



# University of Madras

Chepauk, Chennai 600 005

[Est. 1857, State University, NAAC 'A' Grade, CGPA 3.32, NIRF 2019 Rank: 20]

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## Postgraduate Programme M.Com. (General)

### Curriculum and Syllabus (with effect from the Academic Year 2023-24)

June 2023

## Learning Outcome Based Curriculum Framework

Note: The Board of Studies is designed the syllabus for Master of Commerce (General) based on Learning Outcomes Based Curriculum Framework as prescribed by UGC

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## M.Com., GENERAL

### Programme Objectives:

The M.Com. Post Graduate Degree program encompasses advancements in the fields of finance, marketing, management, accounting, law, taxation, entrepreneurship, organisational behaviour, computer applications, research, etc., to equip students with indepth knowledge and skills required to cope with the dynamics of the constantly changing business environment and technological upgradations.

This program provides the framework to enhance the learner's acumen, logical and analytical thinking through mandatory internships and research projects which facilitates industry exposure, ensuring job readiness and confidence to become job providers.

<b>TANSICHE REGULATIONS ON LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR POSTGRADUATE EDUCATION</b>	
<b>Programme</b>	<b>M.COM GENERAL</b>
<b>Programme Code</b>	
<b>Duration</b>	<b>PG - Two Years</b>
<b>Programme Outcomes (Pos)</b>	<p><b>PO1: Problem Solving Skill</b> Apply knowledge of Management theories and Human Resource practices to solve business problems through research in Global context.</p> <p><b>PO2: Decision Making Skill</b> Foster analytical and critical thinking abilities for data-based decision-making.</p> <p><b>PO3: Ethical Value</b> Ability to incorporate quality, ethical and legal value-based perspectives to all organizational activities.</p> <p><b>PO4: Communication Skill</b> Ability to develop communication, managerial and interpersonal skills.</p> <p><b>PO5: Individual and Team Leadership Skill</b> Capability to lead themselves and the team to achieve organizational goals.</p> <p><b>PO6: Employability Skill</b> Inculcate contemporary business practices to enhance employability</p>

	<p>skills in the competitive environment.</p> <p><b>PO7: Entrepreneurial Skill</b></p> <p>Equip with skills and competencies to become an entrepreneur.</p> <p><b>PO8: Contribution to Society</b></p> <p>Succeed in career endeavors and contribute significantly to society.</p> <p><b>PO 9 Multicultural competence</b></p> <p>Possess knowledge of the values and beliefs of multiple cultures and a global perspective.</p> <p><b>PO 10: Moral and ethical awareness/reasoning</b></p> <p>Ability to embrace moral/ethical values in conducting one’s life.</p>
<p><b>Programme Specific Outcomes (PSOs)</b></p>	<p><b>PSO1 – Placement</b></p> <p>To prepare the students who will demonstrate respectful engagement with others’ ideas, behaviors, beliefs and apply diverse frames of reference to decisions and actions.</p> <p><b>PSO 2 - Entrepreneur</b></p> <p>To create effective entrepreneurs by enhancing their critical thinking, problem solving, decision making and leadership skill that will facilitate startups and high potential organizations.</p> <p><b>PSO3 – Research and Development</b></p> <p>Design and implement HR systems and practices grounded in research that comply with employment laws, leading the organization towards growth and development.</p> <p><b>PSO4 – Contribution to Business World</b></p> <p>To produce employable, ethical and innovative professionals to sustain in the dynamic business world.</p> <p><b>PSO 5 – Contribution to the Society</b></p> <p>To contribute to the development of the society by collaborating with stakeholders for mutual benefit.</p>

<b>METHODS OF EVALUATION</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	<b>25 Marks</b>
	Assignments / Snap Test / Quiz	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	<b>75 Marks</b>
<b>Total</b>		<b>100 Marks</b>
<b>METHODS OF ASSESSMENT</b>		
<b>Remembering (K1)</b>	<ul style="list-style-type: none"> <li>• The lowest level of questions require students to recall information from the course content</li> <li>• Knowledge questions usually require students to identify information in the textbook.</li> </ul>	
<b>Understanding (K2)</b>	<ul style="list-style-type: none"> <li>• Understanding of facts and ideas by comprehending organizing, comparing, translating, interpolating and interpreting in their own words.</li> <li>• The questions go beyond simple recall and require students to combine data together</li> </ul>	
<b>Application (K3)</b>	<ul style="list-style-type: none"> <li>• Students have to solve problems by using / applying a concept learned in the classroom.</li> <li>• Students must use their knowledge to determine an exact response.</li> </ul>	
<b>Analyze (K4)</b>	<ul style="list-style-type: none"> <li>• Analyzing the question is one that asks the students to break down something into its component parts.</li> <li>• Analyzing requires students to identify reasons causes or motives and reach conclusions or generalizations.</li> </ul>	
<b>Evaluate (K5)</b>	<ul style="list-style-type: none"> <li>• Evaluation requires an individual to make judgment on something.</li> <li>• Questions to be asked to judge the value of an idea, a character, a work of art, or a solution to a problem.</li> <li>• Students are engaged in decision-making and problem – solving.</li> <li>• Evaluation questions do not have single right answers.</li> </ul>	
<b>Create (K6)</b>	<ul style="list-style-type: none"> <li>• The questions of this category challenge students to get engaged in creative and original thinking.</li> <li>• Developing original ideas and problem solving skills</li> </ul>	

**PROGRAMME OUTCOMES (PO) - PROGRAMME SPECIFIC  
OUTCOMES (PSO) MAPPING**

<b>PROGRAMME SPECIFIC OUTCOMES (PSO)</b>					
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>PSO1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>PSO2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>PSO3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>PSO4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>PSO5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Level of Correlation between PO's and PSO's**

*(Suggested by UGC as per Six Sigma Tool – Cause and Effect Matrix)*

Assign the value

**1 – Low**

**2 – Medium**

**3 – High**

**0 – No Correlation**

## Credit Distribution for PG Programme in Commerce

### M.Com. (General)

#### First Year

#### Semester I

Course	Credit	Hours per Week
413C1A: Core I - Business Finance	4	6
413C1B: Core II - Digital Marketing	4	6
413C1C: Core III - Banking and Insurance	4	6
Elective I – 413E1A: Security Analysis and Portfolio Management (or) 413E1B: Operations Research	4	6
Elective II 413E1C: Labour Laws (or) 413E1D: Strategic Human Resource Management	4	6
Total	20	30

#### Semester II

Course	Credit	Hours per Week
413C2A: Core IV - Strategic Cost Management	5	6
413C2B: Core V - Corporate Accounting	5	6
413C2C: Core VI - Setting up of Business Entities	4	6
Elective III 413E2A: Business Ethics and Corporate Sustainability (or) 413E2B: Audit and Due Diligence	3	4
Elective IV 413E2C: Rural and Agricultural Marketing (or) 413E2D: Logistics and Supply Chain Management	3	4
413S2A: SEC-I - Advertising and Media Management	2	4
Internship/Industrial Activity (Credits)	-	-
Total	22	30

**Second Year****Semester III**

<b>Course</b>	<b>Credit</b>	<b>Hours per Week</b>
513C3A: Core VII - Tax Planning and Management	5	6
513C3B: Core VIII - Research Methodology	5	6
513C3C: Core IX - Advanced Cost and Management Accounting	5	6
513C3D: Core X - Computer Applications in Business	4	6
Elective V 513E3A: Strategic Management (or) 513E3B: International Financial Management	3	3
513S3A: SEC-II - Stock Market Operations	2	3
513S3B: Internship/Industrial Activity (Credits)	2	-
<b>Total</b>	<b>26</b>	<b>30</b>

**Semester IV**

<b>Course</b>	<b>Credit</b>	<b>Hours per Week</b>
513C4A: Core XI - Corporate and Economic Laws	5	6
513C4B: Core XII - Human Resource Analytics	5	6
513C4C: Project with Viva	7	10
Elective VI 513E4A: Organisational Behaviour (or) 513E4B: Insolvency Law and Practice	3	4
513S4A: Skill Enhancement/Professional Competency Consumer Behaviour	2	4
513V4A: Extension Activity	1	-
<b>Total</b>	<b>23</b>	<b>30</b>
<b>Total (Semester I to IV) credits</b>	<b>91</b>	



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**First Year Core –I**

**Semester I**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413C1A	BUSINESS FINANCE		6	-	-	-	4	6	25	75	100

Learning Objectives	
1	To outline the fundamental concepts in finance
2	To estimate and evaluate risk in investment proposals
3	To evaluate leasing as a source of finance and determine the sources of startup financing
4	To examine cash and inventory management techniques
5	To appraise capital budgeting techniques for MNCs

**Course Units**

**UNIT I (18 hrs)**

**Introduction to Business Finance and Time vale of money**

Business Finance: Meaning, Objectives, Scope -Time Value of money: Meaning, Causes – Compounding – Discounting – Sinking Fund Deposit Factor – Capital Recovery Factor – Multiple Compounding– Effective rate of interest – Doubling period (Rule of 69 and Rule of 72) – Practical problems.

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**UNIT II (18 hrs)**

**Risk Management**

Risk and Uncertainty: Meaning – Sources of Risk – Measures of Risk – Measurement of Return – General pattern of Risk and Return – Criteria for evaluating proposals to minimise Risk (Single Asset and Portfolio) – Methods of Risk Management–Hedging currency risk.

**UNIT III (18 hrs)**

**Startup Financing and Leasing**

Startup Financing: Meaning, Sources, Modes (Bootstrapping, Angel investors, Venture capital fund) - Leasing: Meaning – Types of Lease Agreements – Advantages and Disadvantages of Leasing – Financial evaluation from the perspective of Lessor and Lessee.

**UNIT IV (18 hrs)**

**Cash, Receivable and Inventory Management**

Cash Management: Meaning, Objectives and Importance – Cash Cycle – Minimum Operating Cash – Safety level of cash – Optimum cash balance - Receivable Management: Meaning – Credit policy – Controlling receivables: Debt collection period, Ageing schedule, Factoring – Evaluating investment in accounts receivable - Inventory Management: Meaning and Objectives – EOQ with price breaks – ABC Analysis.

**UNIT V (18 hrs)**

**Multi National Capital Budgeting**

Multi National Capital Budgeting: Meaning, Steps involved, Complexities, Factors to be considered– International sources of finance – Techniques to evaluate multi-national capital expenditure proposals: Discounted Pay Back Period, NPV, Profitability Index, Net

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Profitability Index and Internal Rate of Return – Capital rationing -Techniques of Risk analysis in Capital Budgeting.

**Theory 40%; Problems: 60%**

**Course Outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
CO 1	Explain the important finance concepts	K2
CO 2	Estimate risk and determine its impact on return	K5
CO 3	Examine leasing and other sources of finance for startups	K4
CO 4	Summarise cash, receivable and inventory management techniques	K2
CO 5	Evaluate techniques of long term investment decision incorporating risk factor	K5

**Books for study:**

1. Maheshwari S.N., (2019), “Financial Management Principles and Practices”, 15<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi.
2. Khan M.Y & Jain P.K, (2011), “Financial Management: Text, Problems and Cases”, 8<sup>th</sup> Edition, McGraw Hill Education, New Delhi.
3. Prasanna Chandra, (2019), “Financial Management, Theory and Practice”, 10<sup>th</sup> Edition, McGraw Hill Education, New Delhi.
4. Apte P.G, (2020), “International Financial Management” 8th Edition, Tata McGraw Hill, New Delhi.

**Books for reference:**

1. Pandey I. M., (2021), “Financial Management”, 12<sup>th</sup> Edition, Pearson India Education Services Pvt. Ltd, Noida.
2. Kulkarni P. V. & Satyaprasad B. G., (2015), “Financial Management”, 14<sup>th</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.
3. Rustagi R. P., (2022), “Financial Management, Theory, Concept, Problems”, 6<sup>th</sup> Edition, Taxmann Publications Pvt. Ltd, New Delhi.
4. Arokiamary Geetha Rufus, Ramani N. & Others, (2017), “Financial Management”, 1<sup>st</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.

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**Web references:**

1. <https://resource.cdn.icai.org/66674bos53808-cp8.pdf>
2. <https://resource.cdn.icai.org/66677bos53808-cp10u2.pdf>
3. <https://resource.cdn.icai.org/66592bos53773-cp4u5.pdf>
4. <https://resource.cdn.icai.org/65599bos52876parta-cp16.pdf>

Note: Latest edition of the books may be used

**Mapping of Course Outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
CO1	3	3	1	3	3	3	2	2	2
CO2	3	3	2	3	3	3	3	3	3
CO3	2	2	1	2	2	2	3	2	2
CO4	2	2	1	2	2	2	2	2	2
CO5	3	3	2	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Core – II**

**Semester I**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413C1B	DIGITAL MARKETING		6	-	-	-	4	6	25	75	100

Learning Objectives	
1	To assess the evolution of digital marketing
2	To appraise the dimensions of online marketing mix
3	To infer the techniques of digital marketing
4	To analyse online consumer behaviour
5	To interpret data from social media and to evaluate game based marketing

**Course Units**

<p><b>UNIT I (18 hrs)</b></p> <p><b>Introduction to Digital Marketing</b></p> <p>Digital Marketing – Transition from traditional to digital marketing – Rise of internet – Growth of e-concepts – Growth of e-business to advanced e-commerce – Emergence of digital marketing as a tool – Digital marketing channels – Digital marketing applications, benefits and challenges – Factors for success of digital marketing – Emerging trends and concepts, Big Data and IOT, Segments based digital marketing, Hyperlocal marketing - Opportunities for digital marketing professionals.</p>
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**UNIT II (18 hrs)**

**Online marketing mix**

Online marketing mix – E-product – E-promotion – E-price – E-place – Consumer segmentation – Targeting – Positioning – Consumers and online shopping issues – Website characteristics affecting online purchase decisions – Distribution and implication on online marketing mix decisions – Digitization and implication on online marketing mix decisions.

**UNIT III (18 hrs)**

**Digital media channels**

Digital media channels – Search engine marketing – ePR – Affiliate marketing – Interactive display advertising – Opt-in-email marketing and mobile text messaging, Social media and viral marketing – Online campaign management using – Facebook, Twitter, Instagram, Snapchat, Pinterest – Metaverse marketing -Advantages and disadvantages of digital media channels – Metaverse marketing.

**UNIT IV (18 hrs)**

**Online consumer behavior**

Online consumer behavior – Cultural implications of key website characteristics – Dynamics of online consumer visit – Models of website visits – Web and consumer decision making process – Data base marketing – Electronic consumer relationship management – Goals – Process – Benefits – Role – Next generation CRM.

**UNIT V**

**(18 hrs)**

**Analytics and Gamification**

Digital Analytics – Concept – Measurement framework – Demystifying web data - Owned social metrics – Measurement metrics for Facebook, Twitter, YouTube, Slide Share, Pinterest, Instagram, Snapchat and LinkedIn – Earned social media metrics -

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Digital brand analysis – Meaning – Benefits – Components – Brand share dimensions – Brand audience dimensions – Market influence analytics – Consumer generated media and opinion leaders – Peer review – Word of mouth – Influence analytics – Mining consumer generated media – Gamification and game based marketing – Benefits – Consumer motivation for playing online games.

**Course Outcomes:**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Explain the dynamics of digital marketing	K2
CO 2	Examine online marketing mix	K4
CO 3	Compare digital media channels	K4
CO 4	Explain online consumer behavior	K2
CO 5	Analyse social media data	K4

**Books for study:**

1. Puneet Singh Bhatia, (2019) “Fundamentals of Digital Marketing”, 2<sup>nd</sup>Edition, Pearson Education Pvt Ltd, Noida.
2. Dave Chaffey, Fiona Ellis-Chadwick, (2019) “Digital Marketing”, Pearson Education Pvt Ltd, Noida.
3. Chuck Hemann & Ken Burbary, (2019) “Digital Marketing Analytics”, Pearson Education Pvt Ltd, Noida.
4. Seema Gupta, (2022) “Digital Marketing” 3<sup>rd</sup>Edition, McGraw Hill Publications Noida.
5. Kailash Chandra Upadhyay, (2021) “Digital Marketing: Complete Digital Marketing Tutorial”, Notion Press, Chennai.
6. Michael Branding, (2021) “Digital Marketing”, Empire Publications India Private Ltd, New Delhi.

