



UNIVERSITY OF CALICUT

**Abstract**

General & Academic Branch -Faculty of Commerce and Management Studies-Master of Commerce Programme under CBCSS PG Regulations 2019 w.e.f 2020 Admission on wards for affiliated colleges and SDE -Incorporating Outcome Based Education - Implemented - Subject to ratification by Academic Council -Orders Issued.

**G & A - IV - E**

U.O.No. 5725/2021/Admn

Dated, Calicut University.P.O, 29.05.2021

- Read:-*1.U.O No.16567/2019/Admn Dated 22.11.2019, U.O No.16664/2019/Admn Dated 26.11.2019 and U.O.No. 8387/2019/Admn Dated 29.06.2019.  
2.Item No.1 of the minutes of meeting of BoS in in Commerce (PG) held on 14.05.2021.  
3.Email dated 19.05.2021 from the Chairman, BOS in Commerce (PG).  
4.Order of Vice Chancellor of the file of even No. dated 27.05.2021.

ORDER

1. The scheme and syllabus of Master of Commerce Programme under CBCSS PG Regulations 2019 has been implemented w.e.f 2019 admission onwards for affiliated colleges and SDE , vide paper read (1) above.
2. The meeting of the Board of Studie in Commerce (PG), held on 14.05.2021, vide paper read (2) above, approved the Out Come Based Education (OBE) syllabus of master of Commerce (M.Com) Programme under CBCSS PG Regulations 2019, without changing the content w.e.f 2020 admission onwards.
3. The Dean, Faculty of Commerce and Management Studies and Chairman, BoS in Commerce (PG), vide paper read (3) above, has approved the above resolution of the Board of Studie in Commerce (PG), held on 14.05.2021 and forwarded the Out Come Based Education (OBE) syllabus of master of Commerce (M.Com) Programme.
4. Considering the urgency in implementation of the syllabus, sanction has been accorded by the Vice Chancellor on 27.05.2021 to implement Outcome Based Education in the existing syllabus of Master of Commerce Programme (CBCSS PG 2019) without changing the content, with effect from 2020 Admission onwards, subject to ratification by the Academic Council, vide paper read as (4) above.
5. The scheme and Syllabus effecting Outcome Based Education in the existing syllabus of Master of Commerce Programme (CBCSS PG 2019) for affiliated Colleges and SDE/Private Registration, without changing the content, with effect from 2020 Admission onwards, is therefore implemented, subject to ratification by the Academic Council.

Orders are issued accordingly. (syllabus appended)

Ajitha P.P

Joint Registrar

To

1.The Principals of Affiliated Colleges. 2 The.Director, SDE.

Copy to:PS to VC/PA to PVC/PA to Registrar/PA to CE/JCE I/JCE V/JCE VIII/EX & EG Sections/GA I F/CHMK Library/SF/DF/FC.

Forwarded / By Order

Section Officer



**UNIVERSITY OF CALICUT**  
**REGULATIONS FOR CHOICE BASED CREDIT SEMESTER SYSTEM (CBCSS)FOR**  
**MASTER OF COMMERCE PROGRAMME FOR AFFILIATED COLLEGES AND FOR SDE /**  
**PRIVATE REGISTRATION” IMPLEMENTED WITH EFFECT FROM 2019-20 ACADEMIC**  
**YEAR ©**

**1.0 Title of the programme**

This DEGREE shall be called **MASTER OF COMMERCE (M.Com.)**.

**2.0. Eligibility for admission**

Any candidate who has passed B. Com or BBA (earlier BBS) degree of University of Calicut or B. Com, BBA or BBS degree of any other University or institutes in any state recognised by UGC or AICTE and approved by University of Calicut with minimum of 45% marks or equivalent grade is eligible for admission. OBC and SC/ST students are eligible for mark/grade relaxation as per the University rules. In the case of B. Com (Honours) and B. Com (Professional) students, the minimum eligibility for admission is 50% for all categories of students.

**2.1 Admission Procedure**

Admission procedure stipulated by University from time to time shall be strictly followed.

**3.0 Duration of the programme**

The duration of the M. Com programme of study is two years divided into four semesters.

**4.0 Medium of Instruction**

The medium of instruction and examination shall be English.

**5. Scheme of Instruction and Examination**

**5.1 Semester One**

Course Code	Course Title	Interna 1 Credit	Externa 1 Credit	Total Credit	Teachin g Hours	Type
MCM1C01	Business Environment & Policy	0.8	3.2	4	5	Core
MCM1C02	Corporate Governance & Business Ethics	0.8	3.2	4	5	Core
MCM1C03	Quantitative Techniques for Business Decisions	0.8	3.2	4	5	Core
MCM1C04	Management Theory and Organizational Behaviour	0.8	3.2	4	5	Core
MCM1C05	Advanced Management Accounting	0.8	3.2	4	5	Core
	<b>Total in Semester One</b>	<b>4.0</b>	<b>16.0</b>	<b>20</b>	<b>25</b>	

**Semester 5.1.1: Ability Enhancement Course (AEC)\***

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Type
MCM1A01	Internship cum Organisation Study	0.8	3.2	4	Audit
MCM1A02	Case Study Preparation	0.8	3.2	4	Audit
MCM1A03	Communication/Mental Ability/Numerical Skill	0.8	3.2	4	Audit
MCM1A04	NET Coaching	0.8	3.2	4	Audit
MCM1A05	Designing with Block Chain Workshop/ Future Casting Workshop	0.8	3.2	4	Audit
MCM1A06	Model Project Preparation	0.8	3.2	4	Audit
MCM1A07	Soft Skill Development	0.8	3.2	4	Audit
MCM1A08	Presentation/Publication of research papers/Book Review	0.8	3.2	4	Audit

\*The institution can choose any one of the above courses. This course will not be counted for calculation of SGPA/CGPA

	<b>Grand Total in Semester One</b>	<b>4.8</b>	<b>19.2</b>	<b>24</b>	
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**5.2.Semester Two**

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Teaching Hours	Type
MCM2C06	Advanced Corporate Accounting	3.2	0.8	4	5	Core
MCM2C07	Advanced Strategic Management	3.2	0.8	4	5	Core
MCM2C08	Strategic Cost Accounting	3.2	0.8	4	5	Core
MCM2C09	International Business	3.2	0.8	4	5	Core
MCM2C10	Management Science	3.2	0.8	4	5	Core
	<b>Total in Semester Two</b>	<b>16.0</b>	<b>4.0</b>	<b>20</b>	<b>25</b>	

### Semester 5.2.1: Professional Competency Course (PCC)\*

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Type
MCM2A01	Business Analytics using R	3.2	0.8	4	Audit
MCM2A02	Big Data Analysis	3.2	0.8	4	Audit
MCM2A03	Live Project with Statistical Packages	3.2	0.8	4	Audit
MCM2A04	Spread Sheet Application	3.2	0.8	4	Audit
MCM2A05	Accounting Package Skill	3.2	0.8	4	Audit
MCM2A06	Computer Programming Skill	3.2	0.8	4	Audit
MCM2A07	Innovation/Entrepreneurship/Idea Pitching	3.2	0.8	4	Audit

\*The institution can choose any one of the above courses. This course will not be counted for calculation of SGPA/CGPA

	<b>Grand Total in Semester Two</b>	<b>4.8</b>	<b>19.2</b>	<b>24</b>	
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### 5.3. Semester Three

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Teaching Hours	Type
MCM3C11	Financial Management	0.8	3.2	4	5	Core
MCM3C12	Income Tax Law, Practice and Tax Planning I	0.8	3.2	4	5	Core
MCM3C13	Research Methodology	0.8	3.2	4	5	Core
MCM3E01	Elective I	0.8	3.2	4	5	Elective
MCM3E02	Elective II	0.8	3.2	4	5	Elective
	<b>Total in Semester Three</b>	<b>4.0</b>	<b>16.0</b>	<b>20</b>	<b>25</b>	

#### 5.4.Semester Four

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Teaching Hours	Type
MCM4C14	Financial Derivatives & Risk Management	0.8	3.2	4	5	Core
MCM4C15	Income Tax Law, Practice and Tax Planning II	0.8	3.2	4	5	Core
MCM4E03	Elective III	0.8	3.2	4	5	Elective
MCM4E04	Elective IV	0.8	3.2	4	5	Elective
MCM4PV01	Project Work & Comprehensive Viva Voce	0.8	3.2	4	5	Dissertation & Viva
	<b>Total in Semester Four</b>	<b>4.0</b>	<b>16.0</b>	<b>20</b>	<b>25</b>	
	<b>Grand Total (5.1+5.1.1+5.2+5.2.1+5.3+5.4)</b>	<b>17.6</b>	<b>70.4</b>	<b>88</b>		

#### 5.5. Specialisation

##### Electives

##### 5.5.1. Finance

MCM3EF01	Investment Management	3.2	0.8	4
MCM3EF02	Financial Markets & Institutions	3.2	0.8	4
MCM4EF03	International Finance	3.2	0.8	4
MCM4EF04	Advanced Strategic Financial Management	3.2	0.8	4

##### 5.5.2.Foreign Trade

MCM3EFT01	Foreign Trade Management	3.2	0.8	4
MCM3EFT02	Foreign Trade Policy and Procedures	3.2	0.8	4
MCM4EFT03	International Finance	3.2	0.8	4
MCM4EFT04	International Marketing and Logistic Management	3.2	0.8	4

### 5.5.3.Human Resource Management

MCM3EH01	Industrial Relations Management	3.2	0.8	4
MCM3EH02	Management Training and Development	3.2	0.8	4
MCM4EH03	Performance Management	3.2	0.8	4
MCM4EH04	Compensation Management	3.2	0.8	4

### 5.5.4.Marketing

MCM3EM01	Advertising and Sales Management	3.2	0.8	4
MCM3EM02	Consumer Behaviour	3.2	0.8	4
MCM4EM03	Supply Chain and Logistics Management	3.2	0.8	4
MCM4EM04	Service Marketing	3.2	0.8	4

All the above courses shall be handled by Commerce Faculty.

**5.6.** Each student shall undergo any one course in respective semesters mentioned in clause 5.1 with course code MCM1A01 to MCM1A08 during the first semester and any one course mentioned in clause 5.2 with course code MCM2A01 to MCM2A07 during the second semester as Audit Courses (Ability Enhancement Course & Professional Competency Course) with 4 credits each. The credits will not be counted for evaluating the overall SGPA & CGPA. The colleges shall conduct examination for these courses and have to intimate /upload the results of the same to the University on the stipulated date during the III Semester. Students have to obtain only minimum pass requirements in the Audit Courses. In the case students doing M. Com under SDE, the SDE shall take necessary arrangements for the conduct of examinations and evaluation of Audit Courses.

