SYLLABUS

MANONMANIAM SUNDARANAR UNIVERISTY, TIRUNELVELI-12

PG COURSES – AFFILIATED COLLEGES

M.Com

(Choice Based Credit System)
(with effect from the academic year 2021-2022 onwards)

Semester-II				
Part	**Subject Status**	**Subject Title**	**Subject Code**	**Credit**
III	Core-6	Advanced Financial Management	ZKCM21	4
III	Core-7	Quantitative Techniques	ZKCM22	4
III	Core-8	Corporate Legal Framework	ZKCM23	4
III	Core-9	Enterprise Resource Planning	ZKCM24	4
III	Core-10	Corporate Social Responsibility	ZKCM25	4
III	Elective-1	Customer Relationship Management	ZKCE21	4

ADVANCED FINANCIAL MANAGEMENT

Objectives

- To understand the theoretical framework of financial management in business corporations
- To make an in depth analysis of various sources of financing and financial planning
- To impart knowledge of managing assets of the company
- To acquaint the students with types of leverages
- To enable the students to understand the capital structure and dividend theories

UNIT I

Foundations of finance:

Financial management – Objectives, Scope, Uses and Functions of Financial management – Profit maximization vs Wealth maximization - Finance Functions – Role of Finance Manager – Liquidity vs Profitability- Risk and return trade off – Financial management & other functional areas – Methods & tools of Financial management- Time value of Money – Methods of analysis - Discounting and compounding techniques - Financial Information System – Financial Forecasting – Changing scenario of financial management in India(Theory)

UNIT II

Sources of finance & financial planning:

Sources of Finance: short term finance & long term finance - Purpose – Sources - Security Financing, Internal Financing, Loan Financing and other Innovative sources of Financing – Factors determining the source of finance - Concepts of working capital –Types-Significance-adequacy- Dangers of redundant working capital – Factors –Determinants of working capital- issues and methods of estimating working capital – operating cycle method – regulation of bank credit – Tandon committee – working capital ratios(Theory)

UNIT III

Management of assets:

Receivables Management: Objectives – Costs – Benefits – Credit policies – Credit Terms – Credit analysis - Collection policies –Decision tree Analysis of credit granting – monitoring & control of receivables - Inventory management: Objectives of inventory management – RISK & Cost of holding inventory-

Techniques of Inventory management – EOQ – ABC analysis – Inventory turnover ratios – Just in Time inventory system – VED analysis – FSN analysis – Min-Max Method – Perpetual Inventory system – Automatic Order system – Input- Output ratio analysis(Theory)

UNIT IV

Leverages and Dividend Decision:

Leverage- Types - Operating leverage – degree of Operating leverage – Financial leverage – Degree of financial leverage- Combined leverage – EBIT/EPS Analysis - Cost of capital: Equity, Debt, Retained Earnings – Weighted Average Cost of Capital – Capital structure: designing capital structure – - Factors determining capital structure - Capital structure Theories – Net income, Net operating Income, MM and Traditional theories – Dividend policy and practices – Dividend policies – Factors determining Dividend policy – Dividend Theories – Graham, Walter, Gordon and Modigliani -Miller theories (Theory & Problems)

UNIT V

Investment Decisions:

Capital Budgeting – Nature of capital budgeting- Objectives – Process- factors influencing capital budgeting decisions - Identifying relevant cash flows – Evaluation Techniques: Payback, Net Present Value, Profitability Index, Internal Rate of Return, Accounting rate of return – Comparison of DCF techniques – Project selection under capital rationing – Inflation in capital budgeting – Risk analysis in capital budgeting(Theory & Problems)

Learning Outcome :

After the completion of the course, the students must be able to:

- Gain an understanding of the theoretical framework of financial management in business corporations
- Understand various sources of financing and financial planning
- Describe management of assets of the company
- Understand leverages
- Gainan understanding of the capital structure and dividend theories

References :

1. Khan M Y and Jain P K, (2014), Financial management, Text, Problems and cases, Tata McGraw Hill, New Delhi
2. Murthy A, (2016), Financial Management, Margam Publications, Chennai

3. Maheswari S N, (2016), Financial Management, Sultan Chand & Sons, New Delhi
4. Pandey I M, (2014), Financial Management, Vikas Publishing House, Mumbai
5. Periyasamy, (2015), Financial Management, Vijay Nicole Imprints, Chennai
6. Prasanna Chandra, (2014), Financial Management, 7th edition, Tata McGraw Hill, New Delhi
7. Tulsian P C, (2016), Financial Management, S. Chand & Company, New Delhi

QUANTITATIVE TECHNIQUES

Objectives:

- To acquaint the students with the use of quantitative models in decision making
- To enable the students to learn about formulation of Transportation problem
- To know about assignment problems
- To teach the project management and queuing models.
- To know the evaluation of replacement analysis and simulation.