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**Books for reference:**

1. Vandana Ahuja, (2016) “Digital Marketing”, Oxford University Press. London.
2. Ryan Deiss& Russ Henneberry, (2017) “Digital Marketing”, John Wiley and Sons Inc. Hoboken.
3. Alan Charlesworth,(2014), “Digital Marketing - A Practical Approach”, Routledge, London.
4. Simon Kingsnorth, Digital Marketing Strategy,(2022) “An Integrated approach to Online Marketing”, Kogan Page Ltd. United Kingdom.
5. MaityMoutusy,(2022) “Digital Marketing” 2<sup>nd</sup>Edition, Oxford University Press, London.

**Web references:**

1. <https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digital-marketing.pdf>
2. <https://uwaterloo.ca/centre-for-teaching-excellence/teaching-resources/teaching-tips/educational-technologies/all/gamification-and-game-based-learning>
3. <https://journals.ala.org/index.php/ltr/article/download/6143/7938>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	Pos						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	2	3	3	3	3	3	3
<b>CO2</b>	3	3	2	3	3	3	3	3	3
<b>CO3</b>	3	3	2	2	3	2	3	3	2
<b>CO4</b>	3	3	2	2	3	3	3	3	3
<b>CO5</b>	3	3	1	3	3	2	3	3	2

High – 3

Medium – 2

Low – 1



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**First Year Core – III**  
**Semester I**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413C1C	<b>BANKING AND INSURANCE</b>		6	-	-	-	4	6	25	75	100

<b>Learning Objectives</b>	
1	To understand the evolution of new era banking
2	To explore the digital banking techniques
3	To analyse the role of insurance sector
4	To evaluate the mechanism of customer service in insurance and the relevant regulations
5	To analyse risk and its impact in banking and insurance industry

**Course Units**

**UNIT I (18 hrs)**

**Introduction to Banking**

Banking: Brief History of Banking - Rapid Transformation in Banking: Customer Shift - Fintech Overview - Fintech Outlook - The Financial Disruptors - Digital Financial Revolution - New Era of Banking. Digital Banking – Electronic Payment Systems– Electronic Fund Transfer System – Electronic Credit and Debit Clearing – NEFT – RTGS – VSAT– SFMS– SWIFT.

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**UNIT II (18 hrs)**

**Contemporary Developments in Banking**

Distributed Ledger Technology – Blockchain: Meaning - Structure of Block Chain - Types of Block Chain - Differences between DLT and Blockchain - Benefits of Blockchain and DLT - Unlocking the potential of Blockchain –Crypto currencies, Central Bank Digital Currency (CBDC) - Role of DLT in financial services - AI in Banking: Future of AI in Banking - Applications of AI in Banking - Importance of AI in banking - Banking reimaged with AI. Cloud banking - Meaning - Benefits in switching to Cloud Banking.

**UNIT III (18 hrs)**

**Indian Insurance Market**

History of Insurance in India – Definition and Functions of Insurance –Insurance Contract – Indian Insurance Market – Reforms in Insurance Sector – Insurance Organisation – Insurance organization structure. Insurance Intermediaries: Insurance Broker – Insurance Agent – Surveyors and Loss Assessors - Third Party Administrators (Health Services) – Procedures – Code of Conduct.

**UNIT IV (18 hrs)**

**Customer Services in Insurance**

Customer Service in Insurance – Quality of Service - Role of Insurance Agents in Customer Service - Agent’s Communication and Customer Service –Ethical Behaviour in Insurance – Grievance Redressal System in Insurance Sector –Integrated Grievance Management System – Insurance Ombudsman - Insurance Regulatory and Development Authority of India Act (IRDA) – Regulations and Guidelines.

**UNIT V (18 hrs)**

**Risk Management**

Risk Management and Control in banking and insurance industries – Methods of Risk Management – Risk Management by Individuals and Corporations – Tools for Controlling Risk.

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**Course Outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
CO 1	Relate the transformation in banking from traditional to new age	K2
CO 2	Apply modern techniques of digital banking	K3
CO 3	Evaluate the role of insurance sector	K5
CO 4	Examine the regulatory mechanism	K4
CO 5	Assess risk mitigation strategies	K5

**Books for study:**

1. Indian Institute of Banking and Finance (2021), "Principles & Practices of Banking", 5<sup>th</sup> Edition, Macmillan Education India Pvt. Ltd, Noida, Uttar Pradesh.
2. Mishra M N & Mishra S B, (2016), "Insurance Principles and Practice", 22<sup>nd</sup> Edition, S. Chand and Company Ltd, Noida, Uttar Pradesh.
3. Emmett, Vaughan, Therese Vaughan M., (2013), "Fundamentals of Risk and Insurance", 11<sup>th</sup> Edition, Wiley & Sons, New Jersey, USA.
4. [Theo Lynn](#) , [John G. Mooney](#), [Pierangelo Rosati](#), [Mark Cummins](#) (2018), Disrupting Finance: FinTech and Strategy in the 21st Century (Palgrave Studies in Digital Business & Enabling Technologies), Macmillan Publishers, NewYork (US)

**Books for reference:**

1. SundharamKPM & Varshney P. N., (2020), "Banking Theory, Law and Practice", 20<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi.
2. Gordon & Natarajan, (2022), "Banking Theory, Law and Practice", 9<sup>th</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.
3. Gupta P. K. (2021), "Insurance and Risk Management" 6<sup>th</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.
4. Susanne Chishti., & Janos Barberis(2016), The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries. John Wiley & Sons.

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**Web references:**

1. <https://corporatefinanceinstitute.com/resources/knowledge/finance/fintech-financial-technology>
2. [https://mrcet.com/downloads/digital\\_notes/CSE/IV%20Year/CSE%20B.TECH%20IV%20YEAR%20II%20SEM%20BCT%20\(R18A0534\)%20NOTES%20Final%20PDF.pdf](https://mrcet.com/downloads/digital_notes/CSE/IV%20Year/CSE%20B.TECH%20IV%20YEAR%20II%20SEM%20BCT%20(R18A0534)%20NOTES%20Final%20PDF.pdf)
3. [https://www.irdai.gov.in/ADMINCMS/cms/frmGeneral\\_Layout.aspx?page=PageNo108&flag=1](https://www.irdai.gov.in/ADMINCMS/cms/frmGeneral_Layout.aspx?page=PageNo108&flag=1)

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	2	2	1	3	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3	3	3	3	3
<b>CO3</b>	2	2	1	2	2	2	2	3	2
<b>CO4</b>	3	2	2	1	2	2	2	3	2
<b>CO5</b>	3	3	1	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Core – IV**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413C2A	<b>STRATEGIC COST MANAGEMENT</b>		6	-	-	-	5	6	25	75	100

<b>Learning Objectives</b>	
1	To analyse the aspects of strategic and quality control management
2	To analyse and select cost control techniques
3	To apply activity based costing for decision making
4	To utilise transfer pricing methods in cost determination
5	To apply cost management techniques in various sectors

**Course Units**

**UNIT I (18 hrs)**

**Introduction to Strategic Cost Management**

Introduction to Strategic Cost Management (SCM) – Need for SCM – Differences between SCM and Traditional Cost Management - Value Chain Analysis: Meaning and steps - Quality Cost Management: Meaning of Quality and Quality Management – Cost of Quality –Indian Cost Accounting Standard 21 on Quality Control - Introduction to Lean System – Benefits of Lean System – Just in Time (JIT) – Kaizen Costing.

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**UNIT II (18 hrs)**

**Cost Control and Reduction**

Cost Management Techniques: Cost Control: Meaning and Prerequisites - Cost Reduction: Meaning and Scope – Differences between Cost control and cost reduction - Pareto Analysis: Meaning, importance and applications - Target Costing: Meaning, steps and Principles – Life Cycle Costing: Meaning, Strategies for each stage of product life cycle, Benefits – Learning Curve: Meaning, Learning curve ratio and applications.

**UNIT III (18 hrs)**

**Activity Based Cost Management**

Activity Based Cost Management: Concept, Purpose, Stages, Benefits, Relevance in Decisionmaking and its Application in Budgeting – Practical problems.

**UNIT IV (18 hrs)**

**Transfer Pricing**

Transfer Pricing: Meaning, Benefits, Methods: Pricing based on cost, Market price on transfer price, Negotiated pricing and Pricing based on opportunity costs – Practical Problems.

**UNIT V (18 hrs)**

**Cost Management in Agriculture and IT sector**

Agriculture Sector: Features, Cost Structure, Cost Management, Tools to measure the performance, Minimum Support Price and International Perspective – Information Technology Sector: Features, Cost Structure, Cost Management and International Perspective.

**Theory 20% Problems 80%**

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**Course Outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
1	Explain strategic cost management and QC	K2
2	Choose the appropriate technique for cost control	K3
3	Make use of activity based costing in practice	K3
4	Choose transfer pricing methods to solve problems	K3
5	Construct cost structure for Agriculture and IT sector	K3

**Books for study:**

1. Ravi M Kishore (2018), “Strategic Cost Management”, 5<sup>th</sup> Edition, Taxmann Publications Pvt. Ltd, New Delhi.
2. Bandgar P. K., (2017), “Strategic Cost Management”, 1<sup>st</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.
3. Sexena V. K., (2020), “Strategic Cost Management and Performance Evaluation”, 1<sup>st</sup> Edition, Sultan Chand & Sons, New Delhi.

**Books for reference:**

1. John K Shank and Vijay Govindarajan (2008), Strategic Cost Management, Simon & Schuster; Latest edition, UK
2. Jawahar Lal, (2015), “Strategic Cost Management”, 1<sup>st</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.)
3. Arora M. N., (2021), “A Text Book of Cost and Management Accounting”, 11<sup>th</sup> Edition, Vikas Publishing House Pvt. Ltd., New Delhi.

**Web references:**

1. <https://www.accountingtools.com/articles/strategic-cost-management.html#:~:text=Strategic%20cost%20management%20is%20the,it%20or%20have%20no%20impact.>
2. <https://ca-final.in/wp-content/uploads/2018/09/Chapter-4-Cost-Management-Techniques.pdf>
3. <https://resource.cdn.icai.org/66530bos53753-cp5.pdf>

Note: Latest edition of the books may be used

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**Mapping of course outcomes with POs and PSOs**

	Pos						PSOs		
	1	2	3	4	5	6	1	2	3
CO1	3	3	3	3	3	3	3	3	3
CO2	3	3	2	3	3	3	3	3	3
CO3	3	3	2	3	3	3	3	3	3
CO4	3	3	2	3	3	3	3	2	3
CO5	3	3	1	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1



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**First Year**

**Core – V**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413C2B	<b>CORPORATE ACCOUNTING</b>		6	-	-	-	5	6	25	75	100

<b>Learning Objectives</b>	
1	To understand the accounting treatment for issue of shares
2	To determine profits for fire and marine insurance
3	To prepare consolidated financial statements
4	To account for price level changes
5	To adopt financial reporting standards

**Course Units**

**UNIT 1 (18 hrs)**

**Issue of Shares and Final Accounts of Companies**

Issue of Shares: ESOPs - ESPS - Sweat Equity Shares - Book Building- Buy-back of Shares - Conversion of debentures into shares - Final accounts of Companies as per Schedule III of the Companies Act, 2013 – Managerial remuneration.

**UNIT II (18 hrs)**

**Insurance Company Accounts**

Insurance Company Accounts: Types of Insurance - Final accounts of life assurance Companies- Ascertainment of profit- Valuation Balance Sheet-Final accounts of Fire, Marine and miscellaneous Insurance Companies.

**Unit III (18 hrs)**

**Consolidated financial statements**

Consolidated financial statements as per AS 21: Consolidated Profit and Loss Account–

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Minority interest – Cost of control – Capitalreserve – Inter-company holdings –Preparation of consolidated Balance Sheet.
<b>UNIT IV (18 hrs)</b> <b>Contemporary Accounting Methods</b> Accounting for price level changes – Social responsibility accounting – Human resource accounting - Forensic Accounting.
<b>UNIT V (18 hrs)</b> <b>Financial reporting</b> Financial reporting: Meaning, Objectives, Characteristics – Indian Accounting Standards (AS 5, AS 10, AS 19, AS 20) – Corporate Social Responsibility: Meaning, Key provisions of Companies Act, 2013, Accounting for CSR expenditure, Reporting of CSR, Presentation and disclosure in the financial statements.
<b>Theory 20% Problems 80%</b>

**Course Outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
CO1	Determine profit and financial position by preparing financialstatementsofcompaniesasperscheduleIIIofCompaniesAct,2013	K5
CO2	Apply the provisions of IRDA Regulations in the preparation of final accounts of Life Insurance and General Insurance Companies.	K3
CO3	Determine the overall profitability and financial position by preparing consolidated financial statements of holding companies in accordance with AS21.	K5
CO4	Analyse contemporary accounting methods	K4
CO5	Examine Financial Reporting based on appropriate Accounting Standards and provisions of Companies Act 2013 with respect to Corporate Social Responsibility	K4

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**Books for study:**

1. Gupta R. L. &Radhaswamy M. (2021), “Corporate Accounting – Volume I & II”, 14<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi.
2. Maheshwari S. N., Sharad K. Maheshwari & Suneel K. Maheshwari, (2022), “Advanced Accountancy - Volume I & II”, 11<sup>th</sup> Edition, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Jain S. P., Narang K. L., Simmi Agrawal and Monika Sehgal (2019), “Advanced Accountancy - Corporate Accounting – Volume - II”, 22<sup>nd</sup> Edition, Kalyani Publishers, New Delhi.
4. Reddy T. S. & Murthy A., (2022), “Corporate Accounting – Volume I & II”, 17<sup>th</sup> Edition, Margham Publications, Chennai.

**Books for reference:**

1. Arulanandam M.A & Raman K.S., (2021), “Advanced Accounting (Corporate Accounting – II)”, 8<sup>th</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.
2. Shukla M C, Grewal T S and Gupta S C, (2022), “Advanced Accounts Volume II”, 19<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi.
3. Gupta R. L., (2022), “Problems and Solutions in Company Accounts”, 2<sup>nd</sup> Edition, Sultan Chand & Sons, New Delhi.

**Web references:**

1. <https://resource.cdn.icai.org/66550bos53754-p1-cp9.pdf>
2. <https://resource.cdn.icai.org/66545bos53754-p1-cp4.pdf>
3. <https://resource.cdn.icai.org/66638bos53803-cp1.pdf>
4. <http://ppup.ac.in/download/econtent/pdf/MBA%201st%20sem%20Lecture%20note%20on%20forensic%20accounting%20by%20Anjali.pdf>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO 1</b>	3	3	2	3	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	2	3	2	3	3
<b>CO 3</b>	3	3	2	3	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Core – VI**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413C2C	<b>SETTING UP OF BUSINESS ENTITIES</b>		6	-	-	-	4	6	25	75	100

<b>Learning Objectives</b>	
1	To understand the startup landscape and its financing
2	To analyse the formation and registration of Section 8 company
3	To outline the concept of LLP and business collaboration
4	To understand the procedure for obtaining registration and license
5	To create awareness about the legal compliances governing business entities

**Course Units**

**UNIT I**

**(18 hrs)**

**Startups in India**

Types of business organisations –Factors governing selection of an organisation - Startups – Evolution – Definition of a Startup – Startup landscape in India – Startup India policy – Funding support and incentives – Indian states with Startup policies – Exemptions for startups – Life cycle of a Startup – Important points for Startups – Financing options available for Startups – Equity financing – Debt financing – Venture capital financing – IPO – Crowd funding – Incubators - Mudra banks –Successful Startups in India.

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**UNIT II**

**(18 hrs)**

**Not-for-Profit Organisations**

Formation and registration of NGOs – Section 8 Company – Definition – Features – Exemptions – Requirements of Section 8 Company – Application for incorporation – Trust: Objectives of a trust – Persons who can create a trust – Differences between a public and private trust – Exemptions available to trusts – Formation of a trust - Trust deed – Society – Advantages – Disadvantages – Formation of a society – Tax exemption to NGOs.

