

II SEMESTER M.Com (MASTER OF COMMERCE)

Paper	Subjects	Instruction Hrs/Week	Duration of Exam (Hrs)	Marks			Credits
				*CIA	**ESE	Total	
2.1	Advanced Financial Management	4	2.5	30	70	100	4
2.2	Corporate Financial Reporting	4	2.5	30	70	100	4
2.3	Strategic Management	4	2.5	30	70	100	4
2.4	Business Research Methods-2	4	2.5	30	70	100	4
2.5	Operations Research & Quantitative Techniques	4	2.5	30	70	100	4
2.6	Advanced E-commerce and Mobile Commerce	4	2.5	30	70	100	4
2.7	SOFT CORE Business Marketing	3	2.5	30	70	100	2
II SEMESTER TOTAL/CREDITS						700	26

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

2.1 ADVANCED FINANCIAL MANAGEMENT

Objectives:

To enable students to have thorough knowledge and to facilitate the developing of skills and techniques in the domain of Financial Management

SL No	Title of the Module	Details of Modules Covered	No. of Hours
1	Introduction to Financial Management	Introduction – Finance Functions – Financing decisions – Capital structure theories – net income approach, Net operating income approach – The Traditional approach – Modigliani – Miller hypothesis – capital structure planning and policy – elements of capital structure EBIT – EPS approach, Valuation approach, cash flow approach.	12
2	Investment Decision	Capital Budgeting decisions – Nature – type – Evaluation criteria – DCF – NPV –IRR – Reinvestment assumption and modified IRR – Varying opportunity cost of capital – Investment decision under inflation – Investment Analysis under inflation. Complex investment decisions – projects unit, different project lives, investment timing and duration – Replacement of an existing asst – Investment decisions under capital rationing.	16
3	Risk Analysis in Capital Budgeting	Nature of Risk/statistical techniques for Risk analysis – Risk analysis in practice – sensitively analysis – Scenario analysis simulation analysis - Decision trees for sequential investment decisions – utility theory and capital budgeting.	12
4	Corporate Restructuring	Mergers and Acquisitions, Corporate Restructuring – Valuation under M&A: DCF	10

approach Financing a merger – significance of PE Ratio and EPS analysis – Accounting for M&As – Leveraged buyouts.

5	Derivatives for Managing Financial Risk	Introduction – Derivatives & Risk hedging – Hedging instruments – Options, Futures, forwards & swaps – use of derivatives. A Survey of software packages for Financial Decisions making.	10
----------	--	--	-----------

Books for Reference:

1. Weston & Brigham, Essentials of Managerial Finance, Dryden Press.
2. James Vanhorne, Fundamentals of Financial Management, Prentice Hall Inc.
3. John Hampton, Financial Decision Making – concepts, problems & cases, Prentice Hall of India.
4. Schall & Haley, Financial Management, McGraw Hill.
5. Brealey & Myres, Principles of Corporate Finance, McGraw Hill.
6. Prasanna Chandra, Financial Management, Theory and Practice, TMH.
7. Khan & Jain, Financial Management, TMH.
8. I.M. Pandey, Financial Management, Vikas Publishing House.
9. S.C. Kuchal, Financial Management, Chaitanya Publishers, Allahabad.
10. Chakraborty & others, Financial Management and Control, McMillan India Ltd.
11. M. Muniraju, Advanced Financial Management, HPH.
12. Pawan Jhavak, Advanced Financial Management, HPH
13. Sudrasan Reddy, Financial Management, HPH.

2.2 CORPORATE FINANCIAL REPORTING

Objective:

1. To gain expert knowledge to analyze financial statements and to familiarize with recent developments in the area of financial reporting.
2. To gain ability to solve financial reporting and valuation problems.

SL No	Title of the Module	Details of Modules Covered	No. of Hours
1	Introduction to Accounting Standards	Accounting Standards: Accounting Standards (with the special emphasis on AS 1, 2, 3, 9, 10, 13 and 20) Interpretations and guidance notes on various aspects issued by the ICAI and their applications. Overview of International Accounting Standards (IAS)	8
2	International Financial Reporting Standards (IFRS)	Interpretations by International Financial Reporting Committee (IFRIC), Significance vis-à-vis Indian Accounting Standards.	10
3	Corporate Financial Reporting	Issues and problems with special reference to published financial statements; Sustainability Reporting: Concept of Triple Bottom Line Reporting, Global Reporting Initiative (GRI), and International Federation of Accountants (IFAC)	12
4	Accounting and Reporting of Financial Instruments	Meaning, recognition, de-recognition and offset, compound financial instruments, measurement of financial instruments, Hedge accounting, Disclosures; Financial Reporting by Nonbanking finance companies, Merchant Bankers, stock and commodity market intermediaries	14
5	Developments in Financial Reporting	Value Added Statement (Problems), Economic Value Added (Problems), Market Value Added (Problems), Shareholders' Value added (Problems), Human Resource Reporting, and Inflation Accounting (Problems).	16