**5.7** There shall be an Industrial Visit/Study Tour/Field visit in the third semester and report shall be submitted to the Head of the department within two weeks of the visit (Applicable only to regular students of affiliated colleges)

### 6.0 Attendance

A student shall attend at least 75 percent of the total number of classes held during each semester. The students having less than prescribed percentage of attendance shall not be allowed to appear for the University examination. For SDE / Private Registration students, minimum 75% of attendance is required for the courses having mandatory Contact classes. Condonation of shortage of attendance for a maximum of 9 days (10% of the working days in a semester) in the case of single condonation and 18 days (20% of the working days in a semester) in the case of double condonation in a semester subject to a maximum of two times (for single condonation only) during the whole period of programme is granted. In the case of double condonation, only one condonation shall be allowed during the entire programme.

### 7.0 Duration of the semester

Each semester shall have a duration of 18 weeks. Teaching and learning shall have a minimum duration of 16 weeks and for the conduct of semester end examination shall be completed within a period of 2 weeks. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester.

### 8.0. Internal Assessment

All courses shall have internal assessment.

#### 8.1. Internal Assessment Marks

As per common regulations for CBCSS for PG

#### 8.2. Internal assessment components

As per common regulation for CBCSS for PG

#### 8.3. Transparency about internal Assessment

Each faculty shall maintain record of performance and attendance of each student in his or her class course-wise

Each faculty shall submit internal assessment marks of the students to the Head of the department or institution on conclusion of lecture class in each semester.

Such internal assessment mark lists shall show all the components separately and the total of internal assessment marks awarded to each student.

Format for Internal Assessment Mark list

Reg No:	Name	Test:1	Test:2	Test:3	Sum of Best 2 Tests <b>40%</b>	Seminar Paper <b>10%</b>	Presentation of Seminar <b>10%</b>	Attendance <b>20%</b>	Assignment <b>20%</b>	Total <b>100%</b>

The Department or Centre or College shall publish the list of internal assessment marks of all the students shall be published in the notice board within 5 days before the commencement of external examination.

The faculty shall make available details of the internal assessment marks, with explanations wherever required, to the Head of the Department or Institution in case of grievance regarding internal marks.

The Department or Centre or College shall strictly follow the grievance handling mechanism prevails in the University from time to time.

### 9.0 External Examination: As per common regulations for CBCSS for PG

#### 10.0 Project Work

10.1. During the fourth semesters each student shall do a project work under the guidance of a faculty member preferably in their area of specialisation.

The project should be done individually on a topic based on a business organisation or a social or economic problem relating to the discipline to be decided by the student under supervising teacher.

The candidate shall prepare at least two copies of the report: one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce. More copies may be prepared if the organization or the guide or both ask for one copy each.

The report shall be printed (or neatly typed) and bound (preferably spiral bound) with not less than 50 A4 size, 1.5 spaced, pages, Times New Roman Font, Font Size 13 pt. References format shall be insisted on API style.

The project report should be submitted to the Head, Department of Commerce of the College where he/she is doing M. Com at least 10 days before the last working day of the fourth semester duly certified by the guide.

#### 10.2. Structure of the report

Title page  
 Certificate from the organization (if the project work is done in an organisation).  
 Plagiarism certificate shall be mandatory for project submission for all category of students  
 Certificate from the supervising teacher. Declaration of student.  
 Acknowledgements  
 Contents  
 Chapter I: Introduction (Significance of the study, Research problem, objectives of the study, Research methodology etc.)  
 Chapter II: Review of literature  
 Chapter III: Organization Profile/Conceptual Frame work  
 Chapter IV: Data Analysis and Interpretation  
 Chapter V: Summary, Findings and Recommendations.

Appendix: Questionnaire, specimen copies of forms, other exhibits etc.

Bibliography: Books, journal articles etc. used for the project work.

**10.3. Project work shall have the following stages**

Selection of an organisation

Problem identification

Project draft proposal presentation and discussion

Finalisation of the proposal

Data collection and analysis of data

Report writing

Final Project Presentation

Report submission.

Evaluation of project report: As per common regulations for CBCSS for PG.

**11.0. Viva Voce**

At the end of fourth semester, each candidate shall attend a comprehensive viva voce along with the project evaluation. The viva voce shall include all the courses of the M.Com programme, including project report.

**11.1.** The viva board shall have two external examiners and one internal member. The external examiners shall be appointed by the University. The internal examiner shall be the Head, Department of Commerce of the College or a faculty member nominated by him or her from the Department of Commerce.

**11.2. Guideline for evaluation of Project Evaluation and conduct of Viva-voce (for the students of affiliated colleges)**

(a)	The Head of the Department shall arrange the internal evaluation of the Project work and upload the mark to the University website.
(b)	The internal credit of 20% shall be distributed based on the following criteria: (1) Report Preparation as per the clause 11.3 (d) (2) Comprehensive Viva-Voce as per clause 11.3(d)
(c)	The external marks shall be awarded by conducting Project Evaluation and Comprehensive Via-Voce by the Board consisting of External and Internal examiners constituted for this purpose.

**11.3.** The External evaluation by the final semester Board of Examiners appointed by the University for 3.2 credits for the project report and for comprehensive viva voce in the final semester. While evaluating the project report and comprehensive viva voce weightage may be distributed in the following order.

SI No	Criteria of Evaluation	Weightage	Weightage
		External 3.2Credit	Internal 0.8 Credit
1	<b>Problem Formulation and Methodology Adopted-</b> Relevance of the topic, statement of the problem, Setting SMART objectives, Research Design, Sampling Design, Tool Designing, Pilot Study Identification of Variables, Setting Hypothesis and Designing a Conceptual Map	08	02
2	<b>Analysis of Data and Findings:</b> - Quality of analysis, Synchronisation with SMART objectives and Hypothesis Testing	08	02
3	<b>Report Writings</b>	08	02
4	<b>Comprehensive Viva Voce</b>	16	04
	<b>Total</b>	<b>40</b>	<b>10</b>

#### 11.4. Guidelines for evaluation of Project Evaluation and conduct of Viva-voce (for the students of School of Distance Education)

(a) The student shall arrange a supervising teacher for their Project work themselves while the students are in the third semester itself and intimate the same to the SDE Centre Co-ordinator (in the Proforma provided). All regular/retired Commerce Teachers of Govt./ Aided Colleges are competent to be a supervising teacher.

(b) The Project should be submitted to the Centre Co-ordinator within the time fixed by the Co-ordinator.

(c) Internal marks of 0.8 credit for the Project work shall be awarded by the Internal evaluation of the Project work to be arranged by the SDE Centre Co-ordinator on the basis of criteria of evaluation mentioned in table of clause 11.3 (d).

(d) The external credit of 3.2 for the project work and comprehensive viva voce shall be awarded by the board of examiners consisting of at least two examiners nominated by the Centre Co-ordinator with the approval of the SDE Director. All regular/retired teachers of Govt./Aided colleges under the University are competent to be the external examiners for the evaluation of the project. The external marks shall be distributed on the basis of the following criteria:

#### 12.0. Minimum Credit for the Project Report and Viva Voce

The student should get a minimum of P grade for the project report for a pass

If the student fails to get P grade for any project report, he or she shall resubmit the project report after modifying it on the basis of the recommendation of the examiners. This can be done immediately after publication of results.

The student should get P grade for a pass in viva-voce.

#### 13.0. Choosing Optional for specialization

Each candidate shall choose an area as given in clause 5.1.1 to 5.1.4 above and the choice shall be final. This choice should be clearly mentioned in the application filled up for registration of the first semester examinations.

### **13.1. Changing option after completing the course**

Option change will be allowed after the completion of the M. Com programme, that is after applying for or appearing for all the four semester examinations, only on cancellation of the previous choice of the optional area.

In that case, marks of the previous option will not be retained. Original mark lists of the previous optional papers shall be submitted to the Controller of Examinations along with the application for registration for examinations under the new option.

After applying for or appearing for such examinations under the new option, new mark lists shall be issued with the marks scored in the examinations in the courses under the new option or if the student fails to appear for examinations under the new option, his or her absence will be mentioned in the mark list.

### **13.2. Option change after applying for degree certificate**

Option change shall not be allowed once a student applies for provisional or original degree certificate.

In case a college wants to change its optional area, it shall complete the process of approval of option change before admission to M. Com of that academic year starts. That is, option available in a college shall not be changed after admission to M. Com of the year is completed.

Notwithstanding anything stated in these regulations, a student is always free to cancel his or her registration for M. Com with a given option and register for it with a different option. That is, if a student has already registered for M. Com with Financial Management, he or she can cancel that registration and register afresh for M. Com with any other option along with M. Com regular candidates of that year. On cancellation, he or she has to write all the four semester examinations afresh.

## **14. 0. Ranks**

Ranks shall be awarded in each area of specialization. That is, there shall be one set of ranks for Finance area, another set for Marketing area and a third set of ranks for HRM area etc.

## **15. 0. Applicability of this regulations to SDE students:**

This common regulation for M. Com Programme in respect of attendance, duration of semester, Internal assessment components, Study Tour/Industrial visit etc. are not applicable to SDE students. Instead the rules and regulations issued by the university from time to time in this regard or in any other manner will be applicable to them.

## **16. 0. Application of the common regulation for CBCSS PG**

In all other matters where this regulation is silent the provisions of the common regulation for PG Program under CSS of the University modified from time to time will be applicable.

*Note: This set of regulations supersedes all the earlier M. Com regulations and this set of scheme, syllabi and regulations shall be in force from the 2019-20 M. Com admissions in colleges. University reserves the right to amend these schemes, regulations and syllabi from time to time without prior notice to any.*

**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.

**Course outcome:**

- Analyse the environment of a business from the various internal and external perspectives
- Evaluate how the economic environment and its configurations influence in business decision making.
- Apply the role of New Economic Policy and the Economic reforms in the perspective of Business.
- To make understand the various policies related to FDI & Multi-National Corporations.
- To give an in-depth knowledge about the recent Government policies regarding Environment management.

**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

**10 hours**

**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.
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.*

**Course outcome:**

- To make an understanding about the concept of Corporate Governance and the communication mechanism
- To Apply the various Theories and Models of Corporate Governance and the recent initiatives in India and abroad
- To make an understanding about the various committees on Corporate Governance and the Legal framework
- Evaluate the role of various stakeholders, whistle blowing and the recent developments in India.
- To create Important ethical principles in Business in the cultural diversity

**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**  
**Master of Commerce (CBCSS)**  
**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.

