

APPENDIX – 27(R)
UNIVERSITY OF MADRAS
MASTER OF COMMERCE (M.Com.)
(Choice Based Credit System)

REVISED REGULATIONS
(w.e.f.2013 – 2014 onwards)

CONDITIONS FOR ADMISSIONS

1. MASTER OF COMMERCE (M.Com.)

A candidate who has passed the B.Com. B.Com/B.A (Corporate Secretaryship), B.Com (Accounting & Finance) B.C.S., B.B.A., B.Com (Bank Management), B.Com. (Computer Applications), B.Com./B.A.(Co-operation), B.A. (Industrial Organization) and B.Sc.(Mathematics)/ B.Sc (Statistics) or B.Sc. (Computer Science) or B.C.A. or any other UG degree with at least any two core/main papers offered at the B.Com shall be eligible for admission to M.Com Degree Program.

5.Revised Scheme of Examinations

First Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper - I	Com 201	Advanced Corporate Accounting and Accounting Standards #		4	3	25	75	100
Core Paper - II	Com 203	Financial Management #		4	3	25	75	100
Core Paper - III	Com 205	Organizational Behaviour		4	3	25	75	100
Core Paper – IV	Com 207	Managerial Economics #		4	3	25	75	100
Elective \$		Paper - I		3	3	25	75	100
Soft Skill - I				2	-	40	60	100

Composition of marks: 80 % problems and 20 % theory

\$ Electives are to be chosen from the Groups of Electives listed at the end

Second Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper – V	Com 202	Advanced Cost and Management Accounting #		4	3	25	75	100
Core Paper – VI	Com 204	Quantitative Techniques for Business Decisions #		4	3	25	75	100
Core Paper - VII	Com 206	Marketing of Services		4	3	25	75	100
Elective		Paper - II		3	3	25	75	100
Extra Disciplinary Elective §		Paper – I Total Quality Management		3	3	25	75	100
Internship				2	-	-	-	100
Soft Skill - II				2	-	40	60	100

Composition of marks: 80 % problems and 20 % theory

§ To be offered to other Departments

Internship will have to be carried out at the end of the Second Semester and the report of the same shall be submitted by the students within a period of one month after the completion of the Internship. The Internship report shall be evaluated by the two examiners within the Department of the College. The marks shall be sent to the University by the College and the same will be included in the Third Semester Statement of Marks

Third Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper VIII	Com 209	Research Methodology		4	3	25	75	100
Core Paper – IX	Com 211	Knowledge Management		4	3	25	75	100
Core Paper – X	Com 213	Fundamentals of Information Technology		4	3	40 (Practical)	60 (Theory)	100
Elective		Paper - III		3	3	25	75	100
Elective		Paper - IV		3	3	25	75	100
Extra Disciplinary Elective		Paper – II Business Ethics, Corporate Governance & Social Responsibility		3	3	25	75	100
Soft Skill - III				2	-	40	60	100

Fourth Semester

Course Components	Code	Subjects	Instructional Hours	Credits	Exam. Hours	Max. Marks		
						CIA	External	Total
Core Paper – XI	Com 208	Management Information Systems		4	3	25	75	100
Core Paper – XII	Com 210	Investment Analysis and Portfolio Theory		4	3	25	75	100
Core Paper – XIII	Com 212	Merchant Banking and Financial Services		4	3	25	75	100
Core Paper – IV and XV	Com 214	Project Plus Viva-voce *		8		40	160 [@]	200
Elective		Paper V		3	3	40 (Practical)	60 (Theory)	100
Soft Skill - IV				2	-	40	60	100

@ Viva-voce examination carries 40 Marks and Project Report carries 120 Marks

* Project Viva-voce is considered equivalent to two core papers. Hence, a College may choose to offer the following two core papers in lieu of the Project Viva-voce

Core Paper – XVI	Com 216	Financial Derivatives		4	3	25	75	100
Core Paper – XVII	Com 218	Financial Markets and Institutions		4	3	25	75	100

List of Electives

Course Component	Group A Accounting and Taxation Management	Group B Human Resource Management	Group C Marketing Management
Paper I	Accounting for Specialized Institutions	Strategic Human Resource Management and Development	CRM and Relationship Marketing
Paper II	Income Tax Law and Practice	Industrial relations and Labor Welfare	Consumer Behavior
Paper III	Accounting for Decision Making	Change Management	Consumer Rights and Education
Paper IV	Indirect Taxes	Managerial Behavior and Effectiveness	Advertising and Salesmanship
Paper V	Computerized Accounting	Human Resources Accounting and Audit	International Marketing

APPENDIX – 27(S)
UNIVERSITY OF MADRAS
MASTER OF COMMERCE (M.Com.)
(Choice Based Credit System)

REVISED SYLLABUS
(w.e.f.2013 – 2014 onwards)

First Semester

Advanced Corporate Accounting and Accounting Standards

Objective: To impart knowledge on corporate accounting methods and procedures and to develop skills in the preparation of accounting statements and in their analysis

Unit I Advanced problems in share capital and debenture transactions including underwriting - Valuation of goodwill and shares

Unit II Acquisition, Amalgamation, absorption and reconstruction (internal and external) schemes - Statements for liquidation of companies

Unit III Consolidated final statement of Holding companies and subsidiary companies –inter-company holdings and owings -treatment of dividends

Unit IV Final statements of banking companies and insurance companies Accounting for price level changes -Social responsibility accounting -Human resources Accounting

Unit V Basic postulates of accounting theory and generally accepted accounting principles and practices recommended by the ICAI -Mandatory Accounting Standards (AS) issued by the ICAI

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 20:80

Book References

1. Shukla M C and T. S. Grewal, Advanced Accounts, New Delhi, S. Chand and Co.
2. Gupta R L and M. Radhaswamy, Advanced Accounts, New Delhi, Sultan Chand
- 3 Jain S P and K.L. Narang, Advanced Accounts, Ludhiana, Kalyani Publishers
- 4 Reddy T S and Murthy, Corporate Accounting, Chennai, Margam Publications

Web references

www.indiacorporateadvisor.com
www.iimcal.sc.in
www.futureaccountant.com

Financial Management

Objective: To impart knowledge on the fundamentals of finance function in business and to develop skills in financial analysis and decision making

Unit I Functions of manager – methods and sources of raising finance – sources of short term and long term finance – critical appraisal of different securities and bonds as source of finance – equity shares – convertible and non-convertible debentures – preferred stock - Objectives / goals of finance function -financing decisions -investment decision -importance of financial planning -problems in financial forecasting