**UNIT III**

**(18 hrs)**

**Limited Liability Partnership and Joint Venture**

Limited Liability Partnership: Definition – Nature and characteristics – Advantages and disadvantages – Procedure for incorporation – LLP agreement – Annual compliances of LLP-Business collaboration: Definition – Types – Joint venture: Advantages and disadvantages – Types – Joint venture agreement - Successful joint ventures in India– Special Purpose Vehicle – Meaning – Benefits – Formation.

**UNIT IV**

**(18 hrs)**

**Registration and Licenses**

Registration and Licenses: Introduction – Business entity registration – Memorandum of Association, Articles of Association and other relevant documents - Mandatory registration – PAN – Significance – Application and registration of PAN – Linking of PAN with Aadhar –TAN – Persons liable to apply for TAN – Relevance of TAN – Procedure to apply for TAN –GST: Procedure for registration – Registration under Shops and Establishment Act –MSME registration – Clearance from Pollution Control Board – FSSAI registration and license – Trade mark, Patent and Design registration.

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**UNIT V**

**(18 hrs)**

**Environmental Legislations in India**

Geographical Indication of Goods (Registration and Protection) Act, 1999: Objectives, Salient Features - The Environmental Protection Act, 1986: Prevention, control and abatement of environmental pollution - The Water (Prevention And Control of Pollution) Act, 1974: The Central and State Boards for Prevention and Control of Water Pollution - Powers and Functions of Boards - Prevention and Control of Water Pollution - Penalties and Procedure- The Air (Prevention and Control of Pollution) Act, 1981: Central and State Boards for The Prevention and Control of Air Pollution - Powers And Functions - Prevention and Control of Air Pollution - Penalties and Procedure.

**Course Outcomes**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Compare the various avenues of acquiring finance to setup a business entity	K2
CO 2	Recall the legal requirements for Section 8 Company	K1
CO 3	Examine the provisions for LLP and joint venture	K4
CO 4	Analyse the registration and licensing procedure	K4
CO 5	Examine the compliance of regulatory framework regarding environment	K4

**Books for study:**

1. Kailash Thakur, (2007) "Environment Protection Law and Policy in India", 2<sup>nd</sup> Edition, Deep & Deep Publication Pvt. Ltd., New Delhi.
2. Avtar Singh, (2015), "Intellectual Property Law", Eastern Book Company, Bangalore
3. Zad N.S and Divya Bajpai, (2022) "Setting up of Business Entities and Closure" (SUBEC), Taxmann, Chennai
4. Amit Vohra & Rachit Dhingra (2022) "Setting Up Of Business Entities & Closure", 6<sup>th</sup> Edition, Bharath Law House, New Delhi

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**Books for reference:**

1. Setting up of Business Entities and Closure (2021), Module 1, Paper 3, The Institute of Company Secretaries of India, MP Printers, Noida
2. The Air (Prevention and Control of Pollution) Act, 1981, Bare Act, 2022 Edition, Universal/LexisNexis, Noida
3. The Water (Prevention and Control of Pollution) Act, 1974, Bare Act, 2022 Edition, Universal/LexisNexis, Noida
4. Cliff Ennico, (2005) “Small Business Survival Guide Starting Protecting and Securing your Business for Long-Term Success”, Adams Media, USA
5. Daniel Sitarz,(2011) “Sole Proprietorship: Small Business Start-up Kit”, 3<sup>rd</sup>Edition, Nova Publishing, USA

**Web references:**

1. [https://www.icsi.edu/media/webmodules/FINAL\\_FULL\\_BOOK\\_of\\_EP\\_SBEC\\_2018.pdf](https://www.icsi.edu/media/webmodules/FINAL_FULL_BOOK_of_EP_SBEC_2018.pdf)
2. [https://www.mca.gov.in/MinistryV2/incorporation\\_company.html](https://www.mca.gov.in/MinistryV2/incorporation_company.html) 3)
3. <https://legislative.gov.in/sites/default/files/The%20Limited%20Liability%20Partnership%20Act,%202008.pdf>
4. <https://legislative.gov.in/sites/default/files/A1999-48.pdf>
5. [https://www.indiacode.nic.in/bitstream/123456789/6196/1/the\\_environment\\_protection\\_act%2C1986.pdf](https://www.indiacode.nic.in/bitstream/123456789/6196/1/the_environment_protection_act%2C1986.pdf)

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	3	3	3	3	3	1	3
<b>CO2</b>	3	2	2	3	2	3	2	3	3
<b>CO3</b>	3	3	2	3	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Elective –I A**

**Semester I**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413E1A	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>		6	-	-	-	4	6	25	75	100

Learning Objectives	
1.	To become familiar with various Investment avenues and Portfolio Construction
2.	To understand the Equity Shares, Preference Shares and Bonds valuation models
3.	To learn about long-term and short-term investment analysis tools.
4.	To analyse with Portfolio theories.
5.	To gain knowledge in Portfolio performance methods.

**Course Units**

<p><b>UNIT I (18 hrs)</b></p> <p><b>Investment and Portfolio Management</b></p> <p>Investment – Meaning – Nature and scope of Investment – Investment vs Speculation – Type of Investors – Investment Avenues – Factors influencing the investment choice – Portfolio Management: Meaning and significance, Active Vs. Passive portfolio management - Strategic Vs. Tactical asset allocation - Factors Affecting Investment Decisions in Portfolio Management.</p>
<p><b>UNIT II (18 hrs)</b></p> <p><b>Valuation of Securities</b></p> <p>Bond: Introduction – Reasons for issuing Bonds –Features of Bond – Types of Bonds – Determinants of bond safety –Bond Prices, Yields and Interest Rates –Measuring Price Volatility of Bonds–Macaulay Duration and Modified Duration - Preference Shares: Introduction – Features of Preference Shares – Preference Shares Yield – Holding Period Return – Yield to Call –Concept of Present Value – Equity Share Valuation Models.</p>



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**UNIT III (18 hrs)**

**Fundamental Analysis and Technical Analysis**

Fundamental Analysis: Objectives – Economic Analysis, Industry Analysis, Company Analysis – Technical Analysis: Meaning– Assumptions – Pros and cons of technical analysis–Differences between fundamental analysis and technical analysis – Dow Theory – Types of Charts – Chart Patterns – Trend Analysis – Support Line and Resistance Line – Volume Analysis – Indicators and Oscillators – Simple Moving Average – Exponential Moving Average – Relative Strength Index – Bollinger Band – Elliott Wave Theory.

**UNIT IV (18 hrs)**

**Efficient Market Hypothesis**

Efficient Market Hypothesis – Markowitz Model, Arbitrage Pricing Theory – Sharpe’s Single index portfolio selection method – Capital Asset Pricing Model (CAPM).

**UNIT V (18 hrs)**

**Portfolio Performance Evaluation**

Portfolio Performance Evaluation – Meaning - Need for Evaluation - Methods of calculating Portfolio return - Sharpe’s Ratio - Treynor’s Ratio - Jensen’s Differential Returns - Portfolio Revision - Need for Portfolio Revision - Formula Plans.

**Course Outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
CO 1	Examine investment options and structure a portfolio	K4
CO 2	Assess the value of Equity Shares, Preference Shares and Bonds	K5
CO 3	Examine stock performance through fundamental and technical analysis	K4
CO 4	Examine the various Portfolio Theories.	K4
CO 5	Evaluate the portfolio performance.	K5

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**Books for study:**

1. Prasanna Chandra (2021), “Investment Analysis and Portfolio Management”, 6<sup>th</sup> Edition, McGraw Hill, Noida, UP
2. Rustagi RP (2022), “Investment Analysis and Portfolio Management”, 5<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi
3. Bhalla V.K. (2019), “Investment Management”, 19<sup>th</sup> Edition, S.Chand& Co. Ltd., New Delhi

**Books for reference:**

1. Donald E. Fischer, Ronald J. Jordan, Ashwini. K. Pradhan (2018), “Security Analysis Portfolio Management”, 7<sup>th</sup> Edition, Pearson Publication Pvt.Ltd., India, Noida
2. Avadhani V.A. (2016), “Securities Analysis and Portfolio Management”, 12<sup>th</sup> Edition, Himalaya Publishing House, Mumbai
3. Ranganathan M. and Madhumathi R (2012), “Security Analysis and Portfolio Management”, 2<sup>nd</sup> Edition., Pearson Education India Pvt Ltd, Noida
4. Punithavathy Pandian (2019), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Mumbai
5. Subrata Mukherjee (2021), “Security Analysis and Portfolio Management”, S.Chand& Co. Ltd, New Delhi

**Web references:**

1. [https://www.iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_SAPM\\_Lecture\\_Notes.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_SAPM_Lecture_Notes.pdf)
2. <https://www.studocu.com/in/document/galgotias-university/equity-portfolio-management/portfolio-management-lecture-notes-1-10/17701348>
3. <https://www.educba.com/fundamental-analysis-vs-technical-analysis>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	Pos						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	1	3	2	3	2	2	3
<b>CO2</b>	3	3	1	3	2	3	2	3	2
<b>CO3</b>	3	3	2	3	2	3	2	3	2
<b>CO4</b>	2	3	1	3	2	2	2	3	2
<b>CO5</b>	3	3	1	3	2	2	2	3	2

High – 3

Medium – 2

Low – 1

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**First Year**

**Elective – I B**

**Semester I**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>413E1B</b>	<b>OPERATIONS RESEARCH</b>		6	-	-	-	4	6	25	75	100

<b>Learning Objectives</b>	
1	To outline the fundamentals of Operations Research
2	To use OR models for problem solving
3	To examine the role of sequencing and game theory
4	To design and apply network analysis
5	To apply modelling techniques

**Course Units**

<p><b>UNIT I (18 hrs)</b></p> <p><b>Introduction and Linear Programming Problem</b></p> <p>Introduction to Operations Research – Uses and Limitations – Linear Programming Problem: Formulation, Solving LPP: Graphical method, Simplex method, the Big-M Method.</p>
<p><b>UNIT II (18 hrs)</b></p> <p><b>Transportation and Assignment Problems</b></p> <p>Transportation problem: Introduction – Assumptions – Formulation of Transportation models – Basic feasible solution (North-West Corner Method, Least Cost Method, Vogel’s Approximation Method) – Optimal solution (Stepping-Stone Method, Modified Distribution Method) – Degeneracy in Transportation problem. Assignment Problem: Introduction – Comparison with the Transportation problem – Formulation of assignment problems - The Hungarian method of solution.</p>

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<b>UNIT III</b>	<b>(12 hrs)</b>
<b>Sequencing and Game Theory</b>	
Sequencing problem: Introduction – Assumptions – Processing of n jobs through one machine – Processing n jobs through two machines – Processing of n jobs through three machines. Game Theory: Introduction – Rules for Games theory – Two person zero sum game without saddle point – Mixed strategies (2xn games, mx2 games) – Graphical method (2xn, mx2 games).	
<b>UNIT IV</b>	<b>(12 hrs)</b>
<b>Replacement and Network Analysis</b>	
Replacement: Introduction – Individual replacement problems – Group replacement problems. Network Analysis: PERT and CPM.	
<b>UNIT V</b>	<b>(12 hrs)</b>
<b>Decision Tree Analysis and Queuing Theory</b>	
Decision Tree analysis – Queuing: Introduction – Applications of queuing models, Waiting time and idle time costs – Single channel Poisson arrivals with Exponential Service, Infinite population model.	
<b>Theory 20% Problems 80%</b>	

**Course outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
CO 1	Apply Linear Programming	K3
CO 2	Identify models for problem solving	K3
CO 3	Apply sequencing and game theory	K3
CO 4	Apply network analysis to enhance effectiveness	K3
CO 5	Examine the models for decision making	K4

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**Books for study:**

1. Gupta P.K and Hira D.S.,(2022) “Operations Research”, 7<sup>th</sup> Edition, S.Chand, Noida (UP).
2. Kapoor V.K., (2014) “Operations Research”, 9<sup>th</sup> Edition, Sultan Chand, New Delhi.
3. Natarajan, Balasubramani and Tamilarasi, (2014) “Operations Research”, 2<sup>nd</sup> Edition, Pearson Education India, Noida.
4. Kothari C.R.,(2022) “An Introduction to Operational Research”, 3<sup>rd</sup> Edition, S.Chand, Noida (UP)

**Books for reference:**

1. Tulsian P.C. and Bharat Tulsian, (2022) “Fundamentals of Operations Research(Theory and Practice)”, 3<sup>rd</sup> Edition, S. Chand, Noida (UP).
2. Sharma J.K.,(2016) “Operations Research”, 6<sup>th</sup> Edition, Lakshmi Publications, Chennai.
3. Nagarajan N.,(2017) “Text Book of Operations Research: A Self Learning Approach”, New Age Publications, Chennai.
4. Rina Rani Rath,(2021) “Operations Research”, 2<sup>nd</sup> Edition, Bhavya Books, New Delhi.

**Web references:**

- 1) <https://www.bbau.ac.in/dept/UIET/EMER-601%20Operation%20Research%20Queuing%20theory.pdf>
- 2) [https://mdu.ac.in/UpFiles/UpPdfFiles/2021/Jun/4\\_06-11-2021\\_16-06-34\\_OPERATIONS%20RESEARCH%20TECHNIQUES\(20MAT22C5\).pdf](https://mdu.ac.in/UpFiles/UpPdfFiles/2021/Jun/4_06-11-2021_16-06-34_OPERATIONS%20RESEARCH%20TECHNIQUES(20MAT22C5).pdf)
- 3) <https://repository.up.ac.za/bitstream/handle/2263/25427/02chapter3.pdf?sequence=3>
- 4) <https://hbr.org/1964/07/decision-trees-for-decision-making>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO 1</b>	3	3	2	3	3	2	2	3	3
<b>CO 2</b>	3	3	1	3	3	3	3	3	3
<b>CO 3</b>	3	3	1	3	3	2	3	3	2
<b>CO 4</b>	3	3	2	3	3	3	3	3	3
<b>CO 5</b>	3	3	1	3	3	2	3	3	2

High – 3

Medium – 2

Low – 1

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**First Year**

**Elective –II A**

**Semester I**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413E1C	LABOUR LAWS		6	-	-	-	4	6	25	75	100

Learning Objectives	
1.	To Understand the provisions of Trade Unions Act
2.	To gain knowledge on various measures and provisions relating to employees as per the Factories Act and Equal Remuneration Act
3.	To become familiar with compensation payable to workmen under different situations and understand the provisions of the Employees State Insurance Act
4.	To learn different provisions relating to payment of wages and minimum wages to employees
5.	To understand employee welfare measures with respect to provident fund, gratuity and bonus

**Course Units**

**UNIT I (18 hrs)**

**Introduction and The Trade Unions Act, 1926**

Labour legislations: Origin – Nature – Scope – Need – Objectives – Principles – Labour policy and its special features – Constitution as the basis for labour legislation – The Trade Unions Act, 1926: Definition – Objectives – Deficiencies – Registration of trade union – Cancellation of registration and appeal – Duties and obligations – Rights and privileges – Dissolution.

**UNIT II (18 hrs)**

**The Factories Act, 1948 and Equal Remuneration Act, 1976**

The Factories Act, 1948: Objects – Definition – Licensing and Registration of factories – Inspecting staff – Health, safety and welfare measures – Provisions relating to hazardous processes – Working hours – Holidays – Annual leave - Employment of women and

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young persons.

Equal Remuneration Act – Payment of remuneration at equal rates to men and women workers – Advisory committee – Offences and penalties.

**UNIT II (18 hrs)**

**The Workmen’s Compensation Act, 1923 and The Employees’ State Insurance Act, 1948**

The Workmen’s Compensation Act, 1923: Definitions – Objectives – Disablement – Employer’s liability for compensation – Amount of compensation – Disbursement of compensation – Notice and claims – Penalties – The Employees’ State Insurance Act 1948: Objects – Definitions – Administration of ESI Scheme – ESI Fund – ESI Corporation - Medical benefit council – Benefits under the Act – ESI court.