*Course outcome:*

- To remember and understand properties of probability distribution and to solve the problems
- To apply hypothesis testing for validation and interpretation of the results
- To evaluate the application of non-parametric tests for validation.
- To understand the tool for finding the relationship between variables and its magnitude
- To create soft skill knowledge for data analysis

**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%)**

**References:**

1. Levin & Rubin, Quantitative Approaches for Management, Pearson 2. Anderson, 2. 2. Quantitative Methods for Business Decisions, Thomson
2. Barry Render, Quantitative Analysis for Management, Prentice Hall of India
3. D.V.D. Vohra, Quantitative Techniques for Management
4. Anand Sharma, Quantitative Techniques for decision making, Himalya Publishing House 15 hours
5. Gupta & Khanna, Quantitative Techniques for decision making, Prentice Hall of India.
6. Gupta SP, Statistical Methods, S. Chand & Sons.
7. P.N. Arora, Sumeet Arora, S. Arora, Comprehensive Statistical Methods, S. Chand and Company Private Limited, New Delhi
8. G.C. Beri, Business Statistics, Tata McGraw, Hill New Delhi

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

**MCM1C04: MANAGEMENT THEORY AND ORGANISATIONAL BEHAVIOR**

**80 Hours**

**Credit:4**

**Course Outcome:**

1. To impart a thorough understanding about various concepts and theories in management and organisational behaviour.
2. Understand the various psychological process and different motivation theories which will influence the performance.
3. To Evaluate the personality traits of human beings and various ethical issues in Organisational Behaviour.
4. To understand importance of group dynamics, need for work life balance and managing change.
5. To apply the the various terms related to organisational culture and Techniques for managing organisational relationships.

**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. HRM approach to managing and controlling performance. Behavioural aspects of Control

**15 hours**

**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. Danial 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**

**Master of Commerce (CBCSS)**

**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

**Course outcome:**

1. To remember and understand the knowledge to use different methods of measuring financial and non-financial performance.
2. To measure and solve financial and non-financial performance-based business problems.
3. To understand and apply comprehensive performance management initiatives for organizations
4. Understand and apply the significance of risk and uncertainty in decision making.
5. To apply various techniques of interpreting Variances.

**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**

CVP analysis and decision making – Managerial applications of CVP analysis- make or buy 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%)**

**References:**

1. Cost and Management Accounting- Jain and Narang, Kalyani Publishers
  2. Management Accounting and Financial Control-S N Maheshwari, Sultan Chand & Sons
  3. Management Accounting N.K Kulshrestha, Taxman Publications
  4. Management Accounting – Paresh Shah, Oxford Publishers
  5. Advanced Management Accounting – Ravi.M Kishore, Taxman
  6. Management and Cost accounting – Colin Drury, Cengage Learning
  7. Management Accounting – Dr. S.P Gupta, SahityaBhavan Publishers
  8. Catherine Stenzel& Joe Stenzel, Essential of Cost Management, John Wiley and sons, Latest Edition.
  9. Roman I wiel& Michael W mahr Hand book of Cost Management, John Wiley and Sons, Latest Edition.
  10. Lianabel Oliver, The cost management tool box. AMA Publication, Latest Edition.
  11. John K. Shank & Vijay Govindarajan, Strategic Cost management: The new tool for competitive advantage, The free press, Latest Edition.
  12. K.P. Gupta, Cost Management: Measuring, monitoring and motivating performance, Global India Publications, Latest Edition.
- Publications, Latest Edition.

**Journals/News papers**

Management Accountant

Chartered Financial Analyst

Chartered accountant

Business line

Economic times.

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

**UNIVERSITY OF CALICUT  
Master of Commerce (CBCSS)****Ability Enhancement Course****Semester: 1**

## MCM1A02: CASE STUDY PREPARATION

**Time: 80 hours**

**Credit: 4**

### **Objectives:**

To attain real world experience in trade commerce and industry or a burning societal problem which have social/ economical and commercial importance.

To promote ability of the student to develop sensitivity and entrepreneurship

Student shall voluntarily or the institutions involvement can take up a case study either individually or a group of students not more than 4 members can take up. The case shall have either social, economic or commercial importance.

The student shall present case proposal before teachers and students. If it is interdisciplinary nature the HOD/Principal shall invite other teachers from other department for proposal presentation. The student shall present the case study at the end of the semester and shall award mark based on the following.

Sl No	Criteria of Evaluation	Weightage
1	Originality of the problem	9
2	PPT presentation	9
3	Outcome/Implication of the case study	6
4	Communication/Style of Writing	6
5	Total	30

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

### **Ability Enhancement Course**

**Semester: 1**

## **MCM1A03: COMMUNICATION SKILL/MENTAL ABILITY/NUMERICAL SKILL**

**Time: 80 hours**

**Credit: 4**

### **Objectives:**

To attain skill required for various competitive examinations both for public sector and private sector

To generate interest among students to face competitions with confidence

### **Section-A**

**English language skill/ grammar/ fill in the blank/ match/ synonym/ antonym**

### **Section-B**

**Mental ability test for various competitive examinations**

### **Numerical Skill**

### **Section-C**

**Mathematica I and statistical skills for various competitive examination**

**Section-D**  
**General knowledge Skill**

Sl No	Criteria of Evaluation	Weightage
1	Communication Skill	7
2	Mental Ability	7
3	Numerical skill	7
4	General knowledge	9
5	Total	30

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

**Ability Enhancement Course**

**Semester: 1**

**MCM1A04: NET COACHING**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To generate awareness among students about various competitive examinations

To motivate students to take part in NET examination.

**Section-A**

**Foundation course on development of multiple-choice questions**

**Section-B**

**Foundation on UGC examination**

**Numerical Skill**

**Section-C**

**Group Discussion Skills/CV drafting skills**

**Section-D**

**Interview Skills**

Sl No	Criteria of Evaluation	Weightage
1	Foundation course on development of multiple-choice questions	9
2	Foundation on UGC examination	9
3	Group Discussion Skills/CV drafting skills	6
4	Interview Skills	6

5	Total	30
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**UNIVERSITY OF CALICUT  
Master of Commerce (CBCSS)**

**Ability Enhancement Course**

**Semester: 1**

**MCM1A05: Designing with Block Chain Workshop/Future Casting Workshop**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain skills required for finding solutions to burning societal problems which has social/ economical and commercial importance.

To promote creativity among the student to develop and entrepreneurship among them

SI No	Criteria of Evaluation	Weightage
1	Block Chain Technology-Introduction and Application Or Introduction of Future Casting	9
2	Identification of Problem	6
3	Designing with Block Chain Or Designing for solution	9
4	Presentation	6
5	Total	30

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

**Ability Enhancement Course**

**Semester: 1**

**MCM1A06: MODEL PROJECT PREPARATION**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

To attain real world experience in trade commerce and industry

To promote ability of the student to develop creativity and entrepreneurship

SI No	Criteria of Evaluation	Weightage
1	Development of Original Business Idea	9
2	Collection of Data, Feasibility Study	9

3	<i>Analysis of Data</i>	6
4	<i>Model Report Presentation and Submission</i>	6
5	<i>Total</i>	30

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

**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

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

**Ability Enhancement Course**

**Semester: 1**

**MCM1A08: PRESENTATION/PUBLICATION OF RESEARCH PAPERS/BOOK REVIEW**

**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	Identification of Research Problem Or Identification of Book	9
2	Review/ Development of variable/ Designing Methodology Or Comprehend the Book	6
3	Data Collection/Data Analysis Or	9

	Preparation of a Comprehended report	
4	Paper Preparation/Presentation/Publication Or Presentation of the Comprehended Report	6
5	Total	30

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

**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**

Course outcome

- To understand the theory and practice of Corporate Financial Accounting
- To create problem solving capacity in Corporate restructuring and liquidation
- To understand skill in recognition, measurement and presentation of deferred tax
- To understand insight into Accounting standards of IFRS, Ind AS, and Lease accounting
- To evaluate different types of accounting

**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**

**Course outcome:**

- To understand the Strategic Management Process and to provide basic idea about the Social and ethical issues
- To understand and evaluate the Environment analysis and SWOC.
- Evaluate the strategic options at Corporate level and the different growth strategies
- To understand the Strategy implementation and different approaches in planning and allocating resources
- To apply and evaluate the Strategy evaluation, tools and techniques used and processes with case studies

**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)

**20 hours**

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

**15 hours**

**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.

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

80 Hours

Credit: 4

Course outcome:

1. To understand the conceptual knowledge of Cost Accounting, comparison of cost accounting with other branches of accounting.
2. Provide students with a basic understanding of the different terminologies used in Cost Accounting and different types of cost
3. Understand the treatment regarding the application of process costing and treatment of Joint products and By products.
4. To understand and evaluate the practical application of Absorption Costing, Throughput Accounting, ABC Analysis and Transfer Pricing.
5. To evaluate the application of Productivity Management

**Objectives**

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

1.

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

Further reading

- [http://icmai.in/upload/Students/Syllabus-2012/Study\\_Material\\_New/Inter-Paper8-Revised.pdf](http://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper8-Revised.pdf)

## UNIVERSITY OF CALICUT

### MASTER OF COMMERCE

#### Semester-2

#### MCM2C09: INTERNATIONAL BUSINESS

**Time: 80 hrs**

**4 credits**

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- To study about the Theories of International Trade and reasons for internationalisation
- Evaluate the International Business Environment opportunities and threats of Indian Companies
- To understand the Strategy development in IB and the different business entry strategies.
- To evaluate the role International economic situations in the development of Business.
- To analyse the different strategies of internationalization and the contribution to Indian Course outcome economy.

#### **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**

**Master of Commerce (CBCSS)**

**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.

**Course Outcome**

- To understand students with concepts of management science
- To evaluate the application of various tools which support decision making process
- To apply inventory management and managing the queue system in service sector.
- To evaluate and create the technique of project planning scheduling and controlling
- To understand knowledge in share analysis and different strategies in game theory

**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.

**5 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).

**30 hours**

**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.

**hours**

**Module 4**

**17**

**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.

**hours**

**Module 5**

**18**

**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.

**References:**

**Theory 30% Problems 70%**

**10 hours**

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**

**MCM2A01: Business Analytics using R**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use business analytics 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 data.

Module-1

Introduction to R and Python

Module-2

Predictive Analytics-Financial Analytics, Retail Analytics

Module-3

Prescriptive Analytics-Portfolio Analytics, Retail Analytics

Module-4

Implementation Analytics-Content Analytics

Module-5

Implementation Analytics-Supply Chain Analytics

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

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A02: Big Data Analysis**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use big data 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

Module-1 Data Mining: A) Introduction: Theory, Knowledge discovery from databases, scalability issues. Cloud Computing

Module-2 Data Warehousing: – Theory, General principles, modelling, design, implementation and optimization.

Module-3 Data Preparation: Pre-processing, sub-sampling, feature selection.

Module-4 Classification and Prediction: Bayes learning, decision trees, CART, neural learning, support vector machines, associations, dependence analysis, rule generation.

Module-5 Cluster Analysis and Deviation Detection: Partitioning algorithms, Density bases algorithm, Grid based algorithm, Graph theoretic clustering.