References:

1. Clare Finch, A student's guide to international financial reporting standards, Kalpan Publishing
2. Robert J. Kirk, IFRS: A Quick Reference Guide, Elsevier Ltd.
3. Dr.A.L.Saini, IFRS for India, Snow white publications
4. CA Shibarama Tripathy, Roadmap to IFRS and Indian Accounting Standards, Commercial Law publisher.
5. IFRS explained – A guide to International financial reporting standards, BPP learning Media
6. IFRS for finance executives by Ghosh T P, Taxmann allied services private limited
7. Kamal Garg, Bharath, IFRS concepts and applications, law house private limited
8. MP Vijay Kumar, First lesson to International Financial Reporting Standards beginners guide, Prime knowledge services.

2.3 STRATEGIC MANAGEMENT

OBJECTIVES:

The Objectives of this subject is to expose the students to the various strategic issues such as strategic planning, implementation and evaluation etc. and preparation of project reports.

SL No	Title of the Module	Details of Modules Covered	No. of Hours
1	Introduction To Strategic Management	Introduction - Meaning and Definition – Need – Process of Strategic Management – Strategic Decision Making – Business Ethics – Strategic Management.	10 Hrs
2	Environmental Appraisal	The concept of Environment – The Company and its Environment – Scanning the Environment, Technological, Social, Cultural, Demographic, Political, Legal and Other Environments Forces. SWOT Analysis – Competitive Advantage – Value Chain Analysis.	12 Hrs
3	Strategic Planning	Strategic Planning Process – Strategic Plans during recession, recovery, boom and depression – Stability Strategy – Expansion Strategy – Merger Strategy – Retrenchment Strategy – Restructure Strategy – Levels of Strategy – Corporate Level Strategy – Business Level Strategy and Functional Level Strategy – Competitive Analysis – Porter’s Five Forces Model.	12 Hrs
4	Implementation Of Strategy	Aspects of Strategy Implementation – Project Manipulation – Procedural Implementation – Structural Implementation – Structural Considerations –Organizational Design and	14 Hrs

Change – Organizational Systems. Behavioral Implementation – Leadership Implementation – Corporate Culture – Corporate Policies and Use of Power. Functional and Operational Implementation – Functional Strategies – Functional Plans and Policies. Financial – Marketing – OPERATIONAL and Personnel dimensions of Functional Plan and Policies – Integration of Functional Plans and Policies.

5	Strategy Evaluation	Strategy Evaluation and Control - Operational Control - Overview of Management Control – Focus on Key Result Areas.	8 Hrs
---	----------------------------	---	--------------

BOOKS FOR REFERENCE

1. K. Aswathappa, Business Environment for Strategic Management, TMH.
2. Subbarao, Business Policy and Strategic Management, HPH.
3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning.
4. Azhar Kazmi, Business Policy and Strategic Management, TMH.
5. C. AppaRao; Strategic Management and Business Policy, Excel Books.
6. Ghosh P.K., Business Policy and Strategic Planning and Management, TMH.
7. Lawrence, Business Policy and Strategic Management, TMH.
8. Sathyashekar, Business Policy and Strategic Management, I.K International Publishing House.

2.4 Business Research Methods-2

Objectives:

To make students understand the practical application of data analysis and hypothesis testing, techniques of analysis and use of computers in data entry and analysis.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Data Processing	Data processing, coding, editing cleaning, classifying and tabulating the data. Importance of editing and cleaning, types of editing. Hypothesis- meaning, types and steps in testing hypothesis.	12
2	Correlation and Regression Analysis	Correlation analysis Pearson's and spearman's correlation- Testing of relationship between identified variables. Multiple correlation.	14
3	Regression Analysis	Regression analysis- Identifying dependent and independent variables, Developing regression equations.	14
4	Parametric and Non-Parametric Tests	Standard error confidence limits and calculation of sample size- T-Test and Z-Test for means and proportions- One tail and Two Tail tests Chi- Square test , ANOVA form testing of attributes (Problems), Factor analysis, Perception mapping, Modeling(Theory Only)	20