Unit II Capital Structure decisions -Traditional and MM approaches -current views -determinants - capital structure- overtrading-over and under capitalization -leverage analysis EBIT -EPS analysis

Unit III Cost of capital measurement WACC-MCC and value of the firm -factors influencing dividend policy of firm -dividend relevancy -company law provisions on dividend payment

Unit IV Investment decisions -risk -required rate of return -estimating cash flows -present value of cash flows -evaluation of alternative investment proposals -sensitivity analysis -simulation -decision making under conditions of risk and uncertainty -inflation and investment decisions

Unit V Working capital management -working capital cycle -forecasting of working capital requirement - factors influencing working capital- different components -inventory -cash - receivables -credit policies –collection policies

Note: The proportion between theory oriented and problem oriented questions in the University Examination shall be 60:40

Book References

- 1 Van Horne J. Financial Management & Policy Pearson Education, Delhi
- 2 Brealey and Myers, Principles of Corporate Finance, New York, McGraw Hill
- 3 West on and Brigham, Managerial Finance, New York, Holt Rinehart
- 4 Pandey I M, Financial Management, New Delhi, Vikas
- 5 Babatosh Banerjee, Financial Policy and Management Accounting, Calcutta, The World Press
- 6 Prasanna Chandra, Financial Management Theory and Practice, New Delhi, TMH
7. Periyasamy P, Financial Management, Vijay Nicole Imprints

Web references

www.accountingstudyguide.com
www.managementparadise.com

Organizational Behaviour

Objective: To provide knowledge on employees' behaviour and their managerial implications and to impart knowledge on organizational dynamics

UNIT I Introduction to Organizational Behaviour - Meaning - Elements - Need - Approaches - Models -Global Scenario.

UNIT II Individual Behaviour - Personality - Learning - Attitudes - Perception - Motivation - Relevance to Organizational Behaviour - Group behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Their relevance to Organizational Behaviour

UNIT III *Organizational communication - Meaning, Importance, Process, Barriers - Methods to reduce barriers - Principles of effective communication - Stress - Meaning - Types - Stress management*

UNIT IV Organizational Dynamics - Organizational Effectiveness - Meaning, Approaches - Organizational Culture - Meaning, Significance - Organizational Climate - Implications on Organizational Behaviour

UNIT V Organizational change - Meaning - Resistance to change - Management of change

Book References

1. Mishra - Organizational Behaviour - Vikas Publishing House Pvt. Ltd
2. Chandran - Organizational Behaviour - Vikas Publishing House Pvt Ltd
3. L.M. Prasad, - Organizational Behaviour - 3rd Edition Reprint - Sultan Chand & Sons
4. Gupta.Shahi.K & Joshi Rosy Wahia, 2004 - Organizational Behaviour - 1st Edition - Kalyani Publishers
5. Gregory Moorhead, Ricky W. Griffin - Organizational Behaviour - Published by Bixtantra
6. Chauhan R.K. - Organisational Behaviour - Tamilnadu Book House.

Web references

www.journals.elsevier.com
www.unesco.org
www.onlinelibrary.wiley.com

Managerial Economics

Objective: To offer expertise and knowledge on the application of economic theories and concepts to business decisions

Unit I The Scope and Methods of Managerial Economics -Risk -uncertainty and probability analysis - Approach to managerial decision making and the theory of firm

Unit II Demand analysis, basic concepts and tools of analysis for demand forecasting, use of business indicators; demand forecasting for consumer goods, Consumer durable and capital goods

Unit III Concepts in resource allocation, cost analysis; breakeven analysis, short run and long run cost functions; production function: cost -price -output relations -Capital investment analysis - Economics of size and capacity utilization input -output -analysis

Unit IV Market structure, Pricing and output; general equilibrium. Product policy, rates, promotion and market strategy -Advertising rates model- Advertisement budgeting

Unit V Pricing objectives -pricing methods and approaches -Product line pricing -Differential pricing - Monopoly policy restrictive agreements -Price discrimination -Measurement of economic concentration -Policy against monopoly and restrictive trade practices

Book References

- 1 Peterson, Managerial Economics 4th Ed. Pearson Education, New Delhi,
- 2 Spencer, M.H. : Managerial Economics, Text Problems and Short Cases
- 3 Mote and Paul: Managerial Economics TMH, New Delhi
- 4 Sampat Mokherjee, Business and Managerial Economics Calcutta New Central Book Agency
- 5 Dwivedi D N Managerial Economics, New Delhi Vikas

Web references

www.emeraldinsight.com
www.taylorandfrancis.com
www.oxfordjournals.org

Second Semester

Advanced Cost and Management Accounting

Objective: To impart knowledge on cost and management accounting techniques and to develop the skills of students in the preparation of cost and management accounting statements

Unit I Installation of costing system -records required to be maintained under the Companies Act - management control and information system -cost reduction and cost control techniques -control over wastages, scrap, spoilage and defectives

Unit II Costing methods -product costing -process costing -treatment of equivalent units -inter - process profit- JIT costing -Activity based costing

Unit III Budgets and Budgeting control- Flexible Budgets, Zero Base Budgets

Unit IV Cost Volume Profit Analysis -decision making -make or buy, own or lease, repair or renovate, changes V s. Status quo, sell or scrap, export V s. local sales, shut down or continue. Responsibility Accounting and Transfer Pricing -Measurement of Segment Performance

Unit V Financial Statement analysis -Ratio analysis -Funds / Cash flow statement

Note: The proportion between theory and problems shall be 20:80 **Book**

References

1. Murthy and Gurusamy, Cost Accounting, Vijay Nicole Imprints and Tata McGraw Hill
2. Murthy and Gurusamy, Management Accounting, Vijay Nicole Imprints and Tata McGraw Hill
3. Horngren C. T. Cost Accounting -A Managerial Emphasis, New Delhi, Pearson Education
4. Kaplan, Advanced Management Accounting, 3rd Ed. Pearson Education, New Delhi
5. Polimeni, et. at. Cost Accounting: Concepts and Applications for Managerial Decision Making, New York, McGrawHill Choudhary Anu Prasad Roy & Amitava Bhattacharya, Cost and Management Accountancy: Methods and Techniques, Calcutta, New Central Book Agency
6. Reddy T S and Y.H. Reddy, Cost and Management Accounting, Margam Publications, Chennai

Web references

www.futureaccountant.com

www.ce.cmu.edu

www.computerizedaccount.tripod.com

Quantitative Techniques for Business Decisions

Objective: To provide knowledge in quantitative methods and applications and to offer expertise in quantitative analysis