**Reference:**

1. Data Mining Techniques: A. K. Pujari, Sangam Books Ltd., 2001
2. Mastering Data Mining: M. Berry and G. Layoff, John Wiley & Sons., 2000

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

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A03: Live Project with Statistical Packages**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use CMIE/ERP/R/SPSS 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

Module 1

Introduction-Baby steps

## Module-2

Practical application of CMIE Data base

Or

Practical Application of SAP

Or

Practical Application of R

Or

Practical Application of SPSS/R/CMIE Prowess/SAP

## Module-3

Practical Workshops

## Module-4

Advanced Applications of SPSS/R/CMIE Prowess/SAP

## Module-5

SEM-Cluster Analysis, Factor Analysis, Multivariate Analysis

### **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)**

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A05: Accounting Package Skill**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how managers use a to formulate and solve accounting packages in real world business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyse business

**Module 1**

Masters – Ledgers, Groups, Bill wise Debtors and Creditors Ledger, Payment Voucher, Day Book, Pre-Allocation of Bills, Receipt Voucher, Contra and Journal Voucher, Cheque Printing.

**Module 2**

Masters: Inventory, Goods and Services Tax (GST), Purchase Voucher with GST, Sales Voucher with GST, GST Returns and Payment, Billing Features, Purchase Order Processing.

**Module 3**

Sales Order Processing, Debit and Credit Notes, Bank Reconciliation, Price List in Tally, Credit Limit, Stock Transfers, Manufacturing Vouchers, Batch Wise Details-Order Level, Interest Calculations (Auto Mode), Voucher Types and Class, Point of Sales, Scenarios and Optional Vouchers

**Module 4**

Budgets and Controls, Cost Centres and Cost Categories, Party Ledger Analysis, Purchase and Sales Reporting, Stock Analysis and Reports, Cash and Bank Reports, Search, Filter and Sorting, Financial Reports, Multi Language, Export, Import, Backup and Restore.

**Module 5**

Tax Deducted at Source (TDS), Payroll Accounting, Finalisation Entries, Data Security, Audit, Data Synchronisation, Multi-Currency, Printing Reports, Miscellaneous, Shortcut Keys

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

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A06: Computer Programming Skill**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To gain an understanding of how to programme by using computer languages
2. To find solutions to problems faced by business managers

1. Python.

Or

2. Java.

Or

3. C Language.

Or

4. PHP.

Or

5. Swift.

Or

6. Ruby.

College can teach any one of this language

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

**Professional Competency Course (PCC)**

**Semester: 2**

**MCM2A07: Innovation/Entrepreneurship/Idea Pitching**

**Time: 80 hours**

**Credit: 4**

**Objectives:**

1. To promote innovation and entrepreneurship among students
2. To provide opportunity for creative mind and creativity in campuses

Stages

Stage-1 Idea Generation

Stage-2 Idea Presentation

Stage-3 Mentoring

Stage-4 Idea Pitching inter collegiate level, or University Level or State level or national level or international level

**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.

**Course Outcome**

- To understand the role of finance and finance manager in an organisation
- To Evaluate and apply sources of financing and corresponding cost of capital
- To Understand and evaluate working capital decisions
- To understand and apply Capital structure and leverage analysis
- To understand and apply dividend theory and dividend 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

**25 hours**

**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, Eugene 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.

**Course Outcome**

- To understand tax planning tips to individuals on the basis of residential status.
- To understand and evaluate the computation of income under five heads and to apply tax planning tips for these five heads of income.
- To understand and apply tax planning tips for Hindu Undivided family, set off and carry forward provisions and tax planning tips for individuals.
- To remember and understand the powers of income tax authorities and should be able to calculate advanced tax liability and TDS of an individual.
- To create ability to file the return of income of individuals and should be aware of different types 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

**20 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.

**15 hours**

**(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.

**Course outcome:**

- To understand and apply different research approaches and methodologies
- To evaluate and apply Population survey and sample survey – theories and techniques –
- To understand and apply the Data collection methods and enable them to conduct a comprehensive research.
- To Evaluate the Measurement and scaling and the validation and reliability testing
- To understand and evaluate Data processing, analysing, interpretation and report writing a create awareness about plagiarism

**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. Achalpathi KC, Readings in Research Methodology in Commerce and Business Management, Himalaya Publishing House.

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**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.

**Course Outcome:**

1. To understand and apply the terms and concepts of underlying risk management
2. To understand and evaluate growth and development of future.
3. To understand and apply the option trading and various strategies involved in it.
4. To understand about the pricing of options- call and put option
5. To evaluate and apply SWAP contract and pricing of different instruments under SWAP.

**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.

**Course Outcome**

- To understand and apply tax planning tips for partnership firm, AOP and BOI in India.
- To understand and apply tax liabilities of cooperative society and trust and should also be able to advocate tax planning tips to them.
- To understand and evaluate the tax liability of Companies including shipping companies.
- To understand and evaluate the implications of tax on various managerial decisions
- To understand and evaluate the tax liability of business units.

**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 Singhanian, 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 , Income 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.

Course Outcome

- TO understand the concept of risk, return, diversification and hedging
- To understand and apply the different types of bonds and bond valuation
- Provide thorough understanding and evaluation of fundamental analysis and technical analysis
- To understand the measurement of portfolio risk, optimal portfolio, portfolio selection models
- To understand and create portfolio management, portfolio evaluation and revision

**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's Decomposition Index – Portfolio revision- Investment accounting

**15 hours**

Theory 40 % Problems 60 %

**References:**

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.

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**Master of Commerce (CBCSS)**

**Semester III  
Elective: Finance**

**MCM3EF 02: FINANCIAL MARKETS AND INSTITUTIONS**

**80 Hours**

**Credit:4**

**Objectives:**

To provide the students a sound information and knowledge of broad framework of financial markets and institutions.

To impart the students an understanding of the inter-linkages and regulatory framework within which the system operates in India

**Course Outcome**

- To provide the students a sound information and knowledge of broad framework of financial markets and institutions.
- To acquire knowledge in national and international commodity market
- To understand various types financial instruments and their sale and buy back
- To gain knowledge about the working of major financial institutions
- To familiarize with different forms of foreign capital inflows and its role in Indian financial system

**Module I:**

An overview of financial markets: Financial markets–Nature–Functions – money market – Capital markets – Markets for derivatives – Working of stock exchange in India – NSE and BSE, – Role of SEBI – Major international stock markets.

**20 hours**

**Module II**

Commodity markets: MCX, NCDEX, and ICEX–Functions, administration, regulations and general mechanism – International commodity markets – Debt market – Types, functions, instruments – Operational mechanism –Hindrances for the development of debt market.

**15 hours**

**Module III** Financial Instruments- issue of financial instruments-Primary issue, Book building process, private placement, offer for sale, buy back of shares –various innovative financial instruments, bitcoin, crypto currency etc

**15 Hours**

**Module IV:**

Development financial institutions: AMFI, IFCI, NABARD, SFCs, UTI, SIDBI – Mutual Fund, SEBI guidelines on mutual fund – Provident Fund – Pension Funds – PFRDA – Insurance Companies – IRDA.

**15 hours**

**Module V:**

Foreign capital flows: forms of foreign capital–FDI and FPI–FIIs – International financial instruments – ADR, GDR, IDR and Euro bonds – Role of foreign capital in Indian financial system – Trends in foreign capital inflows to India – Regulatory framework for foreign capital flows.

**15hours**

**References:**

1. LM Bhole and JitendraMahakud: Financial Institutions and markets, Tata McGraw-Hill Publishers, (2009).
2. Shashi K Gupta: Nisha Agarwal and Neeti Gupta, Financial Markets and Institutions, Kalyani Publishers, (2013)
3. S Sachdeva: Indian Financial System, Educational Publishers, (2005).
4. MY Khan: Financial Services, Tata McGraw-Hill publishers (2004)
- 5.Keith Pilbeam: Finance and Financial Markets, Palgrave Macmillan (2005).
6. Gordon and Nataraj: Financial Markets and Services, Himalaya Publishing House.
7. Bharati V Pathak: The Indian Financial System: Markets, Institutions and Services, Dorling Kindersley India (pvt) ltd (2009).
- 8.Clifford Gomez: Financial Markets, Institutions and Financial Services, Prentice-Hall of India (2008).

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Elective: Finance**  
**Semester: IV**

**MCM4EF03/MCM4EFT03: INTERNATIONAL FINANCE**

**80 Hours**

**4 Credit**

Course objectives:

- To understand the concept and significance of international finance
- To understand the international financial markets and exchange theories
- To get an idea about foreign exchange exposure and risk management

Course Outcome

- Students should familiarize with the concept and significance of International Finance, IDA, IFC and ADB
- Students should understand international financial markets , foreign exchange rate , its measurement and movements.
- Students should acquire knowledge in exchange rate theories and models of exchange rate, risk management in foreign exchange
- Students should develop knowledge in international capital budgeting ,asset liability management and foreign portfolio management

- Students should acquaint knowledge in Working capital management, international cash and inventory management and international monetary investment

### **Module I**

International Finance: Meaning, Importance- International financial environment-Risk associated with international finance- International Financial Markets- International Money Markets – Money Market Instruments – International Capital Markets – Comparison of New York, and Indian Money Market – International Bond Market - Recent changes in global financial markets. -International Monetary system- Multilateral financial institutions International Institutions –Brettenwood and International Monetary Fund (IMF)-Objectives- Role of IMF in International Liquidity- Conditionality's of IMF lending-World Bank - International Development Association (IDA)- Objectives- International Financial Corporation (IFC)- Objectives- Asian Development Bank (ADB)- Objectives- International trade Centre.

**20 hours**

### **Module II:**

International financial markets-foreign exchange market-foreign exchange trading-Cash and spot exchange rates-foreign exchange rate and quotation forward markets- Exchange rate behaviour- cross rates-foreign exchange market participants-SWIFT Mechanism-Forecasting exchange rate-measuring exchange rate movements-Exchange rate equilibrium-factors affecting foreign exchange forecasting- international parity relationship-interest rate parity, purchasing power parity and Fisher effects

**20 hours**

### **Module III:**

Exchange rate definition- Spot and forward exchange- Exchange rate determination- Theories and models of exchange rate, Purchasing power parity theory, Asset market model, Portfolio balancing model- Exchange rate of rupee- recent trends in exchange rate -convertibility of Indian rupee. Foreign Exchange exposure: Management of transaction exposure-Management of translation exposure- Management of economic exposure- Management of political exposure-Management of interest rate exposure-Foreign exchange risk management-Hedging against foreign exchange exposure-Forward Market-Futures market-options market-swap market-Hedging through currency of invoicing-Hedging through selection of supplying country-Country risk analysis.

**20 hours**

### **Module IV**

International capital budgeting-concept, problems associated, evaluation of a project factors affecting risk evaluation, impact on value-Long term asset and liability management-foreign direct investment-foreign portfolio management.