**UNIT IV (18 hrs)**

**The Payment of Wages Act, 1936 and The Minimum Wages Act, 1948**

The Payment of Wages Act, 1936: Object and Scope – Definition – Procedure regarding payment of wages – Deduction from wages – Mode of payment of wages.

The Minimum Wages Act, 1948: Objects - Scope – Definition – Items to be included in the minimum wages – Fixation and revision of minimum wages – Norms to be followed in the payments of minimum wages.

**UNIT V (18 hrs)**

**The Provident Fund and Miscellaneous Provision Act, 1952, The Payment of Gratuity Act, 1972 and The Payment of Bonus Act, 1965**

Provident Fund and Miscellaneous Provision Act, 1952: Definitions – Scope – Nature – Objects – Various schemes – The Payment of Gratuity Act, 1972: Definitions – Scope – Conditions and circumstances of payment- Wages for computing gratuity – Maximum gratuity – Nomination – Penalties – The Payment of Bonus Act: Applicability of the Act –

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Eligibility and rate of Bonus – Allocable surplus and available surplus - Set and set off – Offences and penalties.

**Course Outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
CO 1	Recall the basic labour legislations pertaining to Trade Unions	K1
CO 2	Explain various provisions of the Factories Act and Equal Remuneration Act	K2
CO 3	Assess provisions relating to the workmen's compensation and state insurance.	K5
CO 4	Examine provisions relating to payment of wages and minimum wages.	K4
CO 5	Explain the provisions of provident fund, gratuity and bonus schemes.	K2

**Books for study:**

1. Mishra S.N. (2018), "Labour & Industrial Laws", 29<sup>th</sup> Edition, Central Law Publications, Classic Edition, Allahabad, UP.
2. Srivastava S C (2022), "Industrial Relations and Labour Laws", 8<sup>th</sup> Edition., Vikas Publishing, New Delhi
3. Tripathi PC, Gupta CB, Kapoor ND (2020), "Industrial Relations and Labour Laws", 6<sup>th</sup> Edition., Sultan Chand & Sons, New Delhi

**Books for reference:**

1. Sinha P.R.N., Sinha InduBala, Shekhar Seema Priyadarshini (2017), "Industrial Relations, Trade Unions and Labour Legislation", 3<sup>rd</sup> Edition., Pearson Education India Pvt. Ltd., Noida
2. Piyali Ghosh, Shefali Nandan (2017), "Industrial Relations and Labour Laws", 1<sup>st</sup> Edition, McGraw Hill, Noida
3. Sharma J.P. (2018), "Simplified Approach to Labour Laws", 5<sup>th</sup> Edition., Bharat LawHouse Pvt. Ltd.

**Web references:**

1. [https://www.icsi.edu/media/webmodules/Labour\\_Laws\\_&\\_Practice.pdf](https://www.icsi.edu/media/webmodules/Labour_Laws_&_Practice.pdf)
2. [https://www.icsi.edu/media/webmodules/LabourLaws&Practice\\_June\\_2020.pdf](https://www.icsi.edu/media/webmodules/LabourLaws&Practice_June_2020.pdf)

Note: Latest edition of the books may be used



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**Mapping of course outcomes with POs and PSOs**

	Pos						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	1	3	3	2	1	3	1	1	3
<b>CO2</b>	1	3	3	2	1	3	1	1	3
<b>CO3</b>	1	3	3	3	1	3	1	1	3
<b>CO4</b>	1	3	3	3	2	3	2	1	3
<b>CO5</b>	1	3	3	3	1	3	1	1	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Elective – II B**

**Semester I**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413E1D	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>		6	-	-	-	4	6	25	75	100

<b>Learning Objectives</b>	
1	To appreciate the importance of HRM as a field of study and as a central management function
2	To understand the implication of HRM on Government regulations and corporate decisions
3	To analyse the key elements of the HR functions
4	To gain knowledge about the elements, key concepts and terminology of HRM
5	To apply the principles and techniques of HRM to the discussion of major personnel issues in case studies.

**Course Units**

<p><b>UNIT I (18 hrs)</b></p> <p><b>Introduction to SHRM</b></p> <p>SHRM- Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM: Top Management, Front-line Management, HR - Changing Role of HR Professionals.</p>
<p><b>UNIT II (18 hrs)</b></p> <p><b>Models of SHRM</b></p> <p>Models of SHRM – High Performance Working Model, High Commitment Management</p>

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Model, High Involvement Management Model - HR Environment – Environmental trends and HR Challenges -Linking SHRM and Business Performance.

**UNIT III (18 hrs)**

**Strategic Planning and Compensation**

Resourcing Strategy: Meaning and Objectives - Strategic HR Planning: Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection: Meaning and Need - Strategic Human Resource Development: Meaning, Advantages and Process - Strategic Compensation as a Competitive Advantage - Rewards Strategies: Meaning, Importance - Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance.

**UNIT IV (18 hrs)**

**Human Resource Policies**

Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome these Barriers.

**UNIT V (18 hrs)**

**Latest trends in Strategic HRM**

Mentoring - Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement - Competency based HRM: Meaning, Types of Competencies and Benefits of Competencies for Effective Execution of HRM Functions -Human Capital Management: Meaning and Role - New Approaches to Recruitment – Employer Branding.

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**Course outcomes:**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Recall the fundamentals of strategic Human Resource Management	K1
CO 2	Examine the conceptual framework of strategic Human Resource Management Models	K4
CO 3	Apply the knowledge of various strategies in Human Resource Management in the corporate arena	K3
CO 4	Illustrate drafting of HR policies	K2
CO 5	Analyse the latest trend in the strategic Human Resource Management.	K4

**Books for study:**

1. [Mathur, SP](#) Strategic Human Resource Management 1<sup>st</sup> Edition 2015, New Age International (P) Ltd Publishers, New Delhi.
2. Catherine Truss, David Mankin & Clare Kelliher (2014), "Strategic Human Resource Management", Oxford University Press, India.
3. Anuradha Sharma and [Aradhana Khandekar](#) (2006), "Strategic Human Resource Management: An Indian Perspective", Sage Publications Pvt. Ltd, New Delhi.

**Books for reference:**

1. Jean M Phillips & Stan M Gully, "Strategic staffing", Pearson International Edition, India.
2. Ananda Das Gupta (2021), "Strategic Human Resource Management - Formulating and Implementing HR Strategies for a Competitive Advantage", Productivity Press; 1st edition, Routledge

**Web references:**

1. <https://emeritus.org/in/learn/what-is-strategic-human-resource-management-shrm/>
2. <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/practicingstrategichumanresources.aspx>
3. <https://www.cegid.com/en/blog/5-steps-for-developing-and-implementing-an-effective-hr-strategy-in-2021/>
4. <https://www.managementstudyhq.com/hrm-evaluation-approaches>.

Note: Latest edition of the books may be used

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**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
CO 1	3	3	3	3	3	2	3	2	3
CO 2	3	3	3	3	3	2	3	2	3
CO 3	3	3	3	3	3	2	3	2	3
CO 4	3	3	3	3	3	2	3	2	3
CO 5	3	3	3	3	3	2	3	2	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Elective – III A**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413E2A	<b>BUSINESS ETHICS AND CORPORATE SUSTAINABILITY</b>		4	-	-	-	3	4	25	75	100

Learning Objectives	
1.	To understand the concept and importance of business ethics
2.	To enable ethical decision making based on various theories
3.	To gain knowledge on moral issues relating to business, marketing, advertising, finance, HR and environmental protection
4.	To understand the concepts of corporate sustainability
5.	To analyse sustainability information and prepare reports

**Course Units**

<b>UNIT I</b>	<b>(12 hrs)</b>
<b>Introduction to Business Ethics</b>	
Business Ethics- Meaning and Definition of Business Ethics - Nature of Business Ethics - Role and importance of Business Ethics and values in Business - Causes of unethical behaviour - Ethical issues.	
<b>UNIT II</b>	<b>(12 hrs)</b>
<b>Ethical Theories</b>	
Ethical Decision Making -Decision Making (Normal Dilemmas and problems) - Application of Ethical Theories in Business - Traditional Ethical Theories - Utilitarianism, - Ethical Egoism - Ethics of Duties - Normative Theories of Business Ethics - Stakeholder Theory - Stockholder Theory - Lawrence Kohlberg's Theory Model Development.	

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**Unit III**

**(12 hrs)**

**Moral Issues in Business**

Moral Issues in Business - Importance of moral issues and reasoning - Whistle Blowing-  
Kinds of Whistle Blowing - Ethical issues in functional areas of business.

Marketing and Advertising - Truth in Advertising- Manipulation – Coercion-Trade  
Secrets- Corporate disclosure-Insider trading.

Finance -Fairness' and efficiency in Financial Market – Greenmail-Golden Parachute.

HR: Workers Rights and Duties - Work place Safety - Sexual Harassment-Equal  
Employment Opportunity- Preferential hiring.

Environmental Protection - Safety and acceptable risk- Environmental Harm, Pollution  
and its Control– Product Safety and Corporate Liability.

**UNIT IV**

**(12 hrs)**

**Corporate Sustainability**

Corporate Sustainability - Concepts of sustainability - Social, Environmental and  
Economic dimensions -Sustainability in a business context.

Principles of Sustainable Development: History and emergence of the concept of  
Sustainable Development - Definitions, Environmental issues and crisis, Resource  
degradation, Greenhouse gases, Desertification, Social insecurity, Industrialization,  
Globalization and Environment.

**UNIT V**

**(12 hrs)**

**Sustainability Reporting**

Sustainability Reporting - Investors, customers, government and media- Disclosing  
sustainability information – report and website - Transparency and Accountability - One  
Report movement – Financial and non-financial together - Triple bottom line concept for  
Sustainable Business - Sustainability Reporting: Flavour of GRI, BRR, BRSR.

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**Course Outcomes**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Apply the concepts of business ethics in practice	K3
CO 2	Demonstrate ethical decision making by applying various theories	K2
CO 3	Evaluate moral issues relating to business, marketing, advertising, finance, HR and environmental protection	K5
CO 4	Explain the concepts of corporate sustainability	K2
CO5	Construct reports disclosing sustainability information	K3

**Books for study:**

1. Muraleedharan K P and Satheesh E K (2021), "Fernando's Business Ethics and Corporate Governance", 3<sup>rd</sup> Edition., Pearson India Education Services Pvt. Ltd, Noida
2. John G. Cullen (2022), "Business, Ethics and Society: Key Concepts, Current Debates and Contemporary Innovations", Sage Publications Pvt. Ltd, New Delhi
3. Khanka S S (2013), "Business Ethics and Corporate Governance (Principles and Practice)", 1<sup>st</sup> Edition, S.Chand & Co. Ltd., New Delhi

**Books for reference:**

1. ICSI Study Material, "Governance, Risk Management, Compliances and Ethics", New Delhi
2. David Chandler (2016), "Strategic Corporate Social Responsibility: Sustainable Value Creation", 4<sup>th</sup> Edition., Sage Publications Pvt. Ltd, New Delhi
3. Mandal S K (2017), "Ethics in Business and Corporate Governance", 2<sup>nd</sup> Edition., McGraw Hill Education, India

**Web references:**

1. <https://www.icsi.edu/media/website/BUSINESS%20MANAGEMENT%20ETHICS%20&%20ENTREPRENEURSHIP.pdf>
2. <https://dceutkal.ac.in/Syllabus/BECG-MBA.pdf>
3. <https://sdgs.un.org/topics/desertification-land-degradation-and-drought>
4. [https://sdgs.un.org/sites/default/files/documents/1387bp\\_ccInNSDS.pdf](https://sdgs.un.org/sites/default/files/documents/1387bp_ccInNSDS.pdf)
5. <https://wedocs.unep.org/handle/20.500.11822/9435>

Note: Latest edition of the books may be used



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**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
CO1	3	3	3	2	2	3	2	1	3
CO2	3	3	3	2	2	3	2	1	3
CO3	3	3	3	2	2	3	2	1	3
CO4	2	2	2	3	3	3	3	3	3
CO5	2	2	2	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Elective – III B**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413E2B	<b>AUDIT AND DUE DILIGENCE</b>		4	-	-	-	3	4	25	75	100

<b>Learning Objectives</b>	
1	To understand different types of audit
2	To gain knowledge on secretarial audit
3	To understand the basics of due diligence
4	To analyse different types of due diligence
5	To understand due diligence for take overs and due diligence report

**Course Units**

**UNIT I (12 hrs)**

**Introduction to Audit**

Audit: Meaning – Types of Audit: Corporate Governance Audit: Meaning and scope; Corporate Social Responsibility Audit: Meaning and objectives; Insider Trading Audit: An introduction – Labour Law audit: Meaning, process and benefits – Environment Audit: Meaning and Need – Social Audit: Meaning and implications – Introduction to Takeover Audit.

**UNIT II (12 hrs)**

**Secretarial Audit**

Secretarial Audit: Meaning – Need – Applicability of Secretarial Audit under Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 – The process of Secretarial Audit – Scope and Benefits of Secretarial Audit.

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**UNIT III (12 hrs)**

**Introduction to Due Diligence**

Due diligence: Meaning, Need, Objectives and Scope – Factors to be considered while conducting due diligence – Process of due diligence – Techniques of due diligence.

**UNIT IV (12 hrs)**

**Types of Due Diligence**

Types of Due Diligence: Operational, Strategic, Financial, Technical, Legal, Management, Technical, Environmental, Human Resource.

**UNIT V (12 hrs)**

**Due Diligence for Take overs and Due Diligence Report**

Due diligence for Mergers and Amalgamation: Introduction and Process, Preparation of scheme of amalgamation - Due diligence for take overs - Guidance on diligence reporting – Format of diligence report.

**Course outcomes:**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Compare different types of audit	K2
CO 2	Assess the provisions relating to secretarial audit	K5
CO 3	Recall the basics of due diligence	K1
CO 4	Explain the various types of due diligence	K2
CO 5	Examine due diligence for take overs and prepare due diligence report	K4

**Books for study:**

1. Anoop JainC. S, (2022), “Secretarial Audit, Compliance Management and Due Diligence”, 19<sup>th</sup> Edition, A J Publications Chennai, Tamilnadu.
2. William J Gole; Paul J Hilger (2009), “Due Diligence, An MA Value Creation”, John Wiley & Sons, Inc., New Jersey

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<ol style="list-style-type: none"> <li>3. Chatterjee B.D (2020), “A Practical Guide to Financial Due diligence”, Bloomsberry Publications, 1<sup>st</sup> Edition, New Delhi</li> <li>4. Anoop JainC S (2022), “Governance, Risk Management, Compliance and Ethics” 15<sup>th</sup> Edition, A J Publications, Chennai, Tamilnadu.</li> </ol>
<p><b>Books for reference:</b></p> <ol style="list-style-type: none"> <li>1. National Institute of Securities Market (April 2022), “Depository Operations, An educational initiative of SEBI” ,Taxmann Publications, New Delhi</li> <li>2. Peter Howson (2003), “Commercial Due Diligence”, Gower Publications, England</li> <li>3. Justin J Camp (2002), “Venture Capital Due Diligence”,Wiley &amp; Sons, Incorporated, John, New Jersey.</li> </ol>
<p><b>Web references:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://www.icsi.edu/media/portals/70/241120123.pdf">https://www.icsi.edu/media/portals/70/241120123.pdf</a></li> <li>2. <a href="https://www.icsi.edu/media/webmodules/publications/FULL%20BOOK-PP-DD&amp;CCM-PDF%20FILE.pdf">https://www.icsi.edu/media/webmodules/publications/FULL% 20BOOK-PP-DD&amp;CCM-PDF%20FILE.pdf</a></li> <li>3. <a href="https://www.sebi.gov.in/legal/regulations/jul-2022/securities-and-exchange-board-of-india-issue-of-capital-and-disclosure-requirements-regulations-2018-last-amended-on-july-25-2022-61425.html">https://www.sebi.gov.in/legal/regulations/jul-2022/securities-and-exchange-board-of-india-issue-of-capital-and-disclosure-requirements-regulations-2018-last-amended-on-july-25-2022-61425.html</a></li> <li>4. <a href="https://www.icsi.edu/media/webmodules/pcs/GUIDANCE%20NOTE%20ON%20DILIGENCE%20REPORT%20FOR%20BANKS.pdf">https://www.icsi.edu/media/webmodules/pcs/GUIDANCE%20NOTE%20ON%20DILIGENCE%20REPORT%20FOR%20BANKS.pdf</a></li> </ol>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	3	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3	3	2	3
<b>CO3</b>	3	3	3	3	3	3	3	2	3
<b>CO4</b>	3	3	3	3	3	3	3	2	3
<b>CO5</b>	3	3	3	3	3	3	3	2	3

High – 3

Medium – 2

Low – 1

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**First Year**

**Elective – IV A**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413E2C	<b>RURAL AND AGRICULTURAL MARKETING</b>		4	-	-	-	3	4	25	75	100

<b>Learning Objectives</b>	
1.	To understand the concepts of Rural marketing and its environments.
2.	To understand the buying behaviour of rural consumers
3.	To gain knowledge on strategies relating to rural product, branding, packaging, etc.
4.	To analyse the functioning of food processing industry including distribution and promotion in the rural market.
5.	To understand the principles and functioning of cooperative marketing

**Course Units**

<b>UNIT I</b>	<b>(12 hrs)</b>
<b>Introduction to Rural marketing</b>	
Rural marketing – Meaning – Definition – Concept and nature of rural marketing – Taxonomy of rural markets – Urban vs Rural marketing – Rural marketing environment – Becoming a successful rural marketer.	
<b>UNIT II</b>	<b>(12 hrs)</b>
<b>Rural buyer behaviour</b>	
Rural buyer behaviour – Aspects of rural buyer behaviour – Rural consumer decision	

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making process – Environmental factors affecting rural consumers – Buyer characteristics and innovation adoption – Rural STP approach – Guidelines for effective segmentation and emerging rural market segments.