Unit I Theory of probability -probability rules -Baye's theorem -Probability distribution -Binomial, Poisson and Normal. Statistical decision theory -Decision environment -decision making under certainty and uncertainty and risk conditions -EMV, EOL and marginal analysis -value of perfect information - decision tree analysis

Unit II Sampling-Meaning of random sample -sampling methods -sampling error and standard error relationship between sample size and standard error Sampling distribution -characteristics- central limit theorem -estimating population parameters - point and interval estimates -estimating proportion, percentage and mean of population from large sample and small sample

Unit III Testing hypothesis -testing of proportions and means -large samples -small samples -one tailed and two tailed tests -testing differences between mean and proportions -errors in hypothesis testing -chi square distribution -characteristics -applications -test of independence and tests of

goodness of fit - inferences -F distribution- testing of population variance- analysis of variance -one way and two way

Unit IV Correlation and regression -Simple, partial and multiple correlation -simple, partial and multiple regressions -estimation using regression line -standard error of estimate -testing significance of correlation and regression coefficients -interpreting correlation -explained variation and unexplained variation - coefficient of determination- multivariate analysis -factor, cluster and discriminant analysis

Unit V Linear programming graphic and simplex models -maximization and minimization - transportation -Assignment

Note: The proportion between theory and problems shall be 20:

80 Book References

1 Richard I. Levin and David S Rubin, Statistics for Management, 7th Ed. Pearson Education New Delhi

2 Gupta, Statistical Methods, Sultan Chand

3 Johnson, Applied Multivariate Statistical Analysis, 5th Ed, Pearson Education

Web references

http://fe.ugm.ac.id/iup/material/syllabi_quantitative.pdf

www.aiu.edu

<http://www.duxbury.com/sme6/index.html>

Marketing of Services

Objective: To provide specialized knowledge on marketing skills for service sector and to expose students to marketing practices in service sector

Unit I Nature and classification of services -Characteristics of services and their marketing implications

Unit II Marketing strategies for service firms -with special reference to information, communication, consultancy, advertising, professional services, after -sales service, recruitment, training and tourism

Unit III Product support services -pricing of services -problems of quality -innovations in services

Unit IV Marketing of financial services -nature- types -marketing of insurance -mutual fund - marketing for non-profit firms.

Unit V CRM & Relationship Marketing -Customer Satisfaction

Book References

- 1 Christopher Lovelock, Services Marketing, 4th Ed, Pearson Education
- 2 EG Bateson, Managing Services Marketing -Text and Readings, Dryden Press, Hinsdale Ill
- 3 Philip Kotler and Paul N Bloom, Marketing Professional Services, Prentice Hall, New Jersey
- 4 Payne, The Essence of Services Marketing, New Delhi, Prentice Hall
- 5 Helen Wood Ruffe, Services Marketing, Macmillan India, New Delhi
- 6 Mary Ann Pezzallo, Marketing Financial Services, Macmillan

Web references

www.managementstudyguide.com
www.tutor2u.net
www.learnmarketing.net

Extra-Disciplinary Paper I - Total Quality Management

Objective: To provide expert knowledge in the emerging Total Management techniques and to build conceptual clarity and skill of concept applications

UNIT I Introduction to Quality Control - Quality and Cost Considerations - Statistics and its Applications in Quality Control

UNIT II Sampling Inspection in Engineering Manufacture- Statistical Quality Control by the Use of Control Charts- Methods of Inspection and Quality Appraisal - Reliability Engineering - Value Engineering and Value Analysis

UNIT III Theory of Sampling Inspection - Standard Tolerancing - ABC Analysis - Defect Diagnosis and Prevention

UNIT IV Quality Improvement: Recent Technique for Quality Improvement - Zero Defect - Quality Motivation Techniques - Quality Management System and Total Quality Control

UNIT V Selection of ISO Model and Implementation of ISO 9000 - Human Resource Development and Quality Circles - Environmental Management System and Total Quality Control

Book References

1. Srinivasa Gupta and Valarmathy, Vijay Nicole Imprints
2. Dahlgard Jens J., Kristensen K., Kanji Gopal K, "Fundamentals Of Total Quality Management", Bross Chapman & Hall, London
3. George, Stephen and Weimerskirch, Arnold, "Total Quality Management - Strategies and Techniques Proven", Mohit Publications
4. Hakes, Chris (editor), "Total Quality Management: The Key to Business Success", NY: Chapman and Hall
5. Fox, Roy, "Making Quality Happen. Six Steps to Total Quality Management", McGraw-Hill

6. Jain, "Quality Control And Total Quality Management", Tata McGraw Hill
7. Lal H, "Total Quality Management: A Practical Approach", New Age International Private Ltd
8. Rao, Ashok, "Total Quality Management: A Cross Functional Perspective", Wiley & Sons

Web References

www.managementhelp.org
www.tqmschool.com
www.bpir.com

THIRD SEMESTER **Research Methodology**

Objective: To provide knowledge on research methods, techniques and the process and to develop skills in the application of research methods for business problem solving

Unit I Research -Meaning and purpose -types of research -Pure and applied, survey, case study experimental, exploratory -Research Design -Steps in selection and formulation of research problem - steps in research -review of literature

Unit II Formulation of Hypothesis- Types, sources -Testing -sampling techniques- sampling error and sample size

Unit III Methods of data collection -Primary and secondary data -observation -interview - questionnaire -construction of tools for data collection -testing validity and reliability -pilot study and pre-testing

Unit IV Processing and analysis of data -editing -coding -transcription- tabulation -outline of statistical analysis -descriptive statistics -elements of processing through computers -packages for analysis

Unit V Report writing -target audience -types of reports -contents of reports - styles and conventions in reporting -steps in drafting a report

Book References

- 1 William C Emory, Business Research Methods, Richard D Irwin, NJ
- 2 Donald R Cooper, Business Research Methods 7th Ed, McGraw Hill
- 3 Krishnaswami OR, Methodology of Research for Social Science, Himalaya, Mumbai
- 4 Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern

Web references

www.tutorsindia.com
www.springer.com
www.authorstream.com
www.socialpsychology.org

Knowledge Management

Objective: To provide knowledge on understanding managing human resources in organization and to provide an exposure on the knowledge management tools

UNIT I Knowledge Economy – Technology and Knowledge Management – Knowledge Management Matrix – Knowledge Management Strategy – Prioritizing knowledge strategies – knowledge as a strategic asset

UNIT Knowledge Attributes – Fundamentals of knowledge formation – Tacit and Explicit knowledge – Knowledge sourcing, abstraction, conversion and diffusion

