites for the installation of Uniform costing, uniform costing manual, advantages and disadvantages. Inter-firm comparison: meaning, requisites, Procedure involved under inter-firm comparison, advantages and disadvantages. (Inter-firm Comparison Theory Only)	08

Books for Reference:

1. Vashist and Saxena, Advanced Cost and Management Accounting, Sultan Chand and sons.
2. Jain 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 different industries.
7. Jawaharlal, Cost Accounting, TMH
8. Khan and Jain, Theory and Problem of Management and Cost Accounting, TMH.
9. Nigam and Sharma, Cost Analysis and Control Management Approach, HPH.
10. ICWA, Calcutta, Advanced Cost and Management Accountancy Methods, Techniques and Applications.
11. Mukherjee. S and Roy Chowdhury, Advanced Cost and Management Accountancy, New Central Book Agency, Calcutta.

Elective-3-Marketing

3.3- Advertising Management

Objective

To acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Advertising's Role in the Marketing Process	Legal Ethical & Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists.	16
2	Stimulation of Primary and Selective Demand	Objectives Setting and Market Positioning; Dagmar Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.	16
3	Campaign Planning	Media Planning; Budgeting; Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs.	14
4	Advertising Organisation	Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign – Advertising v/s Consumer behaviour; Sales promotion – Role of Creative strategies; Advertising – Retail, National, Co-operative, Political, International, Public Service Advertising.	14

Books for Reference:

1. Philip Kotler, Marketing Management, Wiley.
2. Geoffrey Randoll, Branding, Kogan Page.
3. Kapferer, Strategic Brand Management, Kogan Page.
4. Mahendra Mohan Advertising Management - concepts and cases, McGraw Hill Education.
5. C.B. Memoria and R.L.Joshi, Principles and Practice of Marketing, Kitab Mahal.
6. P.Saravanavel, Advertising and Salesmanship, Margham Publications.

3.4-Services Marketing

Objective

To develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	The Emergence of Service Economy	Nature of Services; Service Marketing: Origin and Growth – Classification of Services, Goods and Services Marketing; Marketing Challenges in Service Businesses.	10
2	Marketing Framework for Service Businesses	The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models.	12
3	Demand – Supply Management	Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing.	08
4	Role of marketing communication	Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. Pricing of services-Role of price and value in provider GAP 4, Role of non-monetary cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies.	16
5	Consumer behaviour in services	Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.	14

Books for Reference:

1. Lovelock, Christopher H., *Managing Services: Marketing Operations and Human Resources*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Lovelock, Christopher H., *Services Marketing*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. McDonald, Malcom & Payne A., *Marketing Planning for Services*, Butterworth, Heinemann.
4. Newton M P Payne, A., *The Essence of Services Marketing*, New Delhi, Prentice Hall of India.
5. Verma H.V., *Marketing of Services*, New Delhi, Global Business Press.
6. Zeithami V.A & Bitner M.J., *Services Marketing*, New York, McGraw Hill.
7. Woodruffe, *Services Marketing*, McMillan.

3.5- Brand Management

Objective

To impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Understanding Brands	Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity	12
2	Value addition from Branding	Brand – Customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands.	14
3	Brand Creation	Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment through Research.	14
4	Brand Identity	Brand Identity, Position, Image, Personality Assessment and change; Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.	18

Books for Reference:

1. Aaker, David A., Managing Brand Equity, New York, Free Press.
2. Cowley, Don, Understanding Brands, London, Kogan Page.
3. Czerniawski, Richard D. & Michael W. Maloney, Creating Brand Royalty, AMACOM, NY.
4. Kapferer J.N., Strategic Brand Management, New York, Free Press.
5. Murphy, John A., Brand Strategy, Cambridge, The Director Books.
6. Steward P., Building Brands Directly, London, MacMillan.
7. Upshaw Lyhh B., Building Board Identity: A Strategy for success in a hostile market place, New York, John Wiley.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

Open Elective (CBCS)

3.6 – HUMAN RESOURCE MANAGEMENT

Objectives: To familiarize students with the concept and principles of Human Resource Management	
UNIT 1 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	8 Hrs
Meaning of HRM, objectives of HRM, importance of HRM- functions and process of HRM HR manager duties, and responsibilities, Recent trends in HRM.	
UNIT 2 – HUMAN RESOURCE PLANNING RECRUITMENT AND SELECTION	7 Hrs
Meaning of HRP- importance of HRP- Benefits of HRP-Recruitment-Meaning-methods of recruitment-.Selection- meaning –steps involved in selection process- problems involved in placement.	
UNIT3-INDUCTION,TRAINING &ENGAGEMENT	10 Hrs
Meaning - objectives-purpose of induction-training –needs for training-benefits of training-identifications of training and methods of training.	
UNIT 4 – PERFORMANCE APPRAISAL AND COMPENSATION	10 Hrs
Introduction- meaning and definition-objectives –methods of performance appraisal-uses and limitations of performances appraisals. Compensation-meaning-objectives.	
Unit 5 HUMAN RESOURCES DEVELOPMENT	10 Hrs
Promotion and transfer-meaning and definition of promotion-purpose –basis of promotion-meaning of transfer-reason of transfer-types of transfer- right sizing of work-role of training- in HRD	

BOOKS FOR REFRENCES

- Ashwathappa, Human Resource Management Tata McGraw Hill.
- Maduraimalai Human Resource Management HPH
- Reddy & Appanaiah Human Resources Management HPH.