**UNIT III**

**(12 hrs)**

**Rural product strategy and pricing**

Rural product strategy – Rural product classification and decisions – Product innovation strategies – Customer value strategies – Rural branding and packaging strategies – Role of Agricultural Price Commission in India (APC) - Introduction to APC - Basic objectives of the Commission - Determination of Minimum Support Price (MSP) - Non price measures - Minimum support price of selected commodities - Benefit to the farmers - Rationale of support pricing - Limitations of MSP.

**UNIT IV**

**(12 hrs)**

**Food processing industry infrastructure in India**

Food processing industry infrastructure in India - Meaning of processing - Advantages of food processing - Processing of agricultural commodities (Wheat, Paddy, Pulses and Oilseeds) – Importance of cold chains - Rural distribution strategy – Rural distribution and logistics – Direct vs Indirect marketing – Organised rural retailing – Types of retail outlets – Rural malls – e-tailing and training for rural retailers – Rural supply chain management – ITC e-choupal – Rural promotion mix – Marketing communication challenge in rural markets.

**UNIT V**

**(12 hrs)**

**Cooperative marketing**

Cooperative marketing: Meaning - Role of cooperatives - Structure of cooperative marketing societies - Types of Co-operative marketing societies – Membership – Functioning – Agri export zones – Small Farmers Agri Business Consortium - eNAM – Tamil Nadu State Agricultural Marketing Board.

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**Course Outcomes**

**Students will be able to:**

CO No.	CO Statement	Knowledge level
CO 1	Recall the concepts of rural marketing	K1
CO 2	Analyse the buying behaviour of rural consumers	K4
CO 3	Develop the strategies relating to rural product, branding, packaging, etc.	K3
CO 4	Construct distribution and promotional mix in the rural market relating to food processing industry	K3
CO5	Explain the principles and functioning of cooperative marketing	K2

**Books for study:**

1. Acharya S.S Agarwal N.L., (2019), "Agricultural Marketing in India", 6<sup>th</sup> Edition., BS Publishers & Distributors Pvt Ltd, India
2. Ashok M. V (2021), "Emerging Trends in Agricultural Marketing in India", Brillion Publishing, New Delhi
3. Debarun Chakraborty, Soumya Kanti Dhara, Adrinil Santra (2021), "Rural Marketing in India: Texts and Cases", Atlantic Publishers and Distributors Pvt Ltd, Chennai

**Books for reference:**

1. Rahman K S (2019), "Rural Marketing in India", Himalaya Publishing House, Mumbai
2. [Dogra Balram](#) and [Karminder Ghuman](#) (2007), Rural Marketing: Concepts and Practices, McGraw Hill Education, Noida

**Web references:**

1. [https://www.iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_RM\\_NOTES\\_2.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_RM_NOTES_2.pdf)
2. <https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/12992-cooperative-marketing.html>
3. <https://cacp.dacnet.nic.in/content.aspx?pid=32#content>

Note: Latest edition of the books may be used

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**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
CO1	2	2	1	2	3	3	3	1	3
CO2	3	3	3	3	3	3	3	1	3
CO3	3	3	3	3	3	3	3	1	3
CO4	3	3	2	3	3	3	3	2	3
CO5	2	2	2	3	3	3	3	1	3

High – 3

Medium – 2

Low – 1



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**First Year**

**Elective – IV B**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413E2D	<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>		4	-	-	-	3	4	25	75	100

Learning Objectives	
1.	To identify the primary differences between logistics and supply chain management
2.	To understand the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain.
3.	To evaluate the management components of supply chain management
4.	To analyse the tools and techniques applied in implementing supply chain management.
5.	To create awareness about the professional opportunities in supply chain management.

**Course Units**

<b>UNIT I</b>	<b>(12 hrs)</b>
<b>Supply Chain Management</b>	
Supply Chain Management: Concept, Features, Evolution, Importance, Process and Barriers of Supply Chain Management – Principles, Supply Chain Strategies – Organizations, Coordination, Innovation and Forecasting - Supply chain intermediaries – Concept and Types, Channels of Distribution for Industrial Goods and Consumer Goods, Channels of Distribution at Services Level, Factors for selection of suitable channels.	
<b>UNIT II</b>	<b>(12 hrs)</b>
<b>Global perspectives</b>	
Global perspectives: Measuring and analyzing the value and efficiency of Global Supply Chain Networks, Global market forces, Types of global supply chain -Indian Perspectives: Measuring and Analyzing the value and efficiency of Domestic Supply Chain Networks, Economic effects of supply chains - Customer Perspectives: Customer values, Role of customers and Ways of improving customer services in SCM.	

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<b>UNIT III</b>	<b>(12 hrs)</b>
<b>Framework of Logistics</b>	
Logistics: Introduction – Positioning of Information in Logistics and Supply Chain Management – Logistics Information System (LIS) - Logistics Management: Concept and Process, Competitive Advantages and Three C's, Changing Logistics Environment, Reverse Logistics, Importance of Inventory Control -Elements of inventory management – Inbound and out bound logistics, Bull- whip effect – distribution and warehousing management - Transport Functions and Participants in Transportation Decisions - Transport Infrastructure- Packaging and Materials Management: Consumer and Industrial Goods Packaging - Factors influencing Materials Planning, Preservation Safety and Measures of Materials Handling.	
<b>UNIT IV</b>	<b>(12 hrs)</b>
<b>SCM-Warehousing</b>	
Introduction– Concepts of Warehousing– Types of Warehouse – Functions of Warehousing– Strategic Warehousing, Warehouse Operations, Ownership Arrangements, Warehouse Decisions, Warehouse Management Systems, Packaging Perspectives, Packaging for Material Handling Efficiency, Materials Handling, Supply Chain Logistics Design: Global Strategic Positioning; Global SC Integration, SC Security, International Sourcing, Distribution control and evaluation.	
<b>UNIT V</b>	<b>(12 hrs)</b>
<b>SCM-Plan</b>	
SCM Plan: Demand Planning, Source of Procurement, Production or Assembly Steps, Sales return of defective or excess goods-Use of Internet in SCM: Role of computer/ IT in supply chain management –E- market places, E-procurement, E-logistics, E-fulfillment -Operative Systems in SCM: Enterprise Resource Planning (ERP), Performance Modeling of supply chains using Markov chains, Inventory Control- Importance, Pareto's Law -Emerging Technologies in Logistics and Supply Chain Management: CRM Vs SCM, Benchmarking concept, Features and implementation, Outsourcing: Basic concepts, Value addition in SCM – Concept of demand chain management - Growth of Logistics and Supply Chain Management in national and international scenarios.	

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**Course Outcomes**

**Students will be able to:**

CO No.	CO Statement	Knowledge level
CO 1	Recall the concepts and features of SCM	K1
CO 2	Summarise global and Indian perspectives of SCM	K2
CO 3	Examine changing logistics environment pertaining to materials management, warehousing and distribution	K4
CO 4	Explain strategic warehousing for SCM	K2
CO5	Outline the role of internet in SCM	K2

**Books for study:**

1. Christopher Martin, "Logistics and Supply Chain Management" (2016) 5<sup>th</sup> Edition, FT Publishing International, India
2. Chopra, Sunil, Meindl, Peter and Kalra, D.V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education Pvt. Ltd, Noida

**Books for reference:**

1. Sahay, B.S., Supply Chain Management, 2<sup>nd</sup> Edition; Macmillan Publishers India
2. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
3. Bowersox D.J., Closs D.J, Bixby Cooper. M., Supply Chain Logistics Management, (2002), 9<sup>th</sup> Edition, McGraw-Hill Higher Education, Noida

**Web references:**

1. <http://www.wisdomjobs.com/e-universit/production-and-operations-management-tutorial-295/principles-of-material-handling-9576.html>
2. <http://www.marketing91.com/logistics-activitiesw/>
3. <https://www.fcbo.com/services/warehouse-strategies>.
4. <https://cleartax.in/s/just-in-time-jit-inventory-management>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	1	3	2	2	3	1	2
<b>CO2</b>	2	2	3	2	3	3	2	2	1
<b>CO3</b>	2	1	2	3	2	2	3	3	3
<b>CO4</b>	1	3	1	2	1	1	2	2	2
<b>CO5</b>	3	2	2	2	2	2	1	1	1

High – 3

Medium – 2

Low – 1

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**First Year**

**Skill Enhancement**

**Semester II**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
413S2A	<b>Advertising and Media Management</b>	SEC	3	-	1*	-	2	4	25	75	100

\* **Practical Exposure** - The Practical exposure should be handled through various activities involved in concerned industries day to day operations

Learning Objectives	
1.	To acquaint students with creative strategies in advertising
2.	To educate students on the importance of media advertising
3.	To assist students to create an Advertisement Copy
4.	To acquaint students with creative strategies in advertising
5.	To educate students on the importance of media advertising

**Course Units**

<p><b>UNIT I</b> <span style="float: right;"><b>(12 hrs)</b></span></p> <p><b>Introduction</b> Meaning, Definition and Evolution of Advertising – Role of Advertising – Advertising as a Promotional tool – Economic, Social and Ethical Aspects of Advertising – Advertising as a Communication Process</p>
<p><b>UNIT II</b> <span style="float: right;"><b>(12 hrs)</b></span></p> <p><b>Creative Strategy Management</b> Advertisement Copy and Advertisement Designing Meaning- Preparation and process – Types of Advertisement Copy – Elements of Advertisement Copy and Advertisement Design Advertisement Layout Structure of an Advertisement Layout – Principles of Advertisement Layout</p>

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<b>UNIT III</b>	
<b>Advertising and Campaign Planning</b>	<b>(12 hrs)</b>
Marketing Strategy and Situational Analysis – Advertising Plan and Objectives – DAGMAR Approach – Preparation of Campaign- Stages in Campaign Process	
<b>UNIT IV</b>	
<b>Advertising Media Strategy</b>	<b>(12 hrs)</b>
Role of Media, Types of Media- Indoor, Outdoor, Electronic and Online Advantages and Disadvantages – Media Planning-Selection and Scheduling	
<b>UNIT V</b>	
<b>Media Management strategies</b>	<b>(12 hrs)</b>
Media Choice Criteria- Factors affecting Choice of Media – Choosing the right Agency- Role, Types and Functions of Advertisement Agencies, Selection and Co-ordination of Advertising Agency- Advertisement Budgeting- Types- Affordable Rate Method, Percentage of Sales Method, Competitive Parity Method and Objective and Task Method	
<b>Theory 80% Practical Exposure 20%</b>	

**Course Outcomes**

**Students will be able to:**

CO No.	CO Statement	Knowledge level
CO 1	Create their own Advertisement Copy	K1
CO 2	Analyze individual media businesses and understand the economic drivers of the media economy	K2
CO 3	Gain a perspective on the facets of media	K4
CO 4	Develop an integrated marketing plan using a wide variety of media	K2
CO 5	Create their own Advertisement Copy	K2

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**Books for study:**

1. Belch. *Advertising and Promotion*. New Delhi, Tata McGraw Hill, 2017
2. Kenneth, E. Clow & Donald E. Baack. *Integrated Advertising Promotion & Marketing Communication*. New Delhi: Prentice Hall, 2015.

**Books for reference:**

1. Bovee, John.Courtland. L.George, Dovel.P and Wood, Marian Burk. *Advertising Excellence*, New Delhi, Tata McGraw Hill. 1994
2. Wells. *Advertising Principles and Practice*, New Delhi, Prentice Hall of India, 2016  
Christina Spurgeon. *Advertising and New Media*. USA Taylor & Francis, latest edition  
Appannaiah.H.R and Ramnath, *Advertising and Media Management*, Himalaya  
Publisher, 2016

**Journals:**

Journal of Advertising

Journal of Advertising Research

Journal of Advertising Education

Note: Latest edition of the books may be used

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**Second Year**

**Core – VII**

**Semester III**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
513C3A	<b>TAX PLANNING AND MANAGEMENT</b>		6	-	-	-	5	6	25	75	100

**Learning Objectives**

<b>1</b>	To identify deductions from gross total income and computation of income for different classes of assesseees
<b>2</b>	To understand the procedure for filing of returns and tax planning
<b>3</b>	To analyse the structure on international business taxation
<b>4</b>	To assess Goods and Services Tax and filing GST returns
<b>5</b>	To compute customs duty as per Customs Act

**Course Units**

**UNIT I (18 hrs)**

**Assessment of persons**

Tax Exemptions for Agricultural Income-Deductions to be made in computing total income (80G, 80GGB & 80GGC, 80IA, 80IAB, 80IAC, 80IB, 80IBA, 80ID, 80IE, 80JJA, 80JJAA, 80LA, 80M, 80P, 80PA) – Assessment of Firms, AOP, BOI, Company and Co-operative society.

**UNIT II (18 hrs)**

**Tax Returns and Tax planning**

Return of income: Statutory obligation, Return Forms, Time for filing of return, Revised return, Modified return–Assessment -Tax Deducted at Source - Advance payment of Tax: Persons liable to pay, Due date, Computation - Payment in pursuance of order of

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Assessing Officer, Consequences on non-payment. – Tax planning, Tax avoidance and Tax evasion - Tax planning and specific management decisions: Make or buy, Own or lease, Retain or replace, Shut down or continue.

**UNIT III**

**(18 hrs)**

**International business taxation**

International business taxation - Taxation of Non-resident - Double taxation relief - Transfer pricing and other anti-avoidance measure - Application and interpretation of tax treaties - (Double taxation avoidance agreement - DTAA) - Equalization levy.

**UNIT IV**

**(18 hrs)**

**Goods and Services Tax**

Goods and Services Tax: GST Act, 2017 - Registration – Procedure for registration under Schedule III – Amendment of registration – Rates of Tax of IGST, CGST, SGST/UGTST- Assessment of GST- Self-assessment – Provisional assessment – Scrutiny of returns – Assessment of non filers of returns – Assessment of unregistered persons – Assessment in certain special cases – Tax Invoice – Credit and Debit Notes – Payment of Tax – Input Tax Credit - Anti profiteering -- Filing of Returns- Penalties – Prosecution – Appeal and Revision. – Concepts of e-invoice and Reconciliation

**UNIT V**

**(18 hrs)**

**Customs Act, 1962**

Customs Act, 1962: Important Definitions – Basics – Importance of Customs Duty – Constitutional authority for levy of Customs Duty – Types of Customs Duty – Prohibition of Importation and Exportation of goods – Valuation of goods for Customs Duty – Transaction Value – Assessable Value – Computation of Assessable Value and Customs Duty.