UNIT III Knowledge Management and organizational learning, architecture – important considerations – collection and codification of knowledge – Repositories, structure and life cycle – Knowledge Management infrastructure – Knowledge Management applications – Collaborative platforms

UNIT IV Developing and sustaining knowledge culture – Knowledge culture enablers – implementing knowledge culture enhancement programs – Communities of practice – Developing organizational memory

UNIT V Knowledge Management tools, techniques – Knowledge Management and measurements – Knowledge audit – Knowledge careers – Practical implementation of Knowledge management systems – Case studies

Book Reference

1. Joseph M. Firestone and Mark W. McElroy, Butterworth – Hienemann, Key issues in the New Knowledge Management, KMCI Press
2. Daryl Morey & others Knowledge Management – Classic and contemporary works (Edited) Universities Press India Limited
3. Shelda Debowski, Knowledge Management, , John Wiley & Sons
4. Sudhir Warier, Knowledge Management, Vikas Publishing House Private Limited
5. Stewart Barnes Knowledge Management System Theory and practice (Edited) Thomson Learning
6. Hol Sapple Springer C W, Handbook on knowledge management (Edited)

Web References

www.knowledge-management-online.com
www.systems-thinking.org
www.kmworld.com
www.knowledge-management-tools.net

Fundamentals of Information Technology

Objective: To offer basic skills in computer applications and to develop working knowledge on business related software

Unit I Introduction to Computer -Classification of Digital Computer System- Computer Architecture - Number -Compliments -Logic Gates -Truth Table -Boolean Algebra -Table Simplification of Boolean Function

Unit II Introduction to Computer Software -'C', DBMS, RDBMS -Implementing Number Sorting, Matrix Addition, Multiplication, Palindrome Checking, Searching an Element an Array

Unit III MS- WORD -Creating Word Document -Editing Text -Adding and Formatting Numbers - Symbols -.Getting into Print -MS-EXCEL -Creating Tables Using EXCEL -Using Tables and Creating Graphs -MS-ACCESS -Planning and Creating Tables -forms -Modifying Tables -Creating relational Database- Form Design- Reports -MS-POWERPOINT -Preparing Power Point Presentation for Marketing Products such as CREDIT CARD, Newly Introduced Cosmetic item etc.,

Unit IV Introduction to Internet -Resources of Internet -Hardware and Software Requirement of Internet -Internet Service Providers -Creating an E-Mail Account-Sending and Receiving Messages with Attachments to our friends account -Multimedia and its Applications

Unit V Application software -Accounting packages- Statistical packages -Preparation of financial statements and statistical analysis

Note: The practical examination will be conducted by an internal examiner and an external examiner jointly.

The theory paper (3 hours and, 75 marks) will be scaled to 60 marks. The practical paper (3 hours and 100 marks) will be scaled to 40 marks. The candidate has to secure 50% in each of the practical and theory papers to secure a pass. Failure to secure the minimum either in the theory or the practical will entail the reappearance only in that paper. Twenty marks out of hundred for the practical paper is reserved for the record.

Book References

1 James A. Senn, Information Technology in Business Principles; Practices and opportunities, International Edition, Prentice Hall

2 Corey Sandler, Tom Badget, Jan Wein Garten, Ms-Office for Windows

3 Alexis Leon & Mathew Leon, Fundamental of information Technology, Vikas Publishing Home Pvt.,Ltd

Web references

www.gurukpo.com/admin/bookpdf/66.pdf

www.springer.com

www.emeraldinsight.com

FUNDAMENTALS OF INFORMATION TECHNOLOGY LIST OF PRACTICAL EXPERIMENTS

- Creating Mail merged documents in MS WORD for example, Interview call letters
- Typing tables in Ms Word, for example schedule of debtors
- Creating a Cash budget in MS-EXCEL
- Draw a break even analysis graph in EXCEL
- Draw a graph to compare prices across year of multiple products
- Calculate the NPV of projects using EXCEL
- Computing regression and estimating the dependent variable using EXCEL
- Preparing Flexible budget using EXCEL
- Creating a file debtors and a file of Invoices along with the debtors details (relationship)
- Creating forms of data entry and data editing for a given data file (Include validation)

- Using the query generator to extract data
- Creating a Power Point presentation to promote a product.
- Creating a PP Slide show with clip art and image files
- Spelling checking, formatting and printing in WORD
- Update files in MS-Access
- Use reports to generate summaries in Ms-Access
- Use PP Facilities to create and automate slide show (including transition)
- Computing variance analysis using EXCEL
- Using data from Ms-Access to mail, merge a document in MS-WORD
- Drawing various types of graphs in EXCEL
- Preparation of Ledger Accounts through Tally
- Preparation of Trial balance though Tally
- Computation of Means and Standard deviation through SPSS package
- Computing Correlation and Regression through SPSS Package
- Preparation of Charts and Diagrams through SPSS Package

Web references

www.gurukpo.com/admin/bookpdf/66.pdf

www.springer.com

www.emeraldinsight.com

Extra-disciplinary Paper II - Business Ethics, Corporate Governance & Social Responsibility

Objective: To develop an understanding among students on ethical issues in business and good governance practices and to impart skills of analysis and capability of making business decisions

UNIT I Concept of ethics - sources -- values - codes of conduct - what is an ethical issue? - Ethical theory and its applications to business/morality and ethical theory – Ethical management - love and reverence in work and life - strengthening personal and organizational integrity - the spiritual core of leadership

UNIT II Advertising and information disclosures - environmental responsibility - ethics and ecology - employee rights - conflict of interests - work ethics - professional ethics and responsibility

UNIT III Corporate Social Responsibility (CSR) - meaning - promoting corporate responsiveness - managing socially responsible business

UNIT IV Corporate Governance – Meaning and scope — Origin- Practices –Shareholders Vs. Stakeholders approach –Board mechanism, Role and duties of the directors-Chairman-Governance committees

UNIT V Codes of governance –Birla committee

report **Book References**

1. A M A, “Corporate Governance And Business Ethics”, Excel Books
2. Cannon Tom, “Corporate responsibility. A textbook on business ethics, governance, environment: role and responsibilities”, Pitman, London
3. Hoffman, W. Michael, et, “Corporate Governance and Institutionalizing Ethics”, Lexington Books

4. Sutton, Brenda, editor, "The Legitimate Corporation; Essential Readings in Business Ethics & Corporate Governance", Blackwell Publishers
5. Manual Vela Squez, "Business Ethics Concepts and Cases", Prentice Hall, New Jersey
6. Kenneth Blanchard and Norman Vincent Peale, "The Power of Ethical Management", New York, William Morrow & Co.,
7. Sekhar R C, "Ethical Choices in Business", Response Books
8. Kendall, Nigel, "Corporate Governance", London, Financial Times Pitman Publishing