UNIT I

INTRODUCTION AND LINEAR PROGRAMMING:

Operations Research-Quantitative Approach to Decision Making - Nature and Significance of OR in Decision Making-Models in Operations Research- Application Areas of Operation Research- Linear Programming-General Concepts -Definitions - Assumptions in Linear Programming - Limitations in Linear Programming - Applications of Linear Programming - Formulation of LP Problems - Solution Methods : Graphical method (maximization and minimization)- Simplex method (maximization and minimization(Big M Method).

UNIT II

TRANSPORTATION

Concepts- Formulation of Transportation Problem- Balanced and Unbalanced Problems Minimization and Maximization Problems, Finding IBFS - Northwest Corner Rule(NWCR) , Least Cost Rule (LCR) and Vogel's Approximation Method(VAM) - Optimality Tests - Modified Distribution method (MODI).

UNIT III

ASSIGNMENT PROBLEMS

Concepts - Mathematical Formulation of an Assignment Problem - The Assignment Algorithm (Hungarian Assignment method) - Balanced and Unbalanced Assignment Problems Minimization and Maximization Problems-Restricted and Reserved routes / choice - Travelling Salesman Problem as an Assignment Problem.

UNIT IV

PROJECT MANAGEMENT AND QUEUING MODELS

Introduction- Types of Networks - CPM : Critical Path Method and PERT: Programme Evaluation Review Technique – Basic differences between CPM and PERT - Drawing a network - Obtaining of Critical Path- Time estimates for activities.-

Probability of completion of project- Determination of floats (total, free, independent)-Queuing ModelsIntroduction, Concepts, Terminology - General structure of queuing system - Operating Characteristics of Queuing system - Poisson-exponential single server model(finite population)

UNIT V

REPLACEMENT ANALYSISAND SIMULATION

Replacement of capital assets – discrete cases when time value of money is not considered and when time value of money is considered.-Replacement of items that fail suddenly -Monte-Carlo method of simulation.

Learning Outcome:

After the completion of the course, the students must be able to:

- Gain knowledge about formulation of transportation problem
- Get an outstanding about assignment problems
- Know about project management and queuing models
- Gain an understanding about the replacement analysis and simulation

References :

1. Operations Research - J.K. Sharma, Macmillan India Ltd.
2. Operations Research – V.K.Kapoor ,Sultan & Sons
3. Operational Research - An Introduction, Taha, H.A - Macmillan
4. Operations Research – Kanti Swarup, P.K. Gupta, Man Mohan, S. Chand
5. Operations Research-S.Gurusamy, Vijay Nicole Imprints Private Limited
6. Operations Research-R.Panneerselvam, Vijay Nicole Imprints Private Limited

CORPORATE LEGAL FRAMEWORK

Objectives:

1. To help the students to learn about payment of wages , bonus , industrial disputes and sale of goods act
2. To know about provisions of companies act 2013.
3. To teach about Foreign Exchange Management Regulation Act 1999
4. To know the about Environmental Regulation Act
5. To create the knowledge of Legal perspective and its practice to improve the business.

UNIT I

Payment of Wages Act – Payment of Bonus Act – Industrial Disputes Act, Sale of Goods Act 1930.

UNIT II

Provisions of Companies Act 2013 relating to Company Administration – Board of Directors – Manager – Managing Director – Provisions relating to various types of meetings and their related items – powers, duties and liabilities of Directors – Corporate Governance.

UNIT III

Foreign Exchange Management Regulation Act1999, Objective and definitions under FEMA – Dealings in foreign exchange – holding of foreign exchange etc. current account transactions, capital account transactions – export of goods and service realization and repatriation of foreign exchange – Exemptions authorized person – penalties and enforcement – Compounding of offences – Directorate of enforcement – Appellate Tribunal etc.

UNIT IV

Environmental Legislation Legal and regulatory frame work – procedures for obtaining various environment clearances – role and function of Environments of Environment Tribunal / Authority – Appearance before Environment Tribunal / Authority – Environment Audit.

UNIT V

Consumer Protection Act 2019– Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinaries and Forums – Competition Act 2002 – Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade Marks, Patent Act.