**Theory 40% and Problems 60%**



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**Course Outcomes**

**Students will be able to:**

CO No.	CO Statement	Knowledge level
CO 1	Apply the provisions of income tax to determine taxable income	K3
CO 2	Plan taxes	K3
CO 3	Illustrate the nuances of international business taxation	K2
CO 4	Apply the provisions of GST	K3
CO 5	Summarise the provisions of Customs Act	K2

**Books for study:**

1. Vinod Singhania and Kapil Singhania, Direct Taxes Law & Practice Professional Edition, Taxmann Publications, New Delhi
2. Mehrotra H.C. and Goyal S.P, Income Tax including Tax Planning & Management, Sahitya Bhawan Publications, Agra
3. Sekar G, "Direct Taxes" - A Ready Refresher, Sitaraman C. & Co Pvt.Ltd., Chennai.
4. Balachandran V, (2021) Textbook of GST and Customs Law, Sultan Chand and Sons, New Delhi
5. Vandana Bangar and Yogendra Bangar, "Comprehensive Guide to Taxation" (Vol.I and II), Aadhya Prakashan, Prayagraj (UP).

**Books for reference:**

1. Sha R.G. and Usha Devi N., (2022) "Income Tax" (Direct and Indirect Tax), Himalaya Publishing House, Mumbai.
2. Girish Ahuja and Ravi Gupta, "Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST", Wolters Kluwer India Private Limited
3. Swetha Jain, GST Law & Practice, Taxmann Publishers Pvt.Ltd, Chennai.
4. Datt V.S., "GST - Input Tax Credit", Taxmann Publishers, Chennai.
5. Anurag Pandey, "Law & Practices of GST and Service Tax" - Sumedha Publication House, New Delhi.

**Web references:**

1. [https://www.icsi.edu/media/webmodules/16112021\\_Advance\\_Tax\\_Laws.pdf](https://www.icsi.edu/media/webmodules/16112021_Advance_Tax_Laws.pdf)
2. [https://www.icsi.edu/media/webmodules/Final\\_Direct\\_Tax\\_Law\\_17\\_12\\_2020.pdf](https://www.icsi.edu/media/webmodules/Final_Direct_Tax_Law_17_12_2020.pdf)
3. [https://www.icsi.edu/media/webmodules/TL\\_Final\\_pdf\\_25102021.pdf](https://www.icsi.edu/media/webmodules/TL_Final_pdf_25102021.pdf)

Note: Latest edition of the books may be used

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**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	3	3	3	3	3	2	3
<b>CO2</b>	3	3	3	3	3	3	2	2	3
<b>CO3</b>	3	3	3	3	3	3	3	2	3
<b>CO4</b>	3	3	3	3	3	3	3	2	3
<b>CO5</b>	3	3	3	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**Second Year**

**Core – VIII**

**Semester III**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>513C3B</b>	<b>RESEARCH METHODOLOGY</b>		6	-	-	-	5	6	25	75	100

**Learning Objectives**

1	To understand the fundamentals of research
2	To construct theoretical design and formulate hypotheses
3	To evaluate the data collection techniques
4	To perform parametric and non-parametric tests
5	To enhance report writing skills and develop ethical conduct in research

**Course Units**

**UNIT I**

**(18 hrs)**

**Introduction to Research Methodology**

Research: Definition – Objectives – Motivations for research – Types of research – Maintaining objectivity in research – Criteria of good research – Applications of research in business - Formulating a research problem – Literature Review – Reasons for review – Reference management tools - Identification of research gap – Framing of objectives.

**UNIT II**

**(18 hrs)**

**Hypothesis Testing and Research Design**

Hypothesis – Formulation of hypothesis – Testing of hypothesis – Type I and Type II errors – Research design – Types of research design - Methods of data collection: Census, Sample survey, Case study – Sampling: Steps in sampling design, Methods of sampling – Testing of

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reliability and validity – Sampling errors.	
<b>UNIT III</b>	<b>(18 hrs)</b>
<b>Data Collection</b>	
Variable: Meaning and types - Techniques of data collection – Primary data: Meaning, Advantages and limitations – Techniques: Interview, Schedule, Questionnaire, Observation – Secondary Data: Meaning and sources.	
<b>UNIT IV</b>	<b>(18 hrs)</b>
<b>Data Analysis</b>	
Data Analysis – Uni-variate Analysis: Percentile, Mean, Median, Mode, Standard deviation, Range, Minimum, Maximum, Independent sample t-test – Bi-variate analysis: Simple correlation, Simple Regression, Chi-square, Paired samples t-test, ANOVA, Man-Whitney test – Wilcoxon signed rank test – Kruskal Wallis test (Simple problems)	
Multi Variate Analysis: Multiple Correlation, Multiple Regression, Factor Analysis, Friedman’s test, Cluster analysis, Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM), Multiple Discriminant Analysis.	
<b>UNIT V</b>	<b>(18 hrs)</b>
<b>Preparation of Research Report</b>	
Report preparation – Guidelines and precautions for interpretation – Steps in Report writing - Style of research reports (APA, MLA, Anderson, Harvard) – Mechanics of report writing – Ethics in Research – Avoiding plagiarism – Plagiarism checker tools – Funding agencies for business research.	

**Theory: 80%; Problems: 20%**

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**Course Outcomes**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Recall the research concepts and recognise the research problem	K1
CO 2	Construct research hypothesis and determine the sample size	K3
CO 3	Select appropriate method for data collection	K3
CO 4	Interpret the results of statistical tests	K2
CO 5	Construct research report avoiding plagiarism	K3

**Books for study:**

1. Tripathi, (2014) “Research Methodology in Management and Social Sciences”. SultanChand & Sons, New Delhi.
2. Kothari C.R and Gaurav Garg, (2020) “Research Methodology” – Methods and Techniques. New Age International (P) Limited, New Delhi.
3. Krishnaswami and Ranganathan, (2011) “Methodology of Research in Social Sciences”, Himalaya Publishing House, Mumbai.

**Books for reference:**

1. Donald R. Cooper, Pamela S. Schindler and J.K.Sharma, “Business Research Methodology”, 12<sup>th</sup> Edition, Tata Mcgraw Hill, Noida (UP).
2. Sashi K.Guptha and ParneetRangi,(2018) “Research Methodology” , Kalyani Publisher, Ludhiana.
3. SharmaR D and Hardeep Chahal, (2004) “Research Methodology In Commerce andManagement”, Anmol Publications, New Delhi

**Web references:**

1. [https://www.cartercenter.org/resources/pdfs/health/ephti/library/lecture\\_notes/health\\_science\\_students/ln\\_research\\_method\\_final.pdf](https://www.cartercenter.org/resources/pdfs/health/ephti/library/lecture_notes/health_science_students/ln_research_method_final.pdf)
2. <https://ccsuniversity.ac.in/bridge-library/pdf/MPhil%20Stats%20Research%20Methodology-Part1.pdf>
3. [https://prog.lmu.edu.ng/colleges\\_CMS/document/books/EIE%20510%20LECTURE%20NOTES%20first.pdf](https://prog.lmu.edu.ng/colleges_CMS/document/books/EIE%20510%20LECTURE%20NOTES%20first.pdf)
4. <https://www.statisticssolutions.com/academic-research-consulting/data-analysis-plan/>

Note: Latest edition of the books may be used

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**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	3	2	2	3	2	3	3
<b>CO2</b>	3	3	3	2	2	3	2	3	3
<b>CO3</b>	3	3	3	2	2	3	2	3	3
<b>CO4</b>	3	3	3	2	2	3	2	3	3
<b>CO5</b>	3	3	3	2	2	3	2	3	3

High – 3

Medium – 2

Low – 1

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**Second Year**

**Core-IX**

**Semester III**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>513C3C</b>	<b>ADVANCED COST AND MANAGEMENT ACCOUNTING</b>		6	-	-	-	5	6	25	75	100

**Learning Objectives**

1	To understand the advanced concepts of cost accounting and management accounting.
2	To apply the product and process costing concepts and procedures in applications and learn the costing analysis.
3	To understand the business decision making concepts through CVP analysis.
4	To estimate the budgeted cost for planning and analyse the variance to control the cost of a product.
5	To acquire the knowledge of financial decision making through analysing the various financial statements.

**Course Units**

<b>UNIT I</b>	<b>(18 hrs)</b>
<b>Introduction to Costing System</b>	
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.	
<b>UNIT II</b>	<b>(18 hrs)</b>
<b>Costing Methods</b>	
Costing methods- Product costing-Process costing- Treatment of Equivalent Units- Inter - process profit - JIT costing - Activity based costing.	

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<b>UNIT III</b>	<b>(18 hrs)</b>
<b>Cost Volume Profit Analysis</b>	
Cost Volume Profit Analysis - Decision making - make or buy, own or lease, repair or renovate, changes Vs. Status quo, sell or scrap, export Vs.local sales,shut down or continue. Responsibility Accounting and Transfer Pricing - Measurement of Segment Performance.	
<b>UNIT IV</b>	<b>(18 hrs)</b>
<b>Standard Costing &amp; Variance Analysis</b>	
Standard cost and Estimated Cost – Installation of Standard Costing – Variance Analysis – Calculation of Variances.	
<b>UNIT V</b>	<b>(18 hrs)</b>
<b>Financial Statement analysis</b>	
Analysis and interpretation of Financial Statements– Types and tools of analysis- Ratio analysis–Various types of Ratios and its calculations - Funds/Cash flow statement – Techniques & Preparation.	

**Theory: 20%; Problems: 80%**

**Course Outcomes**

Students will be able to:

CO 1	Outline the concepts of cost accounting principles and cost control techniques.
CO 2	Apply the accounting procedure of product costing and process costing to prepare the accounts of the manufacturing industries.
CO 3	Apply the techniques of marginal costing & Cost volume profit analysis in Business decision making.
CO 4	Analyse the standard cost and variance in cost estimation and control.
CO 5	Apply costing techniques and interpret financial statements for making financial decisions.



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**Books for study:**

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. Choudhary Anu Prasad Roy & Amitava Bhattacharya, Cost and Management Accountancy: Methods and Techniques, Calcutta, New Central Book Agency.
4. Horngren C. T. Cost Accounting - A Managerial Emphasis, New Delhi, Pearson Education.
5. Kaplan, Advanced Management Accounting, 3rd Ed. Pearson Education, New Delhi.
6. Reddy T S and Y.H. Reddy, Cost and Management Accounting, Margam Publications, Chennai.

**Books for reference:**

1. Polimeni, et al. Cost Accounting: Concepts and Applications for Managerial Decision Making, New York, McGraw Hill
2. S.N. Maheshwari, Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Delhi.
3. V.K. Saxena & C.D. Vashist, Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Delhi

**Web references:**

1. [www.futureaccountant.com](http://www.futureaccountant.com)
2. [www.ce.cmu.edu](http://www.ce.cmu.edu)
3. [www.computerizedaccount.tripod.com](http://www.computerizedaccount.tripod.com)
4. <https://www.icsi.edu/media/website/CostAndManagementAccounting.pdf>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	1	3	1	2	2	2	3	1	2
<b>CO2</b>	3	2	3	1	3	3	2	2	1
<b>CO3</b>	2	1	2	3	2	2	3	3	3
<b>CO4</b>	1	3	1	2	1	1	2	2	2
<b>CO5</b>	3	2	2	2	2	2	1	1	1

Strong - 3
Medium - 2
Low - 1

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**Second Year**

**Core-X**

**Semester III**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>513C3D</b>	<b>COMPUTER APPLICATIONS IN BUSINESS</b>		2	-	4	-	4	6	25	75	100

<b>Learning Objectives</b>	
1	To understand the fundamentals of SPSS
2	To compare the values obtained in t-test and ANOVA
3	To perform regression and non-parametric tests
4	To create company, groups and ledgers and obtain financial statements using Tally Prime
5	To understand inventory management and account for goods and services tax

**Course Units**

**UNIT I**

**(18 hrs)**

**Introduction to SPSS**

Opening a data file in SPSS – Variable view – Data view – Entering data into the data editor – Saving the data file– Table creation – Descriptive statistics: Percentile values, Measures of central tendency, Measures of dispersion, Distribution – Cronbach’s Alpha test – Charts and graphs - Editing and copying SPSS output.

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**UNIT II (18 hrs)**

**Parametric Tests in SPSS**

Compare means: One-sample t-test, Independent Samples t-test, Paired-samples t-test and One-way ANOVA, Two-way ANOVA - Correlation: Bi-variate, Partial and Multiple. Simple linear regression.

**UNIT III**

**(18 hrs)**

**Non-parametric Tests in SPSS**

Chi-square test - Mann Whitney's test for independent samples – Wilcoxon matched pairs sample test– Friedman's test– Wilcoxon signed rank test – Kruskal Wallis test

**UNIT IV**

**(18 hrs)**

**Introduction to Accounting Software**

Tally Prime: Introduction – Starting Tally Prime – Creation of a Company - Selecting company - Shutting a company - Altering company– Creating Accounting groups and ledgers – Vouchers – Practical problems for a new and existing business and not-for profit organisation. Accounting reports: Introduction – Displaying Trial balance, Profit and Loss Account, Balance sheet, Day book, Purchase register, Sales register, Cashflow/Funds flow and ratio analysis – Practical problems.

**UNIT V**

**(18 hrs)**

**Inventory and GST in Accounting Software**

Inventory: Introduction to Inventory Masters – Creation of stock group – Creation of Godown – Creation of unit of measurement – Creation of stock item – Entering inventory details in Accounting vouchers – Practical problems. GST: Introduction – Enabling GST – Defining tax details – Entries in Accounting vouchers – View invoice report – Practical problems – Recent Developments in Tally, Zoho etc.

**100% Practical**

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**Course Outcomes**

Students will be able to:

CO No.	CO Statement	Knowledge level
<b>CO 1</b>	Construct data file in SPSS	K3
<b>CO 2</b>	Examine Means of samples	K4
<b>CO 3</b>	Apply non-parametric tests	K3
<b>CO 4</b>	Construct a company, form groups and get automated financial statements	K3
<b>CO 5</b>	Plan for automation of inventory	K3

**Books for study:**

1. Sundara Pandian.P, Muthulakshmi. S &Vijayakumar, T (2022), Research Methodology &Applications of SPSS in Social Science Research, Sultan Chand &Sons, New Delhi
2. Morgan George. A, Barrett C Karen, Leech L Nancy and Gloeckner Gene W (2019),IBM SPSS for Introductory Statistics, Routledge, 6<sup>th</sup>Edition, U.K
3. Official Guide to Financial Accounting using TallyPrime (2021), BPB Publication,Delhi
4. Chheda Rajesh, U (2020), Learn Tally Prime, Ane Books, 4<sup>th</sup>Edition, New Delhi

**Books for reference:**

1. Kulas John, Renata Garcia Prieto Palacios Roji, Smith Adams (2021), IBM SPSS Essentials: Managing and Analysing Social Sciences Data, 2<sup>nd</sup> Edition, John Wiley & Sons Inc., New York
2. Rajathi. A, Chandran. P (2011), SPSS for You, MJP Publishers, Chennai
3. Sangwan Rakesh (2022), Learn Tally Prime in English, Ascend Prime Publication,Pilani
4. Lodha Roshan (2022), Tally Prime with GST Accounting, Law Point Publication,Kolkata

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**Web references:**

1. <https://www.spss-tutorials.com/basics/>
2. <https://www.tallyclub.in/>
3. <https://tallysolutions.com/business-guides/inventory-management-in-tally-erp9/>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO 1</b>	2	3	2	2	3	3	2	3	3
<b>CO 2</b>	3	3	2	2	3	3	2	3	3
<b>CO 3</b>	3	3	2	2	3	3	2	3	3
<b>CO 4</b>	3	3	2	3	3	3	3	3	3
<b>CO 5</b>	3	3	2	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**Second Year**

**Core – XI**

**Semester IV**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>513C4A</b>	<b>CORPORATE AND ECONOMIC LAWS</b>		6	-	-	-	5	6	25	75	100

<b>Learning Objectives</b>	
1	To analyse current and capital account transactions and dealings in foreign currency under FEMA
2	To understand unethical competitive practices and forums for redressal of consumer disputes under Competition Act and Consumer Protection Act
3	To understand the procedure for obtaining patents and copyright under The Copyright and Patents Act
4	To evaluate offences and punishment for money laundering under Prevention of Money Laundering Act
5	To explain the registration and related procedures under Real Estate Act

**Course Units**

**UNIT I** **(18 hrs)**

**Introduction to Foreign Exchange Management Act, 1999**

Foreign Exchange Management Act, 1999: Introduction – Definitions – Current Account transactions – Capital Account transactions – Realisation, repatriation and surrender of foreign currency – Remittance of assets – Possession and retention of foreign currency or foreign coins – Authorised person – Adjudication and Appeal.