Web References

www.business-ethics.com
www.cgi.com
www.businessethics.ca
www.societyforbusinessethics.org
e-businessethics.com

FOURTH SEMESTER **Management Information Systems**

Objective: To offer in depth knowledge on information systems in business and their management

Unit I Management Information System – Concept, Need, Strategic role – Evolution of Management Information System – Components of Management Information System – Information flow

Unit II Data base management systems – Objectives and Components – Database design – Creation and control – Recent trends in database

Unit III Developing information system – Planning, Designing and redesigning – Approaches for system development – System analysis and Design – system Implementation and Maintenance

Unit IV Transaction processing and Support system – Transaction processing system – Office automation systems – Decision support systems – Executive information systems – Artificial intelligence and Expert systems

Unit V Functional Information systems – Production, Finance, Human resource and Marketing – Managing information resources – Information Security – Control & Audit of Information Systems

Book References

1. Azam M, **Management Information Systems, Vijay Nicole Imprints**
2. James A O' Brain, Management Information Systems', Tata Mc Graw Hill
3. King R William, 'Management Information Systems'
4. Davis, 'Management Information Systems', Mc Graw Hill
5. Wetherbe, Turban, 'Information Technology for Management', John Willey publisher
6. Prasad L M, Usha Prasad, 'Management Information Systems', Sultan chand & Sons
7. Goyal D P, 'Management Information Systems – Managerial Perspectives', Mac Millan India Ltd
8. Sadagopan S, 'Management Information System', Prentice Hall
9. Eff Oz, 'Management Information Systems', Vikas Publishing house Pvt. Ltd
10. Muneesh Kumar, 'Business Information Systems', Vikas Publishing house Pvt. Ltd
11. Kenneth C. Loudan & Jane P. Loudan, "Essentials of MIS", Prentice Hall India

Web references

www.dbatra.com
www.itworld.com
www.icisa.cag.gov.in

APPENDIX-8(R) **UNIVERSITY OF MADRAS** **M.Com and M.Com Accounting and Finance Degree Programmes**

- I. That in the regulations relating to the M.Com and M. Com Accounting Finance degree programmes under Scheme of Examination be modified to read as follows:-

The nomenclature of the Core Paper XII – “Investment Analysis and Portfolio Theory” in IV Semester be changed as “Security Analysis and Portfolio Management (SAPM)”

- II. The above modification to take effect from the academic year 2018-2019 onwards i.e. for the batch of candidates admitted to the course from the academic year 2017-2018 and thereafter.

APPENDIX-8(S) **UNIVERSITY OF MADRAS** **M.Com and M.Com Accounting and Finance Degree Programmes** **SYLLABUS** **(With effect from 2018-2019)**

Core Paper XII: Security Analysis and Portfolio Management(SAPM)

Objectives:

- a. To impart knowledge on the basics of security analysis**
- b. To develop the skills required to make portfolio decision making**

UNIT I Investment: overview – meaning, economic investment, financial investment, investment practice, features of investment, Savings Vs Investment, Factors and constraints of investment, Investment objectives, rules of stock investment, and sources of investment information. Financial securities: meaning, features of financial instruments, types of financial instruments, equity shares, non-voting equity shares, convertible cumulative preference shares, company fixed deposits, warrants, global debt instruments, importance and drawbacks of bonds and debentures.

UNIT II Risk and Return: Certainty, uncertainty, risk, types and sources of risk – Return: measurement of return, risk-return relationship, historical return, historical risk, expected rate of return and expected risk. **Time value of money:** Meaning, objectives, importance, TVM as a losing proposition, TVM as a gaining proposition, time preference for money, dimensions of time preference for money, discounting and compounding techniques – solving problems on time value of money – effective rate of interest – implicit rate of interest true rate of interest – doubling period. Time value of money and resource allocation: borrowing – lending – types of investment – market interest rates and prices – shifting resources across time – computing present value and future value – real asset investing – NPV – IRR – Calculating spot rates with forward rate – interest rate futures – bond duration

UNIT III Valuation of financial securities: financial security, valuation, types of valuation, valuation of bonds, preferred stock and equity share – Derivatives and stock index futures: meaning of derivatives, factors of growth, function and limitations of derivatives market, categories of

derivatives, FRA, benefits of derivatives, stock index futures. Fundamental analysis: meaning, features, analytical framework – global economic analysis, national economic analysis, national industry analysis and company analysis. Technical analysis: meaning, mechanism, importance and criticism techniques – arguments in favour and against technical analysis – charting techniques – types of charts

UNIT IV Portfolio Management: portfolio – meaning – types of portfolio – portfolio management: meaning, need, types and importance – portfolio management Vs wealth management – portfolio manager – meaning, types, functions, strategies, registration, capital adequacy – SEBI regulations – general obligations and responsibilities – portfolio management framework – portfolio performance. **Portfolio theory:** portfolio analysis, portfolio theory, objectives, Markowitz portfolio analysis, Indifference curve analysis, Random Walk Theory’

UNIT V Efficient Market Hypothesis: statement – assumptions – three levels – the Elliott Wave principle – Efficient Portfolio – Efficient frontier – CAPM and APM: meaning, risk-free and risky securities – risk averse investor, objectives, assumptions, validity, components and criticism of CAPM – Capital market line – risk –return trade-off theory – determining market risk-return trade-off – components of risk-return trade-off, value additivity and CAPM – slope of CML – security market line – implications and limitations – Average Pricing Model – arbitrage - CAPM Vs APM – Portfolio return and risk: portfolio theory – diversification – Sharpe index model portfolio selection model – Sharpe optimal portfolio – alternative investment: meaning, features, alternative investment assets – wealth management – an overview
(Theory 60 % and Problems 40 %)

Suggested readings

1. **Gurusamy S**, Security Analysis and Portfolio Management, Vijay Nicole Imprints Ltd, 2017
2. Barua S K V Raghunathan and J R Verma, Portfolio Management, Tata McGraw-Hill 1992
3. Francis J C, Investment Analysis and Management, McGraw-Hill, 1992
4. Russell J Fuller and J L Farrell Jr, Modern Investment and Security Analysis, , McGraw-Hill Book Company, 1995
5. Donald E Fisher and Ronald J Jordon, Security Analysis and Portfolio Management, Pearson, 1995
6. Graham, Benjamin and David L Dodd, Security Analysis, McGraw-Hill, 1987
7. Elton Edwin J and M J Gruber, Modern Portfolio Theory and Investment Analysis, John Wiley and Sons, 1998
8. Sunil Parameshwaran, Interest Rates and Time Value of Money, Tata McGraw Hill, 2013
9. Krishna G Palepu, Paul M Healy, Business Analysis & Valuation, Thomson Learning Inc, 2008
10. Patwari D C, Options and Futures, Jaico Publishing House Mumbai, 2010
11. Kevin S, Security Analysis and Portfolio Management, Prentice Hall of India, 2011