Learning Outcome :

After the completion of the course, the students must be able to:

- Gain knowledge about payment of wages , bonus , industrial disputes and sale of goods act
- Know about provisions of companies act 2013.
- Understanding about Foreign Exchange Management Regulation Act 1999
- Gain knowledge of Environmental Regulation Act
- Gain the knowledge of Legal perspective and its practice to improve the business.

REFERENCES

1. P.P.S. Gogna, Mercantile Law, S.Chand& Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
4. Balanchandran V., Legal Aspects of Business, Tata McGraw Hill, 2012.
5. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012.
6. Ravinder Kumar – Legal Aspect of Business – Cengage Learning, 2nd Edition – 2011.
7. K.C. Mishra and M. Bakshi, legal and Regulatory Aspects of Insurance, CENGAGE learning, Delhi, 2005.
8. Kenneth A. Abraham, Kenneth S. Abraham Insurance laws Regulation : Cases and Material, Foundation Press, 2005.
9. Corporate Laws – Taxman Publication.

ENTERPRISE RESOURCE PLANNING (ERP)

Objectives

- To know the evaluation of ERP, systems, technology and the background of ERP
- To teach the various aspects of business processes
- To enable the students to learn about BPR
- To teach the ERP system implementation
- To know about SCM and CRM

UNIT I

Definition of enterprise –

Enterprise resource planning - evolution of ERP systems - material requirement planning - manufacturing requirement planning – Trends - Systems and technology background - ERP systems background – Objectives - Benefits and challenges in ERP - ERP data input - ERP output capabilities - Technology-enables vs. clean sheet re-engineering - Specialties in ERP systems - Tangible and intangible benefits - Major ERP vendors.

UNIT II

Business processes –

ERP software changes - Designing ERP systems - choosing standard models – artefacts and processes for ERP systems - client-server architecture for ERP - Application architectures - cross functionalities - application integration.

UNIT III

Introduction to BPR –

Definition and principles BPR - role of IT in BPR - IT support for BPR - strategic alignment of IT and BPR - Process engineering - enterprise business processes - BPR and organizational restructuring - organizational systems - business process integration.

UNIT IV

Choosing an ERP system implementing - big bang vs phased-identification of modules -developing guiding principles and detailed project plan - legacy system analysis - as is picture -mapping into ERP - Project team training - To Be design - user acceptance - detailed design - customization - construction and testing, production

system development

UNITV

Introduction to SCM & CRM –

Meaning - Need - Origin - Elements of SCM - Future trends in SCM Purchasing issues in SCM - The role of purchasing in an organization - The purchasing process - Sourcing decisions - Roles of supply base - Supplier selection - CRM - CRM definition - Components of CRM - CRM concepts - Goals of CRM - CRM functions - Customer Experience Management - Back office and front office functions. Post implementation issues and development SCM and CRM.

Learning Outcome

After the completion of the course, the students must be able to:

- Know the evaluation of ERP, systems, technology and the background of ERP
- Appreciate the various aspects of business processes
- Gain knowledge about BPR
- Get an understanding about the ERP system implementation
- Know about SCM and CRM

References :

1. Alexix Leon (2012), Enterprise Resource Planning, 2nd Edition, McGraw Hill.
2. Daniel E. O'Leary, (2000), Enterprise Resource Planning Systems, Life Cycle, Electronic commerce, University of Southern California.
3. Davenport Thomas H, (1993), Process Innovation, reengineering work through information technology, Harvard Business School Press, Boston
4. Jylldyche, (2014), ERM Hand Book, Pearson Publishers.
5. Monk (2011), Enterprise Resource Planning, Thomson.
6. Micheql Hammer and Champy James, (2012), Reengineering the corporation, A manifesto for business revolution, Harper Business NY
7. Murthy (2010), ERP - Text and Case studies, Himalaya Publications.
8. Wisner (2000), Principles of SCM, Thomson Publishers.

CORPORATE SOCIAL RESPONSIBILITY

Objectives

- To enable the students to gain and understand the significance and importance of corporate social responsibility and its principles and practice in Indian context
- To teach students the implementation of CSR policy under the Companies Act 2013
- To gain knowledge on governance of CSR activities
- To learn as to how to monitor CSR activities
- To know about CSR standards and audit

Unit I

Concept and Meaning of Corporate Social Responsibility(CSR):

Meaning and Definition of CSR - Evolution of CSR - CSR in Indian Legislation from global perspective - Principles of CSR - Theories of CSR - CSR and Sustainable Development goals. CSR and Corporate Governance- Drivers of CSR - Concept of Charity- Corporate Citizenship -Corporate Philanthropy.