**UNIT II** **(18 hrs)**

**Competition Act, 2002 and Consumer Protection Act, 2019**

Competition Act, 2002: Objective – Prohibition of Agreements, Prohibition of Abuse of

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Dominant Position - Regulation of combinations - Competition Commission of India: Duties, Powers and Functions of Commission - Appellate Tribunal.

The Consumer Protection Act, 2019: Objects; Rights of consumers –Consumer Dispute Redressal Commissions - Consumer protection councils – Procedure for admission to complaints – Appeal against orders.

**UNIT III**

**(18 hrs)**

**Law relating to intellectual property rights**

Law relating to intellectual property rights: Introduction - The Copyright Act, 1957: Works in which copyright subsist - Ownership of copyright and the rights of the owner - Assignment of copyright - Disputes with respect to assignment of copyright- Term of copyright - Registration of copyright - Infringement of copyright.

The Patents Act, 1970: Inventions not patentable - Applications for patents - Publication and examination of applications - Grant of patents and rights conferred - Register of patents. Trademarks Act, 1999: Conditions for registration - Procedure for and duration of registration - Effect of registration - Collective marks.

**UNIT IV**

**(18 hrs)**

**Prevention of Money Laundering Act, 2002**

Prevention of Money Laundering Act, 2002: Offence of money laundering –Punishment for money laundering –Attachment, adjudication and confiscation - Obligations of Banking Companies, Financial Institutions and Intermediaries –Summons, Search and Seizure– Appellate Tribunal.

**UNIT V**

**(18 hrs)**

**Real Estate (Regulation and Development) Act, 2016**

Real Estate (Regulation and Development) Act, 2016: Introduction - Salient features of the Act - Registration of Real Estate Project – Registration of Real Estate agents – Functions

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and duties of promoter – Rights and duties of Allottees – Offences, penalties and adjudication – Specimen agreement for sale to be executed between the promoter and the allottee.

**Course Outcomes**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Recall important provisions of FEMA	K1
CO 2	Examine the provisions of the Competition Act, 2002 and Consumer Protection Act to govern commercial competition and protect a consumer	K4
CO 3	Summarise the process relating to obtaining copyrights and patents.	K2
CO 4	Examine the provisions of Money Laundering Act	K4
CO 5	Analyse the provisions relating to regulation of real estate	K4

**Books for study:**

1. Munish Bandari (2022), A Textbook on Corporate and Economic Laws, 33<sup>rd</sup> Edition, Bestword Publications, New Delhi
2. Amit Vohra and Rachit Dhingra (2022), Economic, Business and Commercial Laws, 18th Edition, Bharat Book House, Siliguri
3. Pankaj Garg (2021), Taxmann's Corporate and Economic Laws, 7<sup>th</sup> Edition, Taxmann Publications, New Delhi

**Books for reference:**

1. Sekar G and Saravana Prasath B (2022), Students' Handbook on Corporate and Economic Law, Commercial Law Publishers (India) Pvt.Ltd., New Delhi
2. Taxmann (2021), FEMA & FDI Ready Reckoner, 15<sup>th</sup> Edition, Taxmann Publications, New Delhi
3. Ahuja V.K. and Archa Vashishtha (2020), Intellectual Property Rights (contemporary Developments), Thomson Reuters, Toronto, (CAN)



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**Web references:**

1. <https://resource.cdn.icai.org/67333bos54154-m3cp1.pdf>
2. <https://resource.cdn.icai.org/67335bos54154-m3cp3.pdf>
3. <https://resource.cdn.icai.org/68523bos54855-cp1.pdf>
4. <https://resource.cdn.icai.org/68524bos54855-cp2.pdf>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	2	2	3	3	3	2	3
<b>CO2</b>	3	3	3	2	2	3	2	2	3
<b>CO3</b>	3	3	2	2	2	3	2	2	3
<b>CO4</b>	3	3	3	3	3	3	3	2	3
<b>CO5</b>	3	3	2	2	3	3	3	2	3

High – 3

Medium – 2

Low – 1

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**Second Year**

**Core – XI**

**Semester IV**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
513C4B	<b>HUMAN RESOURCE ANALYTICS</b>		6	-	-	-	5	6	25	75	100

Learning Objectives	
1	To understand the concept and framework of human resource analytics
2	To evaluate the process of human resource analytics and the relevant research tools
3	To illustrate the evolution, types and design of HR metrics
4	To deal with data collection and transformation
5	To adopt tools and techniques for predictive modelling

**Course Units**

<b>UNIT I</b>	<b>(18 hrs)</b>
<b>Introduction to Human Resource Analytics</b>	
Human Resource Analytics: Introduction –Concept – Evolution - Importance – Benefits – Challenges - Types of HR Analytics – HR Analytics Framework and Models.	
<b>UNIT II</b>	<b>(18 hrs)</b>
<b>Business Process and HR Analytics</b>	
Business Process and HR Analytics: Introduction – Data Driven Decision Making in HR - Data Issues – Data Validity – Data Reliability - HR Research tools and techniques – Statistics and Statistics Modelling for HR Research.	
<b>UNIT III</b>	<b>(18 hrs)</b>
<b>Introduction to HR Metrics</b>	

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HR Metrics: Introduction - Historical Evolution of HR metrics- Importance – Types of HR Metrics – Types of data - HR Metrics Design Principles — HR Scorecard – HR Dashboards.

**UNIT IV (18 hrs)**

**HR Analytics and Data**

HR Analytics and Data: Introduction – HR Data Collection – Data quality – Big data for Human Resources – Process of data collection for HR Analytics – Transforming data into HR information – HR Reporting – Data Visualization – Root cause analysis.

**UNIT V (18 hrs)**

**HR Analytics and Predictive Modelling**

HR Analytics and Predictive Modelling: Introduction – HR Predictive Modelling – Different phases – Predictive analytic tools and techniques – Information for Predictive analysis - Software solutions - Predictive Analytic Models for Quantitative Data - Steps involved in predictive analytics.

**Course Outcomes**

Students will be able to:

CO No.	CO Statement	Knowledge level
<b>CO 1</b>	Examine the concept of human resource analytics	K4
<b>CO 2</b>	Apply the HR tools and techniques in decision making	K3
<b>CO 3</b>	Examine the different types of HR metrics and their relative merits	K4
<b>CO 4</b>	Make use of HR data in report preparation	K3
<b>CO 5</b>	Build models for predictive analysis	K3

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**Books for study:**

1. Nishant Uppal (2020), Human Resource Analytics Strategic Decision Making, 1st Edition, Pearson Education Pvt. Ltd., Chennai
2. Sarojkumar and Vikrant Verma (2022), HR analytics, Thakur Publication Pvt. Ltd, Lucknow.
3. Dipak Kumar Bhattacharyya (2017), HR analytics: understanding theories and applications, 1<sup>st</sup> Edition, Sage Publications India Private Limited, New Delhi

**Books for reference:**

1. Ramesh Soundararajan and Kuldeep Singh (2019), Winning on HR analytics, Sage publishing, New Delhi
2. Anshul Saxena (2021), HR analytics: quantifying the intangible, 1st Edition, Blue Rose publishers, New Delhi
3. Michael J. Walsh (2021), “HR analytics essentials you always wanted to know”, 7<sup>th</sup> Edition, Vibrant publishers, Mumbai.

**Web references:**

1. <https://hbr.org/webinar/2017/06/leveraging-hr-analytics-in-strategic-decisions>
2. <https://www.mbaknol.com/human-resource-management/human-resource-metrics/>
3. <https://www.managementstudyguide.com/hr-metrics-and-workforce-analysis.htm>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	2	2	3	3	3	3	3	3
<b>CO2</b>	3	3	2	3	3	3	3	3	3
<b>CO3</b>	3	3	2	3	3	3	3	3	3
<b>CO4</b>	3	3	2	3	3	3	3	3	3
<b>CO5</b>	3	3	2	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**Second Year**

**Elective – V A**

**Semester III**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
513E3A	<b>STRATEGIC MANAGEMENT</b>		3	-	-	-	3	3	25	75	100

Learning Objectives	
1.	To understand strategic management and its levels and phases
2.	To analyse the dynamics of competitive strategic management techniques
3.	To familiarize with the business and functional level strategies
4.	To gain knowledge on organisational and strategic leadership
5.	To apply latest concepts in strategy implementation and control

**Course Units**

<p><b>UNIT I</b> <span style="float: right;"><b>(9 hrs)</b></span></p> <p><b>Introduction to Strategic Management</b></p> <p>Introduction to Strategic Management: Meaning and Nature of Strategic management, Framework of Strategic management, Strategic Levels in Organizations, Phases of strategic management, Benefits and challenges of strategic Management in global economy.</p>
<p><b>UNIT II</b> <span style="float: right;"><b>(9 hrs)</b></span></p> <p><b>Techniques for Strategic Management</b></p> <p>Dynamics of Competitive Strategy: Corporate governance- Role of Board of directors and top management in corporate governance; Agency and Stewardship theory, Situational Analysis-SWOT analysis, TOWS Matrix, Portfolio Analysis - BCG, GE, and ADL matrix</p>

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- Strategic Management Process: Strategic Planning, Strategic Intent – Vision, Mission and Objectives, Strategy Formulation - Corporate Level Strategies: Concepts and Nature of Corporate Strategy, Strategic Alternatives at Corporate Level-Growth, Stability, Expansion, Business Combinations – Mergers and Acquisitions, Strategic Alliances, Turnaround, Retrenchment and Retreat, Corporate parenting.

**UNIT III**

**(9 hrs)**

**Different Levels of Strategies**

Business Level Strategies: Competitive Strategies at Business Level, Michael Porter's Generic Strategies, Best-Cost Provider Strategy - Functional Level Strategies: Marketing Strategy, Financial Strategy, Operations Strategy, Human Resource Strategy, Research and Development.

**UNIT IV**

**(9 hrs)**

**Organisation and Strategic Leadership**

Organisation and Strategic Leadership: Organisation Structure, Strategic Business Unit, Strategic Leadership, Strategy Supportive Culture, Entrepreneurship and Intrapreneurship, Strategic Leadership across organizations.

**UNIT V**

**(9 hrs)**

**Strategy Implementation and Control**

Strategy Implementation and Control: Strategy Implementation, Strategic Choice, Strategic Control, Strategy Audit, Business Process Reengineering, Benchmarking, Six Sigma and contemporary practices in strategic management.

**Course Outcomes**

Students will be able to:

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CO No.	CO Statement	Knowledge level
CO 1	Summarise strategic management principles at different levels and phases	K2
CO 2	Explain the dynamics of competitive strategic management techniques	K2
CO 3	Examine business and functional level strategies	K4
CO 4	Identify strategic leadership and organisational skills	K3
CO5	Apply latest concepts in strategy implementation and control	K3

**Books for study:**

1. Prasad L. M., (2018), “Strategic Management”, 7<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi.
2. Cherunilam, Francis, (2021), “Strategic Management” 8<sup>th</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai.
3. John A. Pearce, Richard B. Robinson and Amita Mital, (2018) “Strategic Management” 14<sup>th</sup> Edition, McGraw Hill Education, New Delhi.
4. Gupta C. B. (2022), “Strategic Management” Latest Edition, S.Chand and Company Ltd, Noida, Uttar Pradesh.

**Books for reference:**

1. Jeyarathanam M., (2021), “Strategic Management” 7<sup>th</sup> Edition, Himalaya Publishing House Pvt. Ltd, Mumbai
2. Ghosh P.K. (2014), “Strategic Management”, 14<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi
3. Chandan J. S. and Nitish Sen Gupta (2022), “Strategic Management”, Vikas Publishing House Pvt. Ltd., New Delhi
4. Fred R. David, (2017), “Strategic Management Concepts and Cases” 13<sup>th</sup> Edition, Prentice Hall, Pearson Education, London, England

**Web references:**

1. <https://resource.cdn.icai.org/66691bos53810cp2.pdf>
2. <https://resource.cdn.icai.org/66693bos53810cp4.pdf>
3. <https://resource.cdn.icai.org/66694bos53810cp5.pdf>
4. <https://resource.cdn.icai.org/66695bos53810cp6.pdf>
5. <https://resource.cdn.icai.org/66697bos53810cp8.pdf>

Note: Latest edition of the books may be used

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**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
CO1	3	3	2	3	2	2	2	1	2
CO2	3	3	2	3	2	2	2	1	2
CO3	3	3	3	3	3	3	3	2	3
CO4	3	3	3	3	3	3	3	1	3
CO5	3	3	2	3	3	2	3	1	2

High – 3

Medium – 2

Low – 1



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**Second Year**

**Elective–V B**

**Semester III**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>513E3B</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>		3	-	-	-	3	3	25	75	100

<b>Learning Objectives</b>	
1	To understand the importance and nature of international flow of funds
2	To gain knowledge on the various features and transactions in the foreign exchange market
3	To analyse the techniques of international investment decisions for building a better portfolio
4	To understand the flow of funds in the international banks
5	To become familiar with various international instruments

**Course Units**

<p><b>UNIT I (9 hrs)</b></p> <p><b>International Financial Management</b></p> <p>International Financial Management: An overview – Importance – Nature and Scope – International flow of Funds – Balance of Payments – International Monetary System.</p>
<p><b>UNIT II (9 hrs)</b></p> <p><b>Foreign Exchange Market</b></p> <p>Foreign Exchange Market: Features – Spot and Forward Market – Exchange Rate Mechanism – Exchange Rate determination in the Spot and Forward Markets – Factors</p>

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Influencing Exchange Rate – Salient Features of FEMA – Market for Currency Futures and Currency Options – Hedging with Currency Future and Options.

**UNIT III**

**(9 hrs)**

**International Investment Decision**

Foreign Direct Investment – International Capital Budgeting – International Portfolio Investment: Meaning – Benefit of International Portfolio Investment – Problem of International Investment.

**UNIT IV (9 Hrs)**

**International Financial Decisions**

Overview of the International Financial Market – Channels for International Flow of Funds – Role and Functions of Multilateral Development Banks – International Banking: Functions – Credit Creation – Control of International Banks.

**UNIT V (9 hrs)**

**International Financial Market Instruments**

Short-term and Medium-term Instruments – Management of Short-term Funds – Management of Receivables and Inventory – Factors behind the Debt Crisis.