**10 hours**

### **Module V**

Short term asset and liability management: Working capital management - international cash management- receivables and inventory management-management of short-term overseas financing resources- international banking and money market International Monetary and Financial Environment – International Monetary Investments –International Investments-Types of foreign investment- Significance of foreign investments- Factors affecting international investment

**10 hours**

**Theory 75% Problems 25 %**

### **References:**

1. A.K Seth, international financial management, Galgotia
2. V.K.Bhalla,international financial management, Anmol publications, 2000

3. V.Sharon, International financial management, Prentice hall
4. Jeff Madura, international financial management, Asia books
5. Eun & Resnick, international financial management, Tata McGraw Hill Publishing co.
6. John Holland, International financial management, Blackwell publishers, Oxford
7. Keith Pilbeam “International Finance” Palgrave, New York
8. Apte P G. “International Financial Management” Prentice Hall of India New Delhi
9. Alan C. Shapiro “Multinational Financial Management” Prentice Hall of India New Delhi
10. Soderston B O “International Economics” Macmillan London.
11. Cheol S Eun and Bruce G Resnick “International Financial Management” Irwin McGraw Hill, New York
12. Arthur Stonehill et al “International Finance” Pearson Education Asia, Delhi
13. Maurice D Levi “International Finance” Tata McGraw Hill, New Delhi.

**UNIVERSITY OF CALICUT**

**Master of Commerce (CBCSS)**

**Elective: Finance**

**Semester: IV**

**MCM4 EF04 ADVANCED STRATEGIC FINANCIAL MANAGEMENT**

**80 Hours**

**Credit:4**

**Course Objective**

To build an understanding among students about the concepts, vital tools and techniques used for financial decision making by a business firm.

**Course Outcome**

- To build an understanding among students about the concepts, vital tools and techniques used for financial decision making.
- To understand the concept of capital structure planning and policies, and to find the value of firm.
- To familiarise with the concept of lease financing and various methods of lease financing
- To gain knowledge in theories of merger, different types of merger and the financial impact of merger
- To understand take over strategy and procedure and regulations.

**Module I:**

Financial goals and strategy: Shareholder value creation (SCV)– Economic Value Added (EVA) - Market Value Added (MVA) – Market – to – Book Value (MBV) — managerial implications of shareholder value creation – Growth ratios – Internal Growth Rate (IGR) – Sustainable Growth Rate (SGR)

**12 hours**

**Module II:**

Financial strategy for capital structure: Leverage effect and shareholders risk – Capital structure planning

and policy – Financial options and the value of the firm – Dividend policy and the value of the firm.

**20 hours**

**Module III:**

Lease Financial strategy: Leasing concept–Types–Cash flow consequences of lease – Financial evaluation of leasing - Lessee's point of view – leasing versus buying – NPV method – Equivalent loan method – Evaluation from lesser's point of view – NPV and IRR methods.

**16 hours**

**Module IV:**

Merger strategy: Theories of Merger–Horizontal, vertical and conglomerate mergers – Merger procedure – Valuation of firm – Financial impact of merger – Merger and dilution effect on EPS – Merger and dilution effect on business control.

**16 hours**

**Module V:**

Take over strategy: Types of takeovers–Negotiated and hostile bids–Take over procedures – Takeover defences – Takeover regulations of SEBI – Distress restructuring strategy – Sell offs – Spin offs – Leveraged buy outs.

**16 hours**

(Theory 40% problem 60%)

**References:**

1. Vanhorne, James C: Financial Management and policy, Pearson, New Delhi, (Latest edition)
2. Brigham and Ehrhardt: Financial Management, Thomson India, (Latest edition)
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, New Delhi, (Latest edition)
4. Khan, MY and James PK: Financial Management, Tata McGraw Hill New Delhi, (Latest edition)
5. Pandey IM: Financial Management, Vikas Publishing House, New Delhi, (Latest edition)
6. Gitman, LJ: Principles of Managerial Finance, Harper and Row (Latest edition)
7. Hampton: Financial decision making, Concepts, problems and cases, Prentice Hall of India, New Delhi (Latest edition)
8. Brealey and Meyers: Principles of Corporate Finance, Tata McGraw Hill, New Delhi (Latest edition)

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

**Elective: Foreign Trade**

**Semester: III**

**MCM3EFT01: FOREIGN TRADE MANAGEMENT**

**80 Hours**

**Credit:4**

Course objectives

- To give the students an in- depth understanding about foreign trade and risks in it.
- To familiarise them with the tools for managing various risks foreign trade.

**MODULE 1**

International Trade - Internal & International trade –International Trade Theories- Hecksher theory- Ohlin Theory–Determination of international prices, Economic Growth and International Trade; Gains of Trade, Terms of trade, Factors influencing terms of trade, International factor movements, Trade in services, trade policy when Balance of Payments is in dis-equilibrium.

**20 Hours**

**MODULE 2**

Foreign exchange risk and exposure, External techniques of expose management; Internal techniques of exposure management; exchange rate movement and international trade.

**15 Hours**

**MODULE 3**

Management of economic exposure; three types of exposure; measurement of economic exposure; operating exposure; determinants.

**15 Hours**

**MODULE 4**

Management of transaction exposure: forward market hedge; money market hedge; option market hedge; hedging contingent exposure; hedging through invoice currency; exposure netting. Management of translation exposure: translation methods; hedge translation exposure.

**20 Hours**

**MODULE 5**

World Trade Organisation – GATT – Objectives-Evolution of WTO -TRIMS-TRIPS WTO and anti-dumping measures. Regional Trade Blocks-ASEAN- SAFTA-NAFTA-EU-SAARC-APEC-Problem associated with Brexit.

**10 Hours**

**Core Readings:**

1. Alan C. Shapiro “Multinational Financial Management” Prentice Hall of India New Delhi
2. Maurice D Levi “International Finance” Tata McGraw Hill, New Delhi.
3. Cheol S Eun and Bruce G Resnick “International Financial Management” Irwin McGraw Hill, New York
4. Jhingan M L, International Economics, Vrinda Publications Pvt. Ltd.
5. A V Raj Wade, Foreign Exchange, International Finance and Risk Management
6. Jeff Madura: “International Financial Management”, South Western College Publishing, New

York

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

**Elective: Foreign Trade**

**Semester: III**

**MCM3EFT02: FOREIGN TRADE POLICY AND PROCEDURES**

**80 Hours**

**Credit:4**

**Course Objectives**

- To understand the importance of foreign trade policies of the economy.
- To familiarize with the import- export processes and procedure and the role of export promotion agencies

**MODULE I**

Foreign trade policy - Development of Foreign Trade Policy- Indians Foreign Trade since 1951-Export Import Policy of India; Objectives and Implication of Export-Import Policy – FEMA- Origin and objectives, Main provision of FEMA; Other relevant acts- Impact of foreign trade policy- Recent changes in foreign trade policy.

**15 Hours**

**MODULE II**

Policy Framework and Promotional Measures: India's foreign trade and investment policy- Policy making body and mechanism- Export promotion measures and infrastructure support – export and trading houses - export promotion schemes and incentives - Institutional arrangements for export promotion- Free trade and protection- Dumping, kinds, condition and effect of dumping.

**15 hours**

**MODULE III**

Export Trade Procedures: Offer and acceptance of orders- Export licensing- Producing the goods-shipment-banking procedure- Export documentation-Exporter's declaration- Shipping bills- Bill of lading- Certificate of origin- Letter of credit-Import trade procedure- Import license- Import- Export pass book scheme-Import documentation- Bills of entry- Importer's Declaration-methods of making payment.

**20 Hours**

**MODULE IV**

Export Promotion Measures: Export Promotion Organization- Indian Trade Promotion Organization (ITPO)- Indian Institute of Foreign Trade (IIFT)- Indian Institute of Packaging (IIP)-Indian Counsel of Arbitration (ICA)- Federation of Indian Export Organization (FIEO) - Marine Products Exports Development Authority (MPEDA) - Export Processing Zones (EPZ) - 100% Export Oriented Units (EOUs)- Facilities for Units in EOUs, EPZs, EHTPs & STPs - Chamber of Commerce (COC) - Federation of Indian Export Organisations - Export house and trading house- Export Incentives - Project exports and consultancy exports.

**20 Hours**

**MODULE V**

Export trade financing- Introduction - meaning- Pre-shipment and Post- shipment finance- Documentation formalities and procedures for the grant of packing credit- Documentation formalities

and procedures for the grant of Post- shipment finance- Modes and source of finance- Methods of payments.

**10 Hours**

**Core Readings:**

1. Varma. M.L. “Foreign Trade Management in India” Vikas publishing Pvt. Ltd. New Delhi.
2. Balagopal T A S “Export Management” Himalaya Publishing House, Mumbai.
3. Vibha Mathur “Foreign Trade of India” New Century Publication.
4. Vaish M C and Sudama Singh “International Economics” Oxford and IBH publishing Co.Pvt.Ltd.
5. Mithani D M “International Economics” Himalaya Publishing House, Mumbai
6. Francis Cherunilam “International Marketing” Himalaya Publishing House, Mumbai
7. Puri V K “New Import – Export policy and procedures”.

**Master of Commerce (CBCSS)**

**Elective: Foreign Trade**

**Semester: IV**

**MCM4EFT03 /MCM4EF03: INTERNATIONAL FINANCE**

**80 Hours**

**Credit:4**

Course objectives:

- To understand the concept and significance of international finance
- To understand the international financial markets and exchange theories
- To get an idea about foreign exchange exposure and risk management

**Module I**

International Finance: Meaning, Importance- International financial environment-Risk associated with international finance- International Financial Markets- International Money Markets – Money Market Instruments – International Capital Markets – Comparison of New York, and Indian Money Market – International Bond Market - Recent changes in global financial markets. -International Monetary system- Multilateral financial institutions International Institutions –Brettenwood and International Monetary Fund (IMF)-Objectives- Role of IMF in International Liquidity- Conditionality’s of IMF lending-World Bank - International Development Association (IDA)-Objectives- International Financial Corporation (IFC)- Objectives- Asian Development Bank (ADB)- Objectives- International trade Centre. Balance of Payment Account: Concept and significance of balance of payments account-Current and capital account components and accounting system- Balance of payment deficits and correction policies.

**20 hours**

**Module II:**

International financial markets-foreign exchange market-foreign exchange trading-Cash and spot exchange rates-foreign exchange rate and quotation forward markets- Exchange rate behaviour-cross rates-foreign exchange market participants-SWIFT Mechanism-Forecasting exchange rate-measuring exchange rate movements-Exchange rate equilibrium-factors affecting foreign exchange forecasting-international parity relationship-interest rate parity, purchasing power parity and Fisher effects

**20 hours**

**Module III:**

Exchange rate definition- Spot and forward exchange- Exchange rate determination- Theories and models of exchange rate, Purchasing power parity theory, Asset market model, Portfolio balancing model- Exchange rate of rupee- recent trends in exchange rate -convertibility of Indian rupee. Foreign Exchange exposure: Management of transaction exposure-Management of translation exposure-

Management of economic exposure- Management of political exposure-Management of interest rate exposure-Foreign exchange risk management-Hedging against foreign exchange exposure-Forward Market-Futures market-options market-swap market-Hedging through currency of invoicing-Hedging through selection of supplying country-Country risk analysis.