Online Resources

1. www.bloomberg.com
2. www.wallstreetjournal.com
3. www.sebi.gov.in
4. www.studyfinance.com
5. www.researchgate.net
6. www.omneycontrol.com

Merchant Banking and Financial Services

Objective: To provide conceptual understanding and in depth knowledge of merchant banking services concerning financial markets in India and to provide knowledge of financial services

UNIT I Merchant Banking – merchant bankers – corporate counseling – project counseling – pre-investment studies – capital restructuring services – credit syndication – issue management – portfolio management – working capital finance – mergers and acquisition – foreign currency financing – brokering fixed deposits – project appraisal – merchant banking – regulatory framework – SEBI guidelines

UNIT II Public issue management – functions – categories of securities issue – issue manager – role of issue manager – activities involved in issue management – marketing of new issue – pure prospectus method – offer for sale method – private placement method – IPO method – rights issue method – bonus issue method – book-building – ESOP – OTCEI – Credit Syndication Services

UNIT III Post-issue activities – major activities – steps – factors in public issue proposal – pricing of issues – law relating to issue management – SEBI regulations – Prospectus – information – abridged prospectus – misstatement in prospectus – golden rule – types of prospectus – red-herring prospectus – shelf prospectus – M & A services – Portfolio Management Services

UNIT IV Underwriting – meaning – types – mechanism – benefits and functions – Indian Scenario – underwriting agencies – underwriter – underwriting agreement – SEBI guidelines – Bought-out deals – grey market – capital market instruments – types – preference shares – equity shares – CCPS – company deposits – warrants – debentures and bonds – SEBI guidelines – global debt instruments – indexed bonds – floating rate Bonds – ECBs

UNIT V Depository receipts – meaning and mechanism – benefits – steps in issue of GDR – IDR – Stock exchange – history – functions – Indian stock exchanges – SEBI regulations – mechanics of settlement – margin trading – stock trading system -0 dealer trading system – NSMS – ISE – INDONEXT – NSE – Financial Services – leasing – hire-purchase finance – bill financing – factoring – consumer finance – real estate financing – credit cards – credit rating venture capital

Book References

1. Gurusamy S, Merchant Banking and Financial Services, Vijay Nicole and Tata McGraw Hill, , 4th Edition, 2012, New Delhi
2. Khan M Y, "Financial Services", Tata McGraw Hill
3. Sri Ram, "Handbook of Leasing & Hire purchases", ICFAI Hyderabad
4. Stewart, Simon (University Of Adelaide), "Financial Services & Their Regulation"
5. Rose, Peter S., And Fraser, Donald R. "Financial Institutions: Understanding and Managing Financial Services", Tex Business Publications
6. Kinsella, Ray, "New Issues in Financial Services", Powell's Books
7. Anderton, Brian, Ed, "Current Issues in Financial Services", Macmillan

Web References

www.rbi.org.in
www.sebi.gov.in
www.nse-india.com

Project plus Via-voce

Core Papers in lieu of Electives

Financial Derivatives

Objective: To impart conceptual knowledge on financial derivatives and to provide knowledge on accounting for derivatives

UNIT I Financial derivatives – an introduction; Futures market and contracting; Forward market – pricing and trading mechanism; Futures pricing – theories and characteristics

UNIT II Financial derivatives market in India; Regulation of financial derivatives in India

UNIT III Hedging strategy using futures; Stock index futures; Short-term interest rate futures; Long-term interest rate futures; Foreign currency futures; Foreign currency forwards

UNIT IV Options basics; Option pricing models; trading with options; Hedging with options; currency options; Financial Swaps and Options; Swap markets

UNIT V Accounting treatment of derivative transactions; Management of derivatives exposure; Advanced financial derivatives; Credit derivatives

Book References

1. Vohra N D and B.R.Bagri, 'Futures and Options' – II Edition; Tata McGraw Hill Ltd
2. Gupta S L, Financial derivatives, theory, concepts and problems, Prentice Hall India
3. John Hull, Options, Futures and other Derivatives, Prentice Hall India

Web References

www.internationalfinancemanagement.com
www.onlinelibrary.wiley.com
www.emeraldinsight.com

UNIT I Introduction :The Income Tax Act 1961 - Basic concepts : Agricultural income - Assessee-Assessment year - Average rate of tax – Exempted income of a person - gross total income - Previous year - Charge of income Tax; Capital and Revenue : Receipts capital or revenue expenditure subsidy residence and Incidence of Tax: Residence Determination of the Residential status Incidence of Tax , Tax Free Incomes

UNIT II Head of Income: Computation of Income from salaries, Income from house property, Profits and gains of business or profession, Capital gains and income from other sources

UNIT III Clubbing of Income Transfers Income of individual to include income of spouse etc. Liability of person in respect of income included in the income of another person aggregation of income set off losses; Early forward and set of losses Deductions from gross total income and rebate of Tax

UNIT IV Assessment: Assessment of individuals Hindu/undivided families partnership firms and companies

UNIT V Tax Administration: Income tax authorities Procedure for assessment Deduction of tax at source: salaries, interest on securities. Dividends, winnings from lottery or cross word puzzles, winnings from horse races - Insurance commission Penalties imposable and prosecution

Book References

1. Hariharan N, Income Tax Law and Practice, Vijay Nicole Imprints
2. Bhagawath Prasad Direct Taxes Law and Practice
3. DinakarPagre - Direct Taxes
4. Singharia V K Direct Taxes Law & Practice
5. Bhattacharya S Indian income Tax Law & Practice

Web References

www.incometaxindia.gov.in
www.taxsmile.com
www.law.incometaxindia.gov.in
www.taxmanagementindia.com

Accounting for Decision Making

Objective: To apply advanced managerial accounting concepts in order to make more informed and more effective decisions in simulated and actual business situations, to develop management accounting information systems that will play an important role in the overall success of an organization and to analyze and to apply Modern cost analysis techniques to control and to reduce the cost to enhance the value