Unit II

Implementation of CSR Policy under Sec. 135 of the Companies Act 2013:

CSR Policy - Constitution of CSR committee and its composition - CSR Design - CSR Budget -Implementation of CSR - CSR Process - CSR Activities - Provision of CSR in Companies Act, 2013 - CSR Committee; CSR Policy - CSR Expenditure; CSR Activities - Boards Responsibilities towards CSR Regulatory requirement of CSR Compliance in India - guidelines and notifications issued by the Ministry from time to time - Penalty for non-compliance of section 135

Unit III

Governance of CSR Activities:

Meeting of the CSR Committee -Preparation of CSR Report - Placing CSR Report in Board meeting - Board's responsibility towards CSR - CSR project management approach - Evaluation of CSR projects - CSR stakeholder communication, dialogue and engagement - CSR and risk Management - CSR as Organizational Brand Building.

Unit IV

Monitoring of CSR Activities:

CSR process monitoring; Situation monitoring - beneficiary monitoring;

organizational monitoring - financial monitoring; compliance monitoring; result monitoring- Internal Monitoring and Evaluation of CSR Activities - External Monitoring and Evaluation of CSR Activities; - CSR Committee and Board level review of CSR performance - CSR Reporting

Unit V

CSR Audit and Standards:

CSR Audit; various issues relating to CSR Audit - Preparing and filing of annual CSR report - Sustainability of CSR Audit -Developing a CSR Audit programme - CSR audit checklist; benefits of CSR audit - Review of successful corporate initiatives and challenges of CSR - CSR Ratings, CSR awards. Social Accountability 8000 (SA8000) - Indian Standard Organization (ISO-26000-2010) - GST component in CSR.

Learning Outcome:

After the completion of the course, the students must be able to:

- Have gained all essential and fundamental knowledge on the principlesand practices of CSR in India
- Acquire the skill of implementing the same in their own enterprises as and when they bring up their start-ups
- Appreciate governance of CSR activities
- Have knowledge of monitoring CSR activities
- Know about CSR standards and audit

References :

1. Christopher (2014), Sustainable Value: How the world's leading companies doing well by doing good, Stanford University Press, USA
2. Ilangovan D and Durgadoss R, (2016), Corporate Governance – An Insight, The United Publishers, Mangalore, Karnataka
3. Nancy Lee and Philip Kotler (2011), corporate social Responsibility: doing the most good for your company and your cause, John Wley& Sons, Delhi
4. Sanjay K.Agarwal (2010), Corporate Social Responsibility in India, Sage Publications, Delhi
5. Wayne Visser (2017), CSR 2.0 Transforming Corporate Sustainability and Responsibility, Kaleidoscope Futures, London

CUSTOMER RELATIONSHIP MANAGEMENT

Objectives

- To impart skill based knowledge of Customer Relationship Management
- To understand the concepts and principles of CRM
- To understand the need and importance of maintaining a good customer relationship
- To gain knowledge of strategic customer acquisition and retention techniques in CRM
- To teach the conceptual aspects of service quality

UNIT I

Understanding customers:

Customer information Database – Customer Profile Analysis – Customer perception- Expectations analysis – Customer Behavior in relationship perspectives; individual and group customers – Customer life time value – Selection of Profitable customer segments

UNIT II

CRM structures:

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT III

CRM Planning and Implementation:

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call centre management – Role of CRM Managers – CRM Implementation Road Map- Developing a Relationship Orientation – Customer-centric Marketing Processes – Customer retention plans

UNIT IV

Service quality:

Concept of Quality – Meaning and Definition of Service Quality - Factors influencing customer expectations and perceptions – Types of Service Quality – Service Quality Dimensions – Service Quality Gaps – Measuring Service Quality – Service Quality measurement Scales.

UNIT V

Trends in CRM:

CRM Solutions – Data Warehousing – Data mining for CRM – CRM software packages – The Technological Revolution: Relationship Management – Changing Corporate Cultures.

Learning Outcome:

After the completion of the course, the students must be able to:

- Gain skill based knowledge of Customer Relationship Management
- Understand the concepts and principles of CRM
- Gain knowledge on the need and importance of maintaining good customer relationship
- Gain knowledge of strategic customer acquisition and retention techniques in CRM
- Describe the conceptual aspects of service quality

References :

1. Alok Kumar et al, (2015), Customer Relationship Management: Concepts and Applications, Biztantra
2. Jim Catheart, (2016), The Eight Competencies of Relationship selling, Macmillan India
3. Peeru H Mohamed and A Sahadevan, (2017), Customer Relationship Management, Vikas Publishing
4. Shainesh, Jagdish, N.Sheth, (2015), Customer Relationships Management Strategic Perspective.