Books for Reference

1. Krishnaswamy O.R, Methodology of Research in Social Sciences, HPH.
2. Moses, C.A. Survey Methods in Social Investigation, Routledge.
3. P.K. Mozi, Research Methodology, HPH
4. Dr. Usha Devi, Business Research Method, HPH
5. J.K Sachdeva, Business Research Methodology,
6. Goode & Hatt, Methods in Social Research, McGraw Hill.
7. William Emory, Business Research Methods, Irwin Professional Publishing.
8. Vernon Colver & H.L. Balsleg, Business Research Methods, Ventus Publishing.
9. Kothari. C.R, Methodology of Research, Vikas Publishing House.
- 10.K.R. Sharma, Research Methodology, National Publishers.
- 11.Wilkinson & Bhandarkar, Methodology and Techniques of Social Research, HPH.
- 12.Cooper D.R and P.S. Schindler, Business Research Methods, TMH.
- 13.Research Methods for Business, Uma Sekaran, Wiley publication.
- 14.Zikmund, Babin, Carr, Adhikari & Griffin, Business Research Methods, Cengage India.
- 15.Naval Bajpai, Business Research Methods, Pearson
- 16.Malhotra & Dash, Marketing Research, Pearson Education
- 17.S.Shajahan, Research Methods for Management, Jaico Books

2.5. ADVANCED E-COMMERCE AND MOBILE COMMERCE

OBJECTIVE:

To foster in-depth understanding of E-Commerce and Mobile Commerce and enable students to have appropriate insights about the changing technology and Business models.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Introduction to E-Commerce	Threats in e-commerce, Encryption overview, Elements of an encryption system, Secret key encryption, Public-key encryption, Digital signatures, Digital Certificates, Types of Cryptographies, Secure Sockets Layer (SSL), Smart Cards and its applications. Electronic Data Interchange- Evolution, uses, Benefits, Working of EDI, EDI Standards, EDI Components, EDI Services, ANSI X12 and EDIFACT	10
2	Overview of Electronic Payment Systems	Cyber cash, Smart Cards, Electronic Banking - types, Electronic Fund Transfers - Digital Token-based Electronic Payment Systems, E-cash, e-Cheque, Payment Systems on internet- Risk of Electronic Payment Systems. Secure Electronic Transactions (SET) Protocol	08
3	Introduction to M-Commerce	Infrastructure Of M-Commerce – Types Of Mobile Commerce Services – Technologies Of Wireless Business – Benefits And Limitations, Support, Mobile Marketing & Advertisement, Non – Internet Applications/services in M-Commerce – Wireless/Wired Commerce Comparisons	12
4	Framework of Mobile Commerce	A Framework For The Study Of Mobile Commerce – NTT Docomo’s I – Mode – Wireless Devices For Mobile Commerce – Towards A Classification Framework For Mobile Location Based Services – Wireless Personal And Local Area Networks – The Impact Of	15

		Technology Advances On Strategy Formulation In Mobile Communications Networks, 2G, 3G and 4G technology	
5	The Ecology Of Mobile Commerce	The Wireless Application Protocol – Mobile Business Services – Mobile Portals – Factors Influencing The Adoption Of Mobile Gaming Services – Mobile Data Technologies And Small Business Adoption And Diffusion – M-Commerce In The Automotive Industry – Location – Based Services: Criteria For Adoption And Solution Deployment – The Role Of Mobile Advertising In Building A Brand – M-Commerce Business Models	15

REFERENCE BOOKS:

1. Dave Chaffey, E-Business and E-Commerce Management, Pearson.
2. C.S.V Murthy, E-Commerce, HPH.
3. R.G. Saha, E- Commerce, HPH.
4. C.S. Raydu, E-Business of E-Commerce, HPH.
5. Brian E. Mennecke, Troy J. Strader, Mobile Commerce: Technology, Theory and Applications, IRM press.
6. P. J. Louis, M – Commerce Crash Course, McGraw Hill.
7. Suman M, E- Business & Accounting, VBH
8. Gopal Krishna D, Electronic Commerce, HPH
9. Paul May, Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business, Cambridge University Press.
10. Michael P. Papazoglou, Peter M.A. Ribbers, 'E – business organizational and Technical foundation, Wiley.
11. Pandey, Saurabh Shukla, E-commerce and M-commerce Technologies, Sultan Chand.
12. Norman Sadeh, M-Commerce: Technologies, Services, and Business Models, Wiley Publications.
13. Mobile Commerce: Technology, Theory, and Applications - Idea Group Incorporation, UK

2.6 OPERATIONS RESEARCH & QUANTITATIVE TECHNIQUES

Objectives:

