



**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.

**5.0 Scheme of Instruction and Examination**

**5.1 Semester One**

Course Code	Course Title	Internal Credit	External Credit	Total Credit	Teaching 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>		

### Specialisation Electives

#### 5.1.1 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

#### 5.1.2 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

### 5.1.3 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

### 5.1.4 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

5.5 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.

**UNIVERSITY OF CALICUT**

**Master of Commerce (CBCSS)**

**Semester I**

**MCM1C01: BUSINESS ENVIRONMENT AND POLICY**

**80 Hours**

**Credit:4**

**Objectives:**

To familiarise students with the concepts of macro-economic in which a Business organization operates.  
To give an idea about the policies of the government and assess their impact on business.

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

**15 Hours**

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

**20 hours**

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

**15 hours**

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

**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.

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.

6. Gupta & Khanna, Quantitative Techniques for decision making, Prentice Hall of India.

7. Gupta SP, Statistical Methods, S. Chand & Sons.

## UNIVERSITY OF CALICUT

### Master of Commerce (CBCSS)

#### Semester I

#### MCM1C04: MANAGEMENT THEORY AND ORGANISATIONAL BEHAVIOR

**80 Hours**

**Credit:4**

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

**20 Hours**

**Module II:** Basic psychological process-Perception-Factors influencing perception - Attribution theory – Specific applications in organizations – Learning - Theories of learning – Using learning concepts for self-management – implications for performance and satisfaction – Remembering – Basic motivational concepts – Theories of motivation. 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.



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

### Journals

Chartered Accountant.

## UNIVERSITY OF CALICUT

### Master of Commerce (CBCSS)

#### Semester II

#### MCM2C07: ADVANCED STRATEGIC MANAGEMENT

**80 Hours**

**Credit:4**

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

**15 hours**

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

**15 hours**

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

**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**

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**

#### **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**