UNIT I Cost Volume Profit analysis and Decision Making – Pricing Decision under special circumstance – Make or Buy – Shutdown or continue – Export Vs Local Sale – Expand or contract decisions – Product Mix – Price Mix decisions

UNIT II Cost concepts in Decision Making – Incremental costing – Differential costing in managerial Decision making

UNIT III Capital Investment Decision – Payback and discounted payback – Net present value and taxation – Internal Rate of Return – Accounting Rate of Return – Post project evaluations

UNIT IV Transfer pricing – Introduction – Objectives of Transfer Pricing – Methods of Transfer pricing – Transfer Pricing and Performance Measurement and Compensation Issues - Conflict between division and Company – Congruence

UNIT V Activity based approaches to Cost and Management Analysis – Activity Based Costing – Activity Based Management – Target costing – Cost ascertainment and pricing using Target Costing

Book References

1. Charler Brandon, Managerial Accounting, TMH, New Delhi
2. Ray H.Garrison, Managerial Accounting, TMH, New Delhi
3. Ravi M.Kishore, Advanced Management Accounting, Taxman, Publications, New Delhi
4. Advanced Management accounting – Study Material – Institute of Chartered Accountants
5. Horngren, Foster, Datar & Gowing. *Cost Accounting: A Managerial Emphasis*. 5th Cdn edition. Pearson

Web References

www.accountingcoach.com
www.accountingstudyguide.com
www.cimaglobal.com
www.futureaccountant.com

Indirect Taxes

Objective: To provide distinction between Direct Tax and Indirect Tax and also related incidence of tax rules for indirect tax and to provide understanding on the concept central excise and Service under the emerging increase importance of service sector

UNIT I Basics: Tax Vs Duty; Direct Tax Vs Indirect Tax – Powers of Union/States – Varieties of Indirect Taxes – Movement towards GST

UNIT II Central Excise: Factors for Levy of Excise Duty – Goods, Excisable Goods, Manufacture, India – First principles of valuation of goods – Types of Excise Duty – Procedure for assessment and payment of Excise Duty – Philosophy of Cenvat – Registration

UNIT III Service Tax: Genesis – First Principles of Taxable Service, Negative list, Exemption list, Taxable area, non-taxable area, point of taxation and valuation - Procedure for assessment and payment of Service Tax – Philosophy of Cenvat – Registration

UNIT IV Factors for levy of Customs Duty – First principles of valuation – Procedure for assessment and payment of Customs Duty – Types of Customs Duty – Warehousing – Drawback

UNIT V Value Added Tax: Salient features of VAT – Sales, Not Sales and Deemed Sales – Goods and Not Goods – Procedure for assessment and payment of VAT – Composition Scheme – Philosophy of Input Tax Credit – Registrations – Glimpses of CST

Note: 80% Theory and 20% simple problems only from “Customs and Excise”

Book References

1. Datey, Indirect Taxes, Taxman Publication
2. Reddy T S and & Hariprasad Y Reddy, Business Taxation, Margham Publications
3. Govindan N S, Indirect Taxes made easy, Seethraman & Co
4. Finance Act, 1994
5. Central Excise Act, 1944
6. Customs Act, 1962
7. CST Act, 1956
8. TNVAT Act, 2006

Web References

www.legalserviceindia.com
www.indiacorporateadvisor.com
www.tnvat.gov.in
www.cbec.gov.in
www.aces.gov.in

Computerized Accounting

Objective: To develop the skills of students to prepare accounting statements using accounting software

Unit I Introduction – features – basic concept of Computerized accounting and Inventory system – accounts organisation & types of accounts – accounts statements – purchases & sales – credit & debit – transaction, invoice, voucher, order, cost & stock – income & expenses – inventory control

Unit II Masters – creation of Accounts Master – Ledger – cost – group – Budgets – Voucher & Inventory – creation of Inventory Master – Stock Item – Group & Unit measurement - Transactions – Accounts vouchers entry – contra – receipt – payment – journal – debit & credit notes – sales, purchase option and post-date vouchers. Inventory voucher entry – types – delivery challan – Goods Receipt Note, Sales & Purchase returns – Invoice – Stock Transfer – Bill of Material Physical Stock Voucher

Unit III Reports – Accounting Report – Trial Balance – Profit & Loss account – Balance Sheet & Stock Statement – Account Books – Cash & Bank Books – Ledger summaries – Bills Receivable & Payable Statements

Unit IV Inventory Report – Stock Summaries – Group Summaries – Order Books & Summary – Order status – Sales Order Summary - Purchase Order Summary – Printing – Reports on Printer – Reports to File

Unit V Statutory Reports – VAT – TDS – Service Tax – CST – Budgeting

Note: The practical examination will be conducted by an internal examiner and an external examiner jointly. The Theory paper (3 hours & 100 marks) will be scaled to 60 marks. The practical paper (3 hours & 100 marks) will be scaled to 40 marks. The candidate has to secure 50% in each of the Practical & Theory papers to secure a pass. Failure to secure the minimum either in the Theory or in

the Practical will entitle the reappearance only in that paper. 20 marks out of 100 for the practical paper is reserved for the record.

Book References

1. Nidhani , Implementing Tally
2. Namrata Agarwal, “ Financial Accounting using Tally”, Dream tech Publishers, New Delhi, 2003

Web references

www.charteredaccountants.com.au
www.computerizedaccount.tripod.com
www.academyoflearning.com

<http://experts.tallysolutions.com/tallyweb/modules/operation/extranet/CXERPDownloadViewMgr.php>

Group B Electives – Human Resource Management

Strategic Human Resource Management and Development

Objective: To provide knowledge on understanding managing human resources in the organizations, and to offer exposure on human resources practices in organizations

UNIT I Meaning- Strategic framework for HRM and HRD –Vision, Mission and Value-Importance – Challenges to organisations –HRD functions –Roles of HRD professionals –HRD needs assessment – HRD practices –Measures of HRD performance – Links to HR, Strategy and business goals –HRD program implementation and evaluation – Recent trends –strategic capability, bench marking and HRD audit

UNIT II E - Employee profile – E- selection and recruitment – Virtual learning and orientation – E-training and development – E- performance management and compensation design –Development and implementation of HRIS- Designing HR portals –Issues in employee privacy –Employee surveys online

UNIT III Domestic Vs International HRM – Cultural dynamics – Culture assessment - Cross cultural education and training programs – Leadership and strategic HR issues in international assignments – Current challenges in outsourcing, cross border M and A-Repatriation etc. – Building multicultural organizations- international compensation

UNIT IV Career concepts – Roles – Career stages – Career planning and process – Career development models- Career motivation and enrichment – Managing career plateaus –Designing effective career development systems- Competencies and career management- Competency mapping models- Equity and competency based compensation