**Course outcomes:**

Students will be able to:

CO No.	CO Statement	Knowledge level
CO 1	Explain the importance and nature of international flow of funds	K2
CO 2	Analyse the fluctuations in exchange rate and impact on exchange markets	K4
CO 3	Analyse the techniques of international investment decisions for building a better portfolio	K4
CO 4	Explain the flow of funds in the international banks	K2
CO 5	Examine various international financial market instruments	K4

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**Books for study:**

1. Vyuptakesh Sharan, (2010), “International Financial Management” 6<sup>th</sup> Edition, Prentice Hall India Learning Pvt. Ltd, Delhi
2. Seth A K and Malhotra S K, (2000), “International Financial Management” 2<sup>nd</sup> Edition, Galgotia Publishing Company, Delhi
3. Agarwal O P, (2021), “International Financial Management” 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai
4. Apte P G, (2006), “International Financial Management” 4<sup>th</sup> Edition, MCGraw Hill (India) Pvt. Ltd., Noida, Uttar Pradesh
5. Varshney R L and Bhashyam S (2016), “International Financial Management An Indian Perspective”, Sultan Chand & Sons, New Delhi

**Books for reference:**

1. Jeevanandam C, (2020), “Foreign Exchange Practice Concepts and Control”, 17<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi
2. Kevin S, (2022), “Fundamentals of International Financial Management” 2<sup>nd</sup> Edition, Prentice Hall India Learning Pvt. Ltd, Delhi
3. Amuthan R, (2021), “International Financial Management” 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt Ltd, Mumbai
4. Bhalla V K (2014), “International Financial Management (Text and Cases)”, Sultan Chand & Sons, New Delhi

**Web references:**

1. <https://iare.ac.in/sites/default/files/LECTURE%20NOTES-IFM.pdf>
2. <https://www.bauer.uh.edu/rsusmel/4386/ifm%20-%20lecture%20notes.pdf>
3. [https://ebooks.lpude.in/management/mba/term\\_4/DMGT549\\_INTER\\_NATIONAL\\_FINANCIAL\\_MANAGEMENT.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT549_INTER_NATIONAL_FINANCIAL_MANAGEMENT.pdf)

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO 1</b>	1	2	2	3	2	2	2	1	2
<b>CO 2</b>	1	2	2	3	2	2	2	1	2
<b>CO 3</b>	2	3	2	3	2	2	2	2	2
<b>CO 4</b>	1	2	2	3	2	2	2	1	2
<b>CO 5</b>	2	3	2	3	2	2	2	2	2

High – 3

Medium – 2

Low – 1

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**Second Year**

**Elective – VI A**

**Semester IV**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
513E4A	<b>ORGANISATIONAL BEHAVIOUR</b>		3	-	1*	-	3	4	25	75	100

\* The Practical exposure should be handled through various activities involved in concerned industries day to day operations

Learning Objectives	
1.	To understand the various aspects of human behaviour at work.
2.	To understand the role of motivation and job satisfaction in organisational commitment
3.	To analyse different forms of organisational structure and contemporary communication tools.
4.	To analyse the importance of transactional analysis in facilitating negotiations and conflict management.
5.	To gain knowledge on recent trends in organisational change and development.

**Course Units**

<b>UNIT I</b>	<b>(12 hrs)</b>
<b>Introduction to Organizational Behaviour and Learning</b>	
Introduction to Organizational Behaviour – OB Models - Workforce diversity challenges – Personality – Perception- Attitudes – Values. Organisational Learning: Meaning, Theories (Chris Argyris and Donald Schon: Espoused theory, Theory-in-use, Three levels of learning) Introduction to learning organisation.	
<b>UNITII</b>	<b>(12 hrs)</b>
<b>Motivation and Job Satisfaction</b>	
Motivation Theories – Content theories (Maslow, Herzberg, ERG), Process Theories (Vroom, Porter and Lawler)– Job Satisfaction-Organisational commitment and Employee Engagement	

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<b>UNITIII</b>	<b>(12 hrs)</b>
<b>Organisational structure and Communication</b>	
Organisational structure- Factors, Forms. Importance of virtual organisations – Organisational communication - Importance, Forms, Functions. Organisational climate and culture. Business communication : Harnessing Business Emails and Corporate Communication tools.	
<b>UNITIV</b>	<b>(12 hrs)</b>
<b>Transactional Analysis and Organizational Conflicts</b>	
Transactional analysis: Meaning, Benefits, Levels of self-awareness, Analysis of transactions. Organizational Conflicts – Process, Levels, Conflict management. Negotiation – Types and Process -Introduction to Workplace Spirituality.	
<b>UNITV</b>	<b>(12 hrs)</b>
<b>Contemporary practices in Organisational Change and Development</b>	
International Organisational Behaviour Practices - Organizational Change and Change Management. Organisational Development–Meaning, Models and Interventions.	
<b>Theory 80% Practical Exposure 20%</b>	

**Course Outcomes**

**Students will be able to:**

CO No.	CO Statement	Knowledge level
CO 1	Identify the effect of OB models and organizational learning on human behaviour	K3
CO 2	Assess theories of motivation and their impact on job satisfaction.	K5
CO 3	Examine effective communication tools for better organisational climate.	K4
CO 4	Analyse interpersonal transactions at workplace.	K4
CO5	Analyse the various OB models for change management and development in the organization.	K4

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**Books for study:**

1. Aswathappa, (2021) “Organizational Behaviour (Text, Cases and Games)”, 7<sup>th</sup> Edition, Himalaya Publication, Mumbai.
2. Subba Rao, (2021) “Organizational Behaviour”, 6<sup>th</sup> Edition, Himalaya Publication, Mumbai.
3. S.S.Khanka, (2021) “Organizational Behaviour(Text and Cases)”, 4<sup>th</sup> Edition, S. Chand, Noida (UP).
4. L.M.Prasad, (2016) “Organizational Behaviour”, 6<sup>th</sup> Edition, Sultan Chand, New Delhi.

**Books for reference:**

1. Kavitha Singh, (2022) “Organizational Behaviour(Text and Cases)”, 3<sup>rd</sup> Edition, Sulthan.Chand, New Delhi.
2. Fred Luthans, (2017) “Organizational Behaviour”, 12<sup>th</sup> Edition, McGraw Hill International Edition, New York (USA).
3. Stephen P. Robbins, Timothy A. Judge, Eharika Vohra, (2018) “Organizational Behavior”, 18<sup>th</sup> Edition, Pearson Education, London.
4. Mishra M. N. (2001), “Organizational Behaviour”, 1<sup>st</sup> Edition, S. Chand, Noida (UP).

**Web references:**

1. <http://www.nwlink.com/~donclark/leader/leadob.html>
2. [https://www.tankonyvtar.hu/hu/tartalom/tamop412A/20110023\\_Psychology/030300.scor1](https://www.tankonyvtar.hu/hu/tartalom/tamop412A/20110023_Psychology/030300.scor1)
3. <https://www.workvivo.com/blog/corporate-communication/>
4. <https://www.mbaknol.com/management-concepts/concept-of-workplacespirituality/>
5. <http://www.essentialtoolsseries.com/SpringboardWebApp/userfiles/estools/file/Chapter%202.pdf>

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
<b>CO1</b>	3	3	2	3	3	3	3	2	3
<b>CO2</b>	3	3	2	3	3	3	3	2	3
<b>CO3</b>	3	3	2	3	3	3	3	2	3
<b>CO4</b>	3	3	2	3	3	3	3	2	3
<b>CO5</b>	3	3	2	3	3	3	3	2	3

High – 3

Medium – 2

Low – 1

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**Second Year**

**Elective – VI B**

**Semester IV**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>513E4B</b>	<b>INSOLVENCY LAW AND PRACTICE</b>		3	-	1*	-	3	4	25	75	100

\* The Practical exposure should be handled through various activities involved in concerned industries day to day operations

<b>Learning Objectives</b>	
1	To gain knowledge on Insolvency and Bankruptcy Code
2	To gain knowledge of the recent developments in the arena of Insolvency Law and Bankruptcy code
3	To understand the legal, procedural and practical aspects of Insolvency and its resolution
4	To analyse cross border insolvency laws and insolvency resolution
5	To evaluate code of conduct laid down for Insolvency practitioners

**Course Units**

**UNIT I (12 hrs)**

**Introduction to Insolvency and Bankruptcy Code**

Introduction to Insolvency and Bankruptcy Code: Concepts, Need for the Insolvency and Bankruptcy Code 2016 - Important Definitions.- Insolvency law for individuals

**UNIT II (12 hrs)**

**Corporate Insolvency Resolution Process**

Corporate Insolvency Resolution Process: Legal Provisions; Committee of Creditors; Procedure; Documentation; Appearance; Approval. Insolvency Resolution of Corporate Persons: Contents of resolution plan; Submission of resolution plan; Approval of resolution

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plan –Resolution Strategies: Restructuring of Equity and Debt – Compromise and Arrangement; Acquisition; Takeover and Change of Management; Sale of Assets.

**UNIT III**

**(12 hrs)**

**Liquidation and Adjudication of Corporate Persons**

Liquidation of Corporate Person: Initiation of Liquidation; Powers and duties of Liquidator; Liquidation Estate; Distribution of assets; Dissolution of corporate debtor - Voluntary Liquidation of Companies: Procedure for Voluntary Liquidation; Initiation of Liquidation; Effect of liquidation; Appointment; Remuneration; Powers and duties of Liquidator; Completion of Liquidation - Adjudication and Appeals for Corporate Persons: Adjudicating Authority in relation to insolvency resolution and liquidation for corporate persons; Jurisdiction of NCLT; Grounds for appeal against order of liquidation; Appeal to Supreme Court on question of law; Penalty of carrying on business fraudulently to defraud traders.

**UNIT IV**

**(12 hrs)**

**Cross Border Insolvency**

Cross Border Insolvency: Introduction; Global developments; UNCITRAL Legislative Guide on Insolvency Laws; UNCITRAL Model Law on Cross Border Insolvency; World Bank Principles for Effective Insolvency and Creditor Rights; ADB principles of Corporate Rescue and Rehabilitation; Enabling provisions for cross border transactions under IBC, Agreements with foreign countries.

**UNIT V (12 hrs)**

**Professional and Ethical Practices for Insolvency Practitioners**

Professional and Ethical Practices for Insolvency Practitioners: Responsibility and accountability of Insolvency Practitioners; Code of conduct; Case laws; Case Studies; and Practical aspects.

**Theory 80% Practical Exposure 20%\***



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\* The Practical exposure should be handled through various activities involved in concerned industries day to day operations

**Course Outcomes**

Students will be able to

CO No.	CO Statement	Knowledge level
CO 1	Recall the concepts, need for the insolvency and Bankruptcy Code 2016.	K1
CO 2	Analyse the provisions relating to Corporate Insolvency Resolution Process, Insolvency resolution of corporate persons and Resolution strategies	K4
CO 3	Analyse the legal provisions of Liquidation of Corporate Person, Companies and Adjudication and Appeals for Corporate Persons	K4
CO 4	Summarise the provisions relating to Cross Border Insolvency	K2
CO 5	Examine the Professional and Ethical Practices for Insolvency Practitioners	K4

**Books for study:**

1. Prasad Vijay Bhat, Divya Bajpai (2022), “Corporate Restructuring Insolvency Liquidation & Winding-Up”, 4<sup>th</sup> Edition, Taxmann, New Delhi
2. Ayush J Rajani, Khushboo Rajani and Alka Adatia (2022), “Comprehensive Guide to Insolvency and Bankruptcy Code, 2016 – Law & Practice”, 3<sup>rd</sup> Edition, Bloomsbury Publishing India Pvt. Ltd., New Delhi.
3. Sumant Batra (2017), “Corporate Insolvency Law and Practice”, 1<sup>st</sup> Edition, Eastern Book Company, Bangalore.

**Books for reference:**

1. Vats R.P., Apoorv Sarvaria, Yashika Sarvaria (2022), “Law & Practice of Insolvency & Bankruptcy”, Taxmann, New Delhi
2. Taxmann’s - Insolvency and Bankruptcy Law Manual Taxmann publications, New Delhi
3. ICSI Study Material on Insolvency - Law and Practice, New Delhi

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**Web references:**

1. <https://www.mca.gov.in/Ministry/pdf/TheInsolvencyandBankruptcyofIndia.pdf>
2. <https://ibbi.gov.in/en/legal-framework/act>
3. [https://www.indiacode.nic.in/handle/123456789/2154?sam\\_handle=123456789/1362](https://www.indiacode.nic.in/handle/123456789/2154?sam_handle=123456789/1362)

Note: Latest edition of the books may be used

**Mapping of course outcomes with POs and PSOs**

	POs						PSOs		
	1	2	3	4	5	6	1	2	3
CO1	3	3	2	3	3	3	3	3	3
CO2	3	3	2	3	3	3	3	3	3
CO3	3	3	2	3	3	3	3	3	3
CO4	3	3	2	3	3	3	3	3	3
CO5	3	3	2	3	3	3	3	3	3

High – 3

Medium – 2

Low – 1

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**Second Year**

**Skill Enhancement - Stock Market Operations**

**Semester III**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
513S3A	Stock Market Operations		2	-	1*	-	2	3	25	75	100

\* The Practical exposure should be handled through various activities involved in concerned industries day to day operations

<b>Learning Objectives</b>	
LO1	To get students acquainted with the nature of stock market
LO2	To learn the pattern of trading and settlement in stock market
LO3	To understand the process of online trading and meaning of basic concepts
LO4	To know and categorize the option contracts and its strategies
LO5	To observe the psychology of trader in the stock market

**Course Units**

**UNIT I – INTRODUCTION TO STOCK MARKET (9 hrs)**

Capital and Stock Market – Stock Exchanges – NSE & BSE – Index – Types of Index - Demat Account & Trading Accounting – Brokerage and Taxation – Intraday Trading.

**UNIT II –TRADING & SETTLEMENT IN STOCK MARKET (9 hrs)**

Patterns of Trading & Settlement – Speculations and its types – Brokerage – Settlement Procedures – National Securities Depository Ltd. (NSDL), Central Securities Depository Ltd. (CDSL)

**UNIT III - ONLINE TRADING PROCESS (9 hrs)**

Trading – Types of trading – Risk, Reward, Target, Stop Loss –Walk through of online trading – Lot Sizes – Minimum Losses and Maximum Profits – Stop loss method to increase profits – Ledger Statement – Transaction History – Contract Notes

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**UNIT IV – OPTIONS TRADING (9 hrs)**

Concepts of Options – Call Option – Put Option – In-the-money, At-the-money, Out-of-the-money – Option Valuation – Basic Option trading strategies.

**UNIT V – TRADING PSYCHOLOGY (9 hrs)**

News and Social Media – Attitude of a Trader – Wealth Creation through Trading – Successful trading in various market movements – Trading Routine

**Theory 80% Practical Exposure 20%**

**Books for study:**

1. Prasanna Chandra, “Investment Analysis and Portfolio management”, Tata McGraw Hill, 3rd Edn., 2008.
2. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd., Chennai, 2021.
3. Securities Operations and Risk Management by National Institute of Securities Market, 2023.

**Books for reference:**

4. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House, 10th edition, 2017.
5. Ravi Puliani and Mahesh Puliani, Manual of SEBI, Bharat Law House, Delhi, 2017.
6. NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009

Note: Latest edition of the books may be used

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**Second Year**

**Skill Enhancement**

**Semester IV**

Course Code	Title of the Course	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>513S4A</b>	<b>Consumer Behaviour</b>		3	-	1*	-	2	4	25	75	100

\* The Practical exposure should be handled through various activities involved in concerned industries day to day operations

<b>Learning Objectives</b>	
LO1	To develop an understanding of underlying concepts and issues in Consumer behavior in marketing.

**Course Units**

<b>Unit 1: Introduction to Consumer Behaviour (12 Hours)</b>
Definition, Nature, Scope, Consumer Behaviour's Applications in Marketing, Consumer research process –Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analyzing Data & Report Preparation.
<b>Unit 2: Factors affecting Consumer Behaviour (12 Hours)</b>
Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Peer Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.
<b>Unit 3: Consumer Decision Making Process (12 Hours)</b>
Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era.
<b>Unit 4: Consumer Motivation &amp; Personality (12 Hours)</b>
Consumer Motivation– Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation , Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory.
<b>Unit 5: Marketing Communications, Decision Making Models, Consumer Rights (12 Hours)</b>
Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Consumer Protection Act 2019, rights of consumers.
<b>Theory 80% Practical Exposure 20%</b>

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**Books for study:**

1. Consumer Behaviour - Satish K BatraSHH Kazmi
2. Consumer Behaviour in Indian Context - K K Srivastava, Sujata Khandai

**Books for reference:**

1. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
3. Schiffman LG and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
5. Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi

Note: Latest edition of the books may be used