**20 hours**

#### **Module IV**

International capital budgeting-concept, problems associated, evaluation of a project factors affecting risk evaluation, impact on value-Long term asset and liability management-foreign direct investment-foreign portfolio management-international financial instruments—international bond & equity market

**10 hours**

#### **Module V**

Short term asset and liability management: Working capital management - international cash management- receivables and inventory management-management of short-term overseas financing resources- international banking and money market International Monetary and Financial Environment – International Monetary Investments – Exchange Rate Theories – Tariff – Meaning – Imports Tariffs and Export Taxes – Export Subsidies – International Investments – Types of Foreign Investment – significance of Foreign Investments –Factors affecting International Investment.

**10 hours**

#### **References:**

1. A.K Seth, international financial management, Galgotia
2. V.K. Bhalla, international financial management, Anmol publications, 2000
3. V. Sharon, International financial management, Prentice hall
4. Jeff Madura, international financial management, Asia books
5. Eun & Resnick, international financial management, Tata McGraw Hill Publishing co.
6. John Holland, International financial management, Blackwell publishers, Oxford
7. Keith Pilbeam “International Finance” Palgrave, New York
8. Apte P G. “International Financial Management” Prentice Hall of India New Delhi
9. Alan C. Shapiro “Multinational Financial Management” Prentice Hall of India New Delhi
10. Soderston B O “International Economics” Macmillan London.
11. Cheol S Eun and Bruce G Resnick “International Financial Management” Irwin McGraw Hill, New York
12. Arthur Stonehill et al “International Finance” Pearson Education Asia, Delhi
13. Maurice D Levi “International Finance” Tata McGraw Hill, New Delhi.

**Master of Commerce (CBCSS)**

**Elective: Foreign Trade**

**Semester: IV**

**MCM4EFT04: INTERNATIONAL MARKETING AND LOGISTICS MANAGEMENT**

- To understand the importance of strategic decisions for success in International Marketing
- To understand the ways of managing international logistics.

**MODULE 1**

International Marketing – Definition – Domestic & International Marketing – Special features of International Marketing – International marketing management process - strategic orientation - International marketing decisions - International product policy - International new product development - International product life cycle – Packaging and branding - Emerging trends in International marketing - Difficulties & Barriers in International Marketing

**15 Hours**

**MODULE 2**

Pricing in international markets: International pricing process and policies- pricing decisions- Factors affecting international price determination- Transfer pricing- Dumping- Counter trade- Price standardization- price quotations.

**10 Hours**

**MODULE 3**

International distribution: Decision criteria for entry into foreign markets- Direct and indirect exports- International marketing channels- locating, selecting and motivating channel members- International promotion strategy- promotion mix- Advertising- personal selling- publicity and sales promotion- Developing international promotion campaign- Standardisation vs. adaptation issue- Planning for direct mail- trade fairs and exhibitions.

**20 Hours**

**MODULE 4**

International Marketing Information System (IMIS): Sources of foreign market information- Overseas market research- Desk research- Field research- Agencies abroad- Marketing information- International Marketing through Internet- Ecological concerns and International marketing ethics.

**15 Hours**

**MODULE 5**

Marketing logistics system: Concept, objectives and scope — Logistics system elements – Importance and relevance to export management –The general structure and characteristics of Shipping Industry – Operating systems – Liner operations and tramp operations – Freight structure and practices – Freight forwarders – Freight broker – Stevedores – Shipping agents – PORTS- Containerization –Types of containers – Benefits of containerization– International Air Transport – Advantages and constraints.

**20 Hours**

**Suggested Readings:**

1. Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.
2. Cateora, Phillip R. and John L. Graham, International Marketing, 10 McGraw Hill, Boston, 1999.

3. Jain, Subash C., International Marketing Management, 6 ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004.
4. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi.
5. Kotabe, Masaaki and Kristiaan Helsen, Global Marketing Management, 2 ed., John Wiley & Sons, 2001.
6. Keegan, W., Global Marketing Management, Prentice-Hall, Englewood Cliffs 1995.
7. Onkvist, S. and J.J.Shaw, International Marketing; Analysis and Strategy, Prentice Hall, New Delhi, 1995.
8. Terpstra, V. and R. Sarathy, International Marketing, 8 Ltd., Singapore, 2005.
9. John Fayerweather : International Marketing, Prentice Hall of India New Delhi.
10. Philip R Caleora and John L Graham . International Marketing, Tata McGraw Hill, New Delhi.
11. Vern Terpstra and Ravi Sarathy International Marketing, Harcourt Asia Pvt. Ltd. Singapore.
12. Sak Onkvisit and John J Shaw: International Marketing, Prentice Hall of India New Delhi.
13. Krishnaveni Muthiah: Logistics Management and World Sea borne Trade, Himalaya Publishing House, Mumbai
14. Bowersox and closs: Logistics Management.

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Elective: Human Resource Management**  
**Semester: III**

**MCM3EH01: INDUSTRIAL RELATIONS MANAGEMENT**

**80 hours**

**Credit:4**

**Objectives:**

- To familiarize the students to the tasks of industrial relations.
- To familiarize them with current industrial relations practice.

**Course Outcome:**

1. Get familiarized with terms like industrial relations, industrial conflicts and get a detailed view on industrial employment Act.
2. To understand the importance of trade unions, the role of trade unions and labour relation at industry level etc
3. Get a comprehensive view about the concepts of grievance management, productivity bargaining and gain sharing.
4. Get a better understanding about employee empowerment and quality management, quality circles and employee suggestion schemes.
5. It enables the students on in depth understanding about labour courts and industrial tribunals.

**Module I:**

Industrial relations perspectives-Industrial relations and the emerging socio-economic scenario – Industrial relations and the state-legal framework of Industrial Relations-Industrial conflicts and disputes-salient features of Industrial Employment (standing orders) Act 1946.

**15 Hours**

**Module II:**

Industrial relations and trade unions-Role and future of trade unions-Trade union and the employees-Industrial unrest-Trade union and the management-Plant level labour relations-works committees-Joint management committees.

**20 Hours****Module III:**

Discipline and grievance Management-Negotiations and collective settlements-Participative management and co-ownership-Productivity bargaining and gain sharing.

**15 Hours**

## Module IV:

Employee empowerment and quality management-Quality Circles-Employee suggestion schemes-Industrial relations and technology management.

**15 hours****Module V:**

Role of state in industrial relations- Labour Office-Labour courts and industrial tribunals-Conciliation and mediation.

**15 hours****References:**

1. Jerome Joseph, Industrial Relations: Towards a theory of negotiated connectedness, Response Books, Latest Edition.
2. CS Venkataratnam, Globalization and labour management relations, Sage publications, Latest Edition.
3. PC Tripathi, Personnel Management and Industrial Relations, Sultan Chand & Sons, Latest Edition.
4. Dr.RVenkatapathy and AssissiMenachery, Industrial Relations and labour legislations, Adithya Publishers, Latest Edition.
5. CB Marmoria, Dynamics of Industrial Relations in India, Vikas Publishing House, Latest Edition.

**UNIVERSITY OF CALICUT****Master of Commerce (CBCSS)****Elective: Human Resource Management****Semester: III****MCM3EH02: MANAGEMENT TRAINING AND DEVELOPMENT****80 hours****Credit:4****Objectives:**

To expose the students to the concepts and practices of training and development in the modern organizational settings.

## Course outcome:

1. To develop an understanding regarding the acceptance and practice of Training and development
2. To bring out clearly the knowledge of Principles of training and factors contributing effective training

3. Impart skills to design training programme, evaluation of training programme and techniques of evaluation
4. To introduce the students about the training methods and techniques and to enable them to understand the concept of training climate.
5. To explain the concept of learning, the basic principles of learning, and give an insight into the knowledge of technology based training

**Module I**

Training and development: Strategies for effective training-Determination of training objectives-Learning and skill acquisition-Organizational analysis for training-Philosophies of training-Learning and training-Designing a training programme-Training and education-Theories and principles of training-Factors contributing to effectiveness of training.

**20 Hours**

**Module II:**

Identification of training needs: Scanning the environment for training areas-Perspective for training design-Steps in training design-Evaluation of a training programme-principles of evaluation-Criteria for evaluation-Techniques of evaluation-Return on investment in training.

**15 hours**

**Module III:**

Training methods and techniques: Layout for training sessions-Training Aids-Selection of training aids-Training Climate-Elements of training climate-Training for creativity and problem solving-Cost benefit analysis-Training for management change.

**15 Hours**

**Module IV:**

Learning-Dimensions of learning: Basic principles of learning-Learning Process-Types of learning-Learning Theories-Organizational analysis for training-Technology based training -Training for Total Quality Management-Attitudinal Training methods.

**15 Hours**

**Module V:**

Training administration-Training Budget-Competency models and mapping-Implementation of training-Emerging trends in training and development: New perspectives in training-Cross cultural training, E learning and knowledge Management.

**15 hours**

**References:**

1. Agochia&Devendra, Every Trainers handbook, New Delhi, Sage Publications.
2. DI Simone RL and Harris DM, Human resource development, Thomson learning.
3. Sahu RK, Training for development, Excel books, New Delhi.
4. Blanchard P Nick and James W Thacker, Effective training: Systems, strategies and practices, Pearson Education, New Delhi.

**UNIVERSITY OF CALICUT**  
**Master of Commerce (CBCSS)**  
**Elective: Human Resource Management**  
**Semester: IV**

**MCM4EH03: PERFORMANCE MANAGEMENT**

**80 hours**

**Credit:4**

To gain an in depth understanding of performance management  
To gain practical knowledge in setting up team management, target setting and achievement.

Course outcome:

1. To familiarize with the concept of organizational performance and to impart skill to analyse organizational performance
2. To appraise the students about performance management and familiarize with instrument for performance appraisal
3. To enable the students to understand the process of evaluation of managerial performance and develop skill for setting performance standards
4. To acquaint the students regarding different styles of management and impart knowledge about the concept of organizational culture
5. To equip the students with the skill of tracking organizational performance and make them able to fix appropriate reward system.

**Module I:**

Concepts of organizational performance: Vision and mission, competencies and behaviours for effective performance-establishing the skill knowledge and attitude required for the organization's future recruiting and developing against the agreed competencies.

**Module II:**

**15 hours**

Performance standards and targets: Clarifying, communicating and reviewing organizational goals and targets-linking group and individual responsibilities to organizational performance.

**15 hours**

**Module III:**

Performance management: Meaning and importance of managerial performance, critical success factors analysis for managerial performance-management styles and performance-performance appraisal-instruments for performance appraisal-evaluation of managerial performance-setting performance standards-measurement of performance.

**20 hours**

**Module IV:**

Management style-relationship orientation-task orientation-working in teams-team development-coaching and training-leadership skills and motivation-organizational culture and managerial performance-developing appropriate culture for superior performance.

**15 hours**

**Module V:**

Indicators of performance for different levels of Management-tracking performance-rewards and performance-defining appropriate reward system-ensuring the link between performance and rewards.

**15 hours**

**References:**

1. Robert bacal-performance management-Tata McGraw-Hill.
2. Armstrong M & Baron A, Performance Management and Development, Jaico Publishing House, Latest Edition.
3. Armstrong M, Performance management: Key strategies and practical guidelines, Kogan Page, Latest Edition.
4. Bagchi S N, Performance management, Cengage Learning India, Latest Edition.
5. Bhattachrya D K, Performance Management systems and strategies, Pearson Education, Latest Edition.

