



के रल के न्दय वयशयवयदयलय
CENTRAL UNIVERSITY OF KERALA

कवसरगोड / KASARAGOD

Department of Commerce and International Business

Proceedings of Board of Studies Meeting

Board of Studies meeting of the Department of Commerce and International Business, Central University of Kerala, Periyar, Kasaragod, was held on July 7th 2020, Tuesday, from 2 PM onwards through Google Meet. The internal members were present at the conference hall of Gangotri Block. The meeting was addressed by the honourable Vice Chancellor, Dr. G Gopakumar.

Members Present:

1. Prof Dr V Balachandran, Professor and Head, Department of Management Studies, Dean, School of Business Studies, Central University of Kerala.
2. Prof Dr N Ragavan, Department of Commerce, University of Madras, Chennai.
3. Prof Dr Mavoothu, Director, School of Management Studies, Cochin University of Science and Technology, Kochi.
4. Prof Dr B H Suresh, Department of Commerce, University of Mysore, Mysore.
5. Dr Antony Joseph, Manadan, XV/57, Nazareth Road, Aluva.
6. Mr K G Madhu, Managing Director, Ammini Group of Institutions, Papanamcode, Thiruvananthapuram.
7. Prof Dr E K Satheesh, Dean, Department of Commerce and Management, Calicut University, Kozhikode.
8. Prof Dr T Mallikarjunappa, Head (I/C), Department of Commerce and International Business.

Prof T Mallikarjunappa, HOD of the Department, welcomed the honourable Vice Chancellor and all the members who were present online for the BOS meeting. The honourable Vice Chancellor, Central University of Kerala, discussed the process that the CUK follows in revising the curriculum and urged all the members to contribute to make the best syllabus for the newly started Department of Commerce and International Business. This was followed by brief introduction of all the members. After the introduction of the members, the agenda for the meeting were taken up for discussion. The decisions of the different agenda are given below.

Agenda 1: Revision of the existing MCom curriculum.

Decision: The members had read the proposed syllabus and the regulations which were sent through mail and the discussion on the syllabus started with each member suggesting the changes to be made in the proposed syllabus. The proposed syllabus was presented for making the suggestions for revision. The HOD explained the revised syllabus and the need for the revision and invited members to contribute to enriching the course curriculum.

Agenda 2: Suggestion of the courses that could be continued and courses that can be added in the new syllabus.

Discussion: The following suggestions were put forward by the members:

Dr Antony Joseph suggested that International Business may be offered as Elective for MCom. More practical approaches like Registration Formalities to get I.C.C number from D.G.F.T, Modes of Entry into Global markets, F.T.P.Foreign Trade Policy, Incentives offered by Government, Institutional support by Government for Foreign trade, Payment Terms; L/C, D/P,D/A, Sale Terms – Quotations, FOB, CIF, Documentation , Insurance – Marine, Pre-shipment inspection, Quality Control, Processing of Export order should be incorporated in International Business, which would benefit the students in future. He has suggested a syllabus with 5 modules for the subject International Business.

Dr Antony Joseph suggested that the following topics may be included in the syllabus of:

1. Principles of Management – M.B.O, PERT, CPM, Major forms of business organizations.
2. Marketing Management – B2B Marketing, Industrial Marketing, Logistics & Supply Chain Management, Rural Marketing, Retail Marketing, Tele Marketing, Mobile Marketing, other digital forms and video platforms.

Dr B H Suresh suggested that syllabus should include the papers which are prescribed for NET. He also suggested eliminating elementary aspects from the subjects Advanced Management Accounting and QT for Decision Making.

Dr D Mavoothu offered the following suggestions:

1. Case studies to be discussed for the courses.

2. More inputs from Indian Epics (Mahabharatha and Ramayana) and value system can be used rather than the Western inputs in teaching the paper 'Corporate Governance and Business Ethics'.
3. The last two modules (IV AND V) in paper 'Corporate Governance and Business ETHICS' can be used for teaching Business Ethics and first three modules can be for Corporate Governance. He has suggested a detailed structure of IV and V module.

Dr. N Ragavan made suggestions for the following subjects;

1. International Financial Reporting Standards – He suggested that the disclosure and treatment matter should be given priority from learning perspective and all IFRS to be introduced.
2. Legal Framework for Business and Commerce – The legislative provisions of Competition Act , Insolvency and Bankruptcy Code, Prevention of Money Laundering Act, and Judicial Pronouncement to be included in the syllabus.
3. Principles and Practices of Auditing – To incorporate Standards on Auditing, Practical Audit situations, and Legislative provisions on auditing matters in the syllabus.

Decision: The board resolved to modify the course curriculum and the regulations and accept the same after incorporating the suggestions which the members could send after the meeting through email. The revised syllabus with the changes suggested by the members of the board could be sent to the university for further action.

Agenda 3: Addition of SWAYAM courses in the I, II and III semesters of MCom.

Decision: The board took note of the suggestions on the courses on SWAYAM that a student could opt. It was suggested that SWAYAM Courses to be offered at any time during the course duration but preferably in First, second and third semesters. The credits earned by the students in the SWAYAM should be incorporated into the grade sheet of the students.

Agenda 4: Any other matter of relevance.

The members made different suggestions on the way curriculum could be structured.

1. Number of units for the elective papers to be reduced to four.
2. In the subject Marketing Management, more practical aspects need to be incorporated.
3. Students should be made familiar with the online recruitment sites and profile creation in such sites, by including it under the subject Human Resource Management.