UNIT V Need for coaching – Role of HR in coaching – Coaching and performance- Skills for effective coaching – Coaching effectiveness – Need for counselling – Role of HR in counseling – Components of counseling programs –Counseling effectiveness –Employee health and welfare programs – Work stress- Sources – Consequences – Stress management techniques – Eastern and Western practices- Self management and Emotional intelligence

Book References

1. Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, southwestern
2. Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore
3. Robert L.Mathis and John H.Jackson, 'Human Resource Management', Thomson Southwestern, Singapore
4. Rosemary Harrison, 'Employee Development' –University Press, India Ltd, New Delhi
5. Srinivas Kandula, 'Human Resource management in Practice', Prentice Hall of India, 2005, New Delhi

Web References

www.springer.com
www.emeraldinsight.com
www.tatamcgrawhill.com
www.onlinelibrary.wiley.com

Industrial Relations and Labour Welfare

Objective: To offer knowledge on managing industrial relations and the processes, regulations and the authorities regarding industrial relations

UNIT I Concepts – Importance - Industrial Relations Problems in the Public Sector- Growth of Trade Unions- Codes of conduct

UNIT II Disputes – Impact – Causes – Strikes - Prevention – Industrial Peace –Government Machinery- Conciliation – Arbitration – Adjudication

UNIT III Concept –Objectives – Scope – Need- Voluntary Welfare Measures – Statutory Welfare Measures- Labour- Welfare Funds- Education and Training Schemes

UNIT IV Causes of Accidents – Prevention – Safety – Provisions – Industrial Health and Hygiene- Importance – Problems-Occupational Hazards- Diseases – Psychological problems- counseling- statutory provisions

UNIT V Child Labour – Female Labour- Contact Labour – Construction Labour –Agricultural labour – Disabled – Welfare of knowledge – Social Assistance – Social Security- Implications

Book References

1. Mamoria C.B. and Sathish Mamoria , 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi 1998
2. Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003
4. Srivastava, 'Industrial Relations and Labour laws', Vikas 4 th edition, 2000
5. Venkata Ratnam C S, 'Globalisation and Labour Management Relations', Response Books, 2001

Web References

www.springer.com
www.emeraldinsight.com
www.tatamcgrawhill.com
www.onlinelibrary.wiley.com

Change Management

Objective: To enable students to analyze strategic change and how change impacts managerial issues

UNIT I Nature, forces, types and models of organizational change - impact of change, transition management

UNIT II Progress and challenges in organizational change management - learning organization, role of politics

UNIT III Motivating and enabling change, managing complex major changes Effective change leader –Mapping change – the cultural web – cultural attributes to change – resistance to change

UNIT IV Mapping change – the cultural web – cultural attributes to change – resistance to change

UNIT IV Systems approach to change, intervention strategy model, total project management model

4. Dubin, Leadership,' Research Findings, Practices & skills', Biztantra
5. Mathis Jackson Human Resource Management', Thomson Southwestern

Web References

www.springer.com
 www.emeraldinsight.com
 www.tatamcgrawhill.com
 www.onlinelibrary.wiley.com

Human Resources Accounting and Audit

Objective: To impart knowledge on Human Resource Accounting and to expose students to Human resource practices in the corporate world

UNIT I HR as assets- Definition of Human Resource Accounting – Introduction to Human Resource Accounting – Human Resource accounting concepts, methods and applications – Human Resources accounting Vs other accounting

UNIT II Measuring human resource cost -investment in employees-Replacement costs – Determination of Human Resource value – Monetary and non-monetary measurement methods – Return on Investment approach

UNIT III Developing Human Resource Accounting systems – Implementation of Human Resource accounting – Integrated of accounting with other accounting systems – Recent advancements and future directions in Human Resource Accounting

UNIT IV Role of Human Resource audit in business environment - HR Audit objectives – Concepts – Components –Need- benefits – Importance – Methodology- Instruments –HRD scorecard – Effectiveness of as an instrument – Issues in HR audit – Focus of HRD audit. **UNIT V** HRD audit report –Concept –Purpose –Role of HR managers and auditors – Report Design-Preparation of report – Use of Human Resource audit report for business improvement – Case studies

Book References

1. Eric G. Flamholtz, 'Human Resource Accounting –Advances in Concepts, Methods and Applications", Third Edition
2. Pramanik.A.K(1993) M.C. Jain," Human Resource Accounting" Pointer publishers, Jaipur
3. Nigam, M.S.Nigam S (1993) Importance of Human Resource in Organization, Pointer publishers, Jaipur
4. Prakash J, Khanelwal M C, Jain SC (1993), Human Resource Accounting, Pointer publishers, Jaipur

Web References

www.springer.com
www.emeraldinsight.com
www.tatamcgrawhill.com
www.onlinelibrary.wiley.com

Group C Marketing Management Electives

CRM and Relationship Marketing

Objective: To impart knowledge on customer relationship management and to provide an overview on the various concepts relating to relationship marketing

UNIT I Customer Relationship Management - Measurement - Qualitative Measurement Methods - Quantitative Measurement Methods - Calculating Relationship Indices

UNIT II Customer Relationship Survey Design - Statistical Analysis of Customer Surveys - Using Customer Relationship Survey Results

UNIT III Relationships in Marketing - Relationship Concepts - Relationship Drivers - Lasting Relationships

UNIT IV Customer Partnerships – Internal Partnerships – Supplier Partnerships – External

Partnership **UNIT V** The Technological Revolution – Relationship Management – Changing Corporate

Cultures **Book References**

1. John Egan, "Relationship Marketing, Exploring Relational Strategies In Marketing", Prentice Hall
2. John Anton, "Customer Relationship Management", Prentice Hall
3. Jagdish N Sheth and Atul Parvatiyar, "Handbook of Relationship Marketing", Response Books
4. Anderson, "Customer Relationship management", Tata McGraw Hill
5. David Strutton; Lou E. Pelton; James R. Lumpkin, "Marketing Channels: A Relationship Management Approach", McGraw-Hill Higher Education
6. Zineldin, Mosad, "Strategic Relationship Management: A Multi-Dimensional Perspective: Towards a New Co-Operative Framework on Managing, Marketing and Organizing", Coronet Books Publishers
7. McKenna, Regis, "Relationship Marketing: Successful Strategies for the Age of the Customer", Addison-Wesley Longman
8. Christopher, Martin, "Relationship Marketing", Science & Technology Books

Web References

www.marketingpower.com
www.tutor2u.net
www.marketingprofs.com