**UNIVERSITY OF CALICUT****Master of Commerce (CBCSS) Elective – Human Resource Management****Semester IV****MCM4EH04: COMPENSATION MANAGEMENT****80 hours****Credit:4****Objectives:**

To familiarize the students with relevant aspects of compensation. To familiarize the students to design effective compensation policies.

**Course outcome:**

- 1.To provide fundamental understanding about the concept of compensation, wage system and various theories of compensation
- 2.To give a detailed view of compensation management and different types of payment system
- 3.To inculcate basic knowledge about pricing of job, job analysis and enable them to understand the concept of job evaluation
- 4.To help the students to gain a comprehensive view about Govt. wage policy in India and to familiarize with various Govt Acts in relation to wage payment
- 5.To make students aware about new issues in compensation management and strategic approaches to make compensation system more effective.

**Module I:**

Importance of compensation-difference between wage and compensation-different wages system-components of compensation-direct-indirect theories of compensation-equality theory-expectancy theory.

**15 Hours**

**Module 2:**

Compensation management-definition-need-objectives-types of base-pay system-job based-skill/knowledge based-features-evaluation and suitability-factors determining compensation-internal and external fringe benefits.

**20 Hours**

**Module 3:**

Pricing of jobs-steps-job analysis-quantitative and non-quantitative methods-market pricing-job evaluation-variable pay incentives-individual merit-team incentives-organizational plans-pay for performance.

**15 hours**

**Module 4:**

Government wage policy in India-payment of wages act 1936-industrial disputes act 1947-minimum wages act 1948-equal remuneration act-1976-payment of bonus act 1965-wages board.

**15 Hours**

**Module 5:**

Key issues in compensation management-strategic approaches to make compensation systems more effective in changed global environment.

**15 Hours**

**References:**

1. Belchor, David W, Compensation Administration, Prentice Hall, Latest Edition.
2. Henderson R I, Compensation Management in a knowledge-based world, Pearson Education, Latest Edition.
3. Milkovich G: Newmann J and Ratnam C.D.V, Compensation, Tata McGraw-Hill, Special Indian Edition.
4. Armstrong M &Murlis H, Reward Management: A handbook of salary administration, London: Kegan Paul, Latest edition.
5. Sharma J P, An easy approach to company and compensation laws, Ane books Pvt. Ltd; Latest edition.

**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.

**Course outcome:**

- To enable the students to understand about Advertising management and the importance of creativity
- To introduce the different Medias and the changes in the globalised business environment.
- To familiarise about the concept Personal selling and its significance in the marketing process.
- To provide an insight about Sales force management and Evaluation
- To enable the them to have an idea about Advertising research and methods regarding the impact assessment.

**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**  
**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.

**Course outcome:**

- Discuss about the concept Consumer Behaviour and its role in modern Marketing.
- To introduce the concept of a Consumer and the different factors influencing them in their behaviour
- To understand about the Consumer Decision making process and its impact in Marketing.
- To study about the Purchase decision process at a globalised perspective in relation to the emerging issues.
- To enable the students to conduct a Consumer research survey and the important tools in this regard.

**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, 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.

#### Course outcome:

- To conceptualise about the Supply chain management and its importance in the globalized economy
- To study about the Role of manager in supply chain and the systems of supply chain
- To evaluate the different models and its impact in the Global logistics in connection with the legal aspects.
- Discuss about eh Logistics management and the growth due to automation
- To familiarise about the Types of inventory control and the recent trends in this area.

#### 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 hours**

### **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 relationship conflict resolution strategies-global logistics-legal aspects of international logistics.

**15 hours**

### **Module IV**

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

**10 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.

**20 hours**

### **References:**

1. Rushton A Oxley J and Croucher P, Handbook of Logistics and Distribution Management,Kogan Page, Latest Edition.
2. Simchi-Levi, David, Kamisnsky, 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

**Course outcome:**

- To define the role of Service Marketing in the changing business environment.
- To familiarise about the Service marketing mix and related strategies .
- To study about the different approaches related to Service marketing .
- Discuss about the Application of service marketing in different sectors
- To evaluate the concept of Service models and the different dimensions of service quality.

**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.

**Hours**

**Module II**

**15**

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 Hours**

**Module III**

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

**18 Hours**

**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.

**Hours**

**Module V**

**16**

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

**MODEL QUESTION PAPERS**

**UNIVERSITY OF CALICUT**

**First Semester M. Com Degree Examination December 2019  
MCM1C01: Business Environment and Policy**

**Time: 3 Hours**

**Weightage:30**

**Section-A**

(Answer **any four** questions. Each question carries **2** weightage)

1. What is PESTLE?
2. What do you mean by Exit Policy?
3. What do you mean by money laundering?
4. What is crypto currency
5. What is green financing?
6. What is Fintech?
7. What is Fiscal policy?

**(4x2=8 Weights)**

**Section-B**

(Answer **any four** questions. Each question carries **3** weightage)

8. State the importance of cultural environment in doing business in India.
9. Write a note on public sector reforms in India for the last 3 decades.
10. Elicit the role of SEZ in modern business environment settings.
11. State the role of technology in modernising the economy.
12. Critically evaluate Madhav Gadgil Committee report.
13. State the steps taken by the government in preventing menace of black money in India.
14. Explain the history and development of GST in India.

**(4x3=12 Weights)**

**Section-C**

(Answer **any two** questions. Each question carries **6** Weightage)

15. Explain the salient features of Consumer Protection Act?
16. Critically evaluate the monetary and fiscal policy of various governments in India for the last two decades.
17. Explain the structure of Indian economy. Does it suit the developmental needs of the country?
18. Distinguish the role played by the planning commission of India and NITI Ayog.

**(2x5=10 Weights)**

**UNIVERSITY OF CALICUT**  
**First Semester M. Com Degree Examination December 2019**  
**MCM1C02: Corporate Governance and Business Ethics**

Time: 3 Hours

Weightage:30

**Section-A**

**(Answer any four questions. Each question carries 2 weightage)**

1. What do you mean by perpetual succession?
2. What is company limited by guarantee?
3. Who is a deemed director?
4. What do you mean by Clause 49?
5. What is whistle blowing?
6. What do you mean by IFRS?
7. What is business ethics?

**(4x2=8 Weights)**

**Section-B**

Answer **any four** the questions. Each question carries 3 Weightage

8. The term 'body corporate' connotes a wider meaning than the term 'company'. Explain.
9. Define the term Chairman. What are the qualities which a chairman should possess as per the Higgs Committee?
10. Explain the SEBI Committee on Corporate Governance.
11. Explain the need and necessity of corporate reporting.
12. Explain various committees of the board. State responsibilities of each.
13. State different principles of business ethics.
14. State major recommendation of Uday Kodak Committee report.

**(4x3=12 Weights)**

**Section C**

Answer **any two** questions. Each question carries 6 weightages.

15. Enumerate the various features of good corporate governance with suitable examples from the Indian corporate sector.
16. State the ethical and governance issues involved in banking and insurance companies. Explain your answer with examples.
17. Explain the various Commission reports in India and abroad on corporate governance.
18. State the major provisions of Companies Act 2013 on corporate governance.

**(2x5 =10 Weights)**

**UNIVERSITY OF CALICUT**

**First Semester M.Com Degree Examination December 2019**

**MCMIC03: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

**Time: 3 Hours**

**Weightage:30**

**Section-A**

(Answer **any four** questions. Each question carries **2** weightage)

1. Distinguish between type I and type II error ?.
2. What do you mean by rejection region in hypothesis testing?
3. What are the properties of a good estimator?
4. Examine the assumptions of Non-parametric tests.
5. What is standard error? Examine its significance in hypothesis testing?
6. What do you mean by coefficient of determination? What does it indicate?
7. State the conditions under which the Binomial distribution tends to the normal distribution?

**(4x2=8 Weights)**

**Section-B**

(Answer **any four** questions. Each question carries **3** weightage)

8. Explain the significance of SPSS in inferential analysis.
9. In an intelligence test administered to 1,000 students, the average score was 42 and standard deviation 24. Find : ( a) the number of students exceeding a score of 50, ( b) the number of students whose score is lying between 30 and 54.
10. A machine was used to put out 16 defective products in a sample of 500. After it is overhauled, it puts out 3 defective products in a batch of 100. Has the machine improved? Test at 5% level of significance.
11. Between 2 and 4 p.m, the average number of phone calls per minute coming into the switch board of a company is 2.5. Find the probability that during one particular minute there will be (a) no phone call , (b) exactly three calls, (c) at least 7 calls.
12. Following is an arrangement of 25 men ,M, and 15 women, W, lined up to purchase tickets for a premier picture show:  
M WW MMM W MM W M W M WWW MMM W MM  
WWW MMMMMM WWW MMMMMM  
Test for randomness at 5% level of significance.
13. What is explained variation and unexplained variation? How is it related to S.E. of an estimate?
14. Do you find any relationship between the heights and weights of 10 persons given below :

Height (in inches)	60	72	70	70	74	67	68	76	61	65
Weight (in lbs)	120	180	200	160	190	148	155	220	130	145

**(4x3=12 Weights)**

**Section-C**

(Answer any two questions . Each question carries 5 Weightage)

15. In an anti-malaria campaign in Kerala, Chloroquine was administered to 812 persons out of a total population of 3248. The number of fever cases is shown below:

Treatment	Fever	Non fever	Total
With Chloroquine	20	792	812
Without Chloroquine	220	2216	2436
Total	240	3008	3248

Is the Chloroquine effective in checking malaria? Test at 5% level of significance.

16. To study the performance of three detergents and three water temperatures the following whiteness readings were obtained with specially designed equipments:

Water temperature	Detergent A	Detergent B	Detergent C
Cold water	57	55	67
Warm water	49	52	68
Hot water	54	46	58

Is there any significant difference in whiteness due to detergents and due to water temperature. Test at 5% level of significance

17. The following table gives the aptitude test scores and productivity indices of 10 workers selected at random.

Aptitude index(X)	60	62	65	70	72	48	53	73	65	82
Productivity Index(Y)	68	60	62	80	85	40	52	62	60	81

Calculate two regression equations and estimate the productivity index of a worker whose test score is 92

(2× 5= 10 weightage)

**UNIVERSITY OF CALICUT**

**First Semester M. Com Degree Examination December 2019  
MCM1C04: Management Theory and Organisational Behaviour**

**Time: 3 Hours**

**Weightage:30**

**Section-A**

**(Answer any four questions. Each question carries 2 weightage)**

1. What is six sigmas?
2. What is an organisation?
3. What is managerial network?
4. What is social invention?
5. What is sensitivity training?
6. What is organisational development?
7. What is team management?

**(4x2=8 weightage)**

**SECTION-B**

Answer **any four** questions. Each question carries **4** marks.