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

SL No	Title of the Module	Details of Modules Covered	No. of Hours
1	Linear Programming	Linear programming, problem formulation, graphical method and simplex method of solution, description of software packages for solving LLP, product mix problems, other managerial applications	12
2	Transportation and Assignment Models	Introduction, Transportation method, Methods for finding initial solution: NWCM, Least Cost Method, Vogel's Approximation Method; Test for optimality: Assignment problems.	08
3	Probability	Probability- basic rules, random variables, probability distributions, expected value, variance, Normal distribution.	12
4	Network Analysis	Network analysis, PERT, CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing. Software packages (Description only) Inventory models, EOQ model, sensitivity analysis, model with one, price break inventory control systems in practice	20
5	Decision Making under uncertainty	Decision making under uncertainty, decision trees. Simulation, model building, different decision criteria, problems with special reference inventory and financial managements. Critical evaluation of software.	08

Books for Reference

1. Sridara Bhatt, Operation Research & Quantitative Techniques, HPH.
2. Srivastava V. K, Quantitative Techniques for Managerial Decision Making, Wiley.
3. Aruna M Operation Research & Quantitative Techniques, HPH.

4. Anand Sharm, Operation Research & Quantitative Techniques, HPH.
5. Richard, I. Levin and Charles A. Kirkpatrick, Quantitative Approaches to Management, McGraw Hill.
6. Budnik, Frank S Dennis Mcleavey, Richard Mojena, Principles of Operation Research - AIT BS.
7. Sharma J K, Operation Research- theory and applications, McMillan.
8. Kalavathy S, Operation Research, Vikas Pub Co
9. Gould F J, Introduction to Management Science, Englewood Cliffs N J Prentice Hall.
10. Naray J K, Operation Research, theory and applications – McMillan.
11. Taha Hamdy, Operations Research, Prentice Hall of India
12. Tulasian, Quantitative Techniques, Pearson Ed.
13. Vohr. N.D, Quantitative Techniques in Management, TMH.
14. Stevenson W.D, Introduction to Management Science, TMH.

2.7-BUSINESS MARKETING (Soft Core)

Objectives

1. To facilitate in-depth understanding of Business Marketing
2. To equip students, with application tools towards formulating and implementing Business marketing strategies.

Sl No	Title of the Module	Details of Modules Covered	No. of Hours
1	Nature of Business Marketing	<p>Industrial/Business Marketing meaning, definition; Differences between Business and Consumer Marketing; Nature of Demand in Industrial Markets.</p> <p>Organisational Buying Decision Process; Buying Situations; Buy grid Frame Work; Buying Centre Roles; Key Members of Buying Centre.</p> <p>Models of organizational Buying Behaviour; The Webster and Wind Model; The Sheth Model.</p>	6
2	Buyer – Seller Relationship	<p>Buyer and Sellers representative Interaction; Relationship Marketing; Sales Presentation; Negotiation; Reciprocity; Dealing with Customers' Customer; Customer Service; Management of Major and National Accounts.</p> <p>Relationship marketing, Managing Buyer Seller relationship, Customer Relationship Management.</p> <p>E-Commerce – Definition, Key Elements Supporting E-Commerce and Internal Strategy for implementation.</p>	6
3	Supply Chain Management	<p>Concept of Supply Chain Management, Strategic Role of Logistics, Business to Business Logistical</p>	4

Management.			
4	Marketing Research and Marketing Intelligence	Nature and Scope of Industrial/Business Marketing Research; Marketing Research Process; Industrial/Business Marketing Intelligence System.	4
5	Product, Pricing Strategies and New Product Development	Meaning of Industrial Product; Changes in Product Strategy; Strategies for Existing Products; Product life Cycle Strategies, Pricing Strategies Impact of Technology; High Tech Marketing; New product Classification, Development Process and Strategy	6
6	Distribution Channels and Marketing Logistics	Alternative structures of Industrial Channels; Types of Business Intermediaries; Channel Design; Managing Channel Members. Business Logistics System; Tasks of physical Distribution; Distribution Costs and Customer Service.	4

Books for Reference:

1. Michael D. Hutt Thomas W. Speh, Industrial Marketing Management: A Strategic View of Organizational Markets, Dryden Press
2. Robert R Reeder Edward G Brierty, Betty H Reeder, Industrial Marketing Analysis Planning And Control, Prentice Hall, India
3. Alexander, Ralph S., With James S. Cross And Richard M. Hill, Industrial Marketing, AITBS Publishers, India
4. James C. Anderson, James A.Narus, Business Market Management : Understanding, Creating, and Delivering Value, Pearson Education
5. Francis Cherunilam, Business Marketing, HPH.
6. Krishna K Havaldar, Industrial Marketing, Tata McGraw Hill