8. Explain Transactional Analysis.
9. What do you mean by “biological foundations of behaviour”?
10. What types of behaviour affect the performance and productivity of a worker?
11. What is learning? State different theories of learning.
12. Explain the relevance of power and politics in an organisation.
13. State how group behaviour different from individual behaviour. Explain the need and necessity of managing group behaviour in an organisation.
14. What are the ethical issues involved in organisational behaviour?

**(4x3=12 Weights)**

**Section C**

**Answer any two questions. Each question carries 6 weightages.**

15. Explain various theories of management and theories of leadership.
16. Explain the implication of motivation on employee performance and satisfaction.
17. State the various determinants of personality.
18. Explain the importance of TQM in organisation. State the contributions of major quality gurus. Illustrate various quality techniques

**(2x5=10 weights)**

**UNIVERSITY OF CALICUT**  
**First Semester M. Com Degree Examination December 2019**  
**MCM1C05: Advanced Management Accounting**

**Time: 3 Hours**

**Weights:30**

**Section-A**

**(Answer any four questions. Each question carries 2 weightage)**

1. List Out major differences between Cost Accounting and Financial Accounting.
2. Define Target Costing
3. Define Normal Loss, Abnormal Loss and Abnormal Gain under Process Costing
4. Define Activity Based Costing.
5. What do you mean by Cost Control, Cost Saving and Cost Reduction?
6. Explain PV Ratio and BEP
7. What do you mean by lean manufacturing?

**(4X2= 8 weights)**

**Part B**

**Answer any four of the following. Each question carries 3 weights**

8. What are the steps involved in Activity Based Costing?

9. The following figures are supplied to you

Fixed Cost = Rs.100000

Capacity Sales = Rs.400000

Variable cost – 35 paise for each unit and Selling price per unit – Re .1

The Management is interested to know the profit or loss at 60 % capacity at the

Selling price of Rs.1.50 per unit.

10. What is equivalent production? State the procedure of computing the equivalent production

11. What do you mean by JIT? What are the advantages and disadvantages of JIT?

12. You have been given a permit to run a bus on a route 20 km long. The bus costs you Rs.90000. It has to be insured @ 3 % p. a and the annual tax will be Rs. 1000. Garage rent is Rs.100 p.m. Annual repairs will be Rs.1000 and the bus is likely to last for 5 years at the end of which the scrap value is likely to be Rs.6000.

The driver's salary will be Rs.150 pm and the conductor's Rs.100 together with 10 % of the takings as commission (to be shared equally by both). Stationery will cost Rs.50 p.m. The manager – cum – accountant's salary will be Rs.250 p.m.

Diesel and oil be Rs.25 per hundred kilometres. The bus will make 3 round trips for carrying on the average 40 passengers on each trip. Assuming 15 % profit on takings, calculate the bus fare to be charged from each passenger. The bus will work on the average 25 days in a month.

13. Define Kaizen Costing & What are its advantages? How ERP helps in present business scenario?

14. The operating results of a company for the two years are as follows:

	Sales Rs.	Profit Rs.
2011	270000	6000
2012	300000	15000

Assuming that the cost structure and the selling price per unit remain the same, you are required to calculate

- P/V ratio
- Fixed CostBEP
- Variable costs during the two periods
- Margin of Safety at a profit of Rs.24000

(4x3= 12 Weights)

### Part C

**Answer any two of the following. Each question carries five weights**

15. What are the different methods of apportionment of Joint costs?

16. M Ltd produces 3 products X.Y and Z with standard costs and quantities per unit are as follows

Products	X	Y	Z
Quantity produced	20000	40000	60000
Direct Material per unit (Rs.)	100	80	60
Direct Wages per unit (Rs.)	60	80	100
Labour hours required per unit	6	8	10
Machine hours required per unit	8	8	14
No of Purchase requisitions	2400	3600	4000
No of set ups	480	520	600

Production overhead split by department

- Department A - Rs.22 Lacs, Department B – Rs.30 Lacs

Department A is labour intensive while Department B is machine intensive.

Total Labour hours in Department A - 3,66,666

Total Labour hours in Department B - 10,00,000

Production overhead spilt up by activity

Receiving / Inspecting Rs.28,00,000

Production scheduling / Machine set up Rs.24,00,000

Total Rs.52,00,000

No of batches received / inspected: 10000

No of batches for scheduling and set up: 1600

You are required to:

1. Prepare product cost statement under Traditional Absorption Costing and Activity Based Costing method
2. Compare the results under two methods

17. A product passes through 3 processes A, B and C. The normal wastage of each process is as follows

A- 3 %

B- 5 %

C – 8 %

Wastage of process A was sold at 25 paise per unit, that of process B at 50 paise per unit and that of process C at Re.1 per unit. 10000 units were issued to process A in the beginning of the year at a cost of Re.1 per unit. The other expenses are as follows

	Process A	Process B	Process C
Sundry Materials	Rs.1000	Rs.1500	Rs.500
Labour	Rs.5000	Rs.8000	Rs.6500
Direct Expenses	Rs.1050	Rs.1188	Rs.2009

Actual Output was:

Process A - 9500 units

Process B - 9100 units

Process C - 8100 units

Prepare the Process Accounts, assuming that there was no opening or closing stocks. Also give the Normal Wastage, Abnormal Wastage and Abnormal Effectiveness (Gain) Accounts.

18. P Ltd finds that while it costs Rs.12.50 to make a component PS 05, the same is available in the market at Rs.11.50, with an assurance of continued supply. The breakdown of the cost is

Material	- Rs.5.50 per unit
Labour	- Rs.3.50 per unit
Other Variable costs	- Re.1.00 per unit
Depreciation & Other Fixed costs	- Rs.2.50 per unit
Total	- Rs.12.50 per unit

Advice the management on

1. Whether to make or buy?

2. What would be the decision, if the supplier offered the component at Rs.9.70 per unit?

**(2x5=10 weights)**



UNIVERSITY OF CALICUT

Abstract

General & Academic Branch - Faculty of Commerce and Management Studies - Correction in the nomenclature of course title in the detailed syllabus of the theory course 'Business Trends in Indian Economy' for SDE/Private Registration M.Com students in lieu of Project work in accordance with the CBCSS PG Regulations 2019 - Implemented - Orders Issued.

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G & A - IV - E

U.O.No. 3191/2022/Admn

Dated, Calicut University.P.O, 05.02.2022

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- Read:-*1. U.O. No. 5972/2021/Admn dated 07.06.2021  
2. Clarification sought by EX Branch, Pareeksha Bhavan in the file of No.101391/EX-IVASST-3/2019/PB  
3. Email dt.12.01.2022 from the Chairman, Board of Studies in Commerce (PG)  
4. Email dt. 30.01.2022 from the Dean, Faculty of Commerce & Management Studies  
5. Order of Vice Chancellor in the file of even No. dated 02.02.2022

ORDER

1. As per the U.O read (1) above, the Syllabus of the theory course "MCM4C16 - Business Trends in Indian Economy" for SDE/Private Registration M.Com students, in lieu of Project work was implemented in the University with effect from 2019 admission onwards.
2. As per paper read (2), P G Branch, Pareeksha Bhavan has sought clarification on the title of the course with code MCM4C16 is given "Business Trends in Indian Economy", whereas in the detailed syllabus part the course the title is given as "Emerging Business in Indian Economy", the Syllabus of the theory course for SDE/Private Registration M.Com students in lieu of Project work in accordance with the CBCSS PG Regulations 2019 (w.e.f 2019 admn).
3. In this regard, remarks of the Chairman, Board of Studies in Commerce (PG) was sought who has suggested "*to make the change in the title of the course given in the detailed syllabus as "MCM4C16 Business Trends in Indian Economy", vide paper read (3).*
4. As per the paper read (4), the above remarks of the Chairman, Board of Studies in Commerce (PG) is approved by the Dean, Faculty of Commerce and Management Studies.
5. Considering the urgency, the Vice-Chancellor has accorded sanction on 02.02.2022, to correct the title of the theory course in the detailed syllabus part too as, "**MCM4C16 - Business Trends in Indian Economy**" for SDE/Private Registration M.Com students, in lieu of Project work, in accordance with the CBCSS PG Regulations 2019, with effect from 2019 admission onwards, subject to ratification by the Academic Council.
6. Orders are issued accordingly (Syllabus appended).

Arsad M

Assistant Registrar

To

The Director, School of Distance Education.

Copy to: PS to VC/PA to PVC/ PA to Registrar/PA to CE/JCE I/JCE V/JCE VIII/DoA/EX and EG Sections/GA I F/Digital Wing/CHMK Library/Information Centre/SF/DF/FC.

Forwarded / By Order

# UNIVERSITY OF CALICUT

Master of Commerce (CBCSS)

Semester IV

## MCM4C16 : Business Trends in Indian Economy

(Course for SDE/Private registration only)

Credit : 2.4

**Course Objective:** To make an awareness and understanding about the emerging business in the contemporary Indian economic scenario to get an effective knowledge about the changing business scenario in accordance with the changes in the economic environment of the country.

**Module I : Indian Economy - a business perspective :** Economic environment of India - Indian Economy as a Developing Economy - Business and Economic environment - Basic Characteristics of Indian Economy - Indian Industrial sector - Changing role of MSME sector - Public sector and Indian economy- Role of Service sector in Indian Economy - Liberalization, Privatization and Globalization (LPG) Models and Indian economy - Business in India during LPG.

(20 Hours)

**Module II : Foreign Trade and Economic Development:** Importance of Foreign Trade for a Developing Economy, Composition of India's Foreign Trade, Direction of India's Foreign Trade and Balance of Payments ; impact of LPG on foreign trade of India; Special Economic Zones (SEZs) - Export and Import scenario in India - FDI policy -growth and impact of FDI in Indian economy.

(15 Hours)

**Module III : Business Sustainability in India:** Social Responsibility and Ethics in Indian business - importance and trends - MDG (Millennium development goals) - Circular Economy - Initiatives and impacts - SDG (Sustainable development goals) - Financial Inclusion - Need and challenges of Inclusive growth.

(15 Hours)

**Module IV : Business in 21st Century :** Need of infrastructural development - GIG Economy and impact Technological business advancements in the economy - Demonetisation and its impact in Indian economy – Angel investors and Start Ups – Make in India - Skill India – Digital Economy and Artificial Intelligence – Initiatives for Women entrepreneurs and its impact in Indian economy - New initiatives in service sectors and its impacts.

(15 Hours)

### References:

1. Gupta K R (2008), Globalisation & liberalization of Indian Economy, Atlantic Publishers and distributors, New Delhi.
2. Bhasin Niti (2017), Foreign Direct Investment in India (FDI)- Policies, conditions and procedures, New Century publications, New Delhi.
3. Aswathappa K (2019), Essential s of business environment- (Text, Cases and

Exercises), Himalaya Publishing House, Mumbai.

4. Cherunilam Francis (2019), International Business- Text and Cases, Himalaya Publishing House, Mumbai.

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