4. MSME website and its importance to be highlighted in the subject Entrepreneurship Development.
5. Dr B H Suresh made a suggestion connected with the regulations. He pointed that the rules relating to the failure of students in any exam and re-conduct of exam is not clear in the regulations. The HOD clarified that these are governed by the CBCS regulations of the CUK. Another point was that in his opinion the Vice Chancellor should have the power to modify the regulations or to solve a problem any time but not only up to three years. The suggestion is accepted and the relevant clause has been changed to incorporate this suggestion

It is resolved to revised the course curriculum and send it to the university for further action.

Sd/-

Prof Dr V Balachandran

Sd/-

Dr B H Suresh

Sd/-

Prof Dr N Ragavan

Sd/-

Dr Antony Joseph

Sd/-

Prof Dr E K Satheesh,

Sd/-

Mr,K G Madhu

Sd/-

Prof Dr Mavoothu

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Prof Dr T Mallikarjunappa,

(Chairman)

Programme..Master of Commerce (MCom)

MCM5101 ADVANCEDMANAGEMENTACCOUNTING

Course Code	MCM5101	Semester	I
Course Title	ADVANCED MANAGEMENT ACCOUNTING		
Credits	4	Type	Core

This course shall have 3 lecture hours, 2 practicals, 1 tutorial.

This is a Skill based, employability based course.

Course Objective

To explain and understand real world management accounting, examine both socio and technical aspects of the discipline, its application and consider management accounting as a research-based social science.

Learning Objectives:

- To evaluate the effectiveness of alternative management accounting techniques and to apply them to organizational cost management practices;
- To explain, calculate and apply standard costing concepts and practices.
- To discuss the utility of alternative structural choices and approaches to transfer pricing.
- To explain and apply zero base budgeting management principles.
- Understand the cost and management accounting techniques for evaluation, analysis and application in managerial decision making.
- Prepare and interpret budgets and standard costs and variance statements
- Carry out costing and quantitative techniques at an advanced level
- Apply and defend the appropriateness of techniques to the production and presentation of information for management decision making by the use of case studies

Course Structure

UNIT I

Introduction : Meaning, Definitions, Significance, Nature and Scope, Objectives, Functions, Uses and Limitations, Tools and Techniques of Management Accounting, Installation of Management Accounting System; Management Accounting as a separate branch of Accounting; and Management Accountant – Functions, Duties, and Essential Qualities, Significance.

UNIT II

Budgeting: Meaning and Objectives of Budget, Budgeting and Budgetary Control; Preparation of Functional and Master Budgets, and Fixed and Flexible Budget: New Trends in Budgeting: Problems in Traditional Budgeting- Zero Base Budgeting (ZBB) Process -Advantages -Difference between Traditional Budgeting and Zero Base Budgeting Programme Budgeting -Performance Budgeting -Distinction between Programme Budgeting and Performance Budgeting -Participative Budgeting -Gender Budgeting, Gender-responsive budgeting- Responsibility Accounting -Meaning and Definition -Responsibility Centres -Social Accounting - Government accounting and Environment accounting.

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UNIT III

Standard Costing and Variance Analysis: Introduction, Meaning, Objectives, and Significance of Standard Costing, Budgetary Control Vs Standard Costing, Prerequisites of Standard Costing, Types of Standards; Variance Analysis - Materials, Labour, Overhead Variances, Sales and Profit Variances, Accounting treatment of Variances; and Managerial Uses of Variance Analysis. Methods and Reconciliation, Reporting – requisites of reports – interpretation and uses for Managerial decision- making activities, Uniform Costing and Inter-firm comparison. Decision making Tools: Throughput Accounting (TA) – as a system of profit reporting and stock valuation, Activity-Based Costing (ABC) for profit reporting and stock valuation & Accounting and control of waste, scrap, spoilage, defective.

UNIT IV

Transfer Pricing :Need, Methods of Transfer Pricing–Full Cost Method, Standard Cost Method, Marginal Cost Method, Market-based Transfer Price, Dual Transfer Prices, Negotiated Price Method, Arbitrary Transfer Price and Cost Plus Method; General Rules of Transfer Pricing, Determination of inter-departmental or inter-company transfer price, Different Bases of Formulating Transfer Prices: Market Based, Cost Based , Shadow Price Based.

UNIT V

Managerial Reporting and Management Audit: Introduction, Management Reporting– Meaning and Definitions, Fundamental Principles of Managerial Reports, Modes and Types of Reporting; Management Audit – Meaning, Responsibility Accounting as an aid to Management Audit, and Management Auditor. Inflation Accounting, Human Resources Accounting, Gender diversity, Environmental Accounting,Natural Capital, Target Costing, Quality Costing, Value Chain Analysis, Value Added Accounting.

Practicals

- Prepare a budget for an organization
- Prepare a functional budget for a company
- Prepare variance report and interpret the analyses.
- Assess the impact of implication of transfer pricing for a company

Skills

- Student get experience of preparing budget, ZBB, reporting variance
- Students are able to set transfer pricing for different divisions of a company.
- Students are able to analyze Management Audit and comment on it.
- Students are able to assess transfer pricing of a company to its division.
- Students are able to generate managerial reports to the top management

Learning/Course Outcomes

- Understand the idea that management accounting exists within any firm primarily to facilitate the development and implementation of business strategy.

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- Understand the process of strategy formulation, communication, implementation and control.
- Understand how to integrate conventional and contemporary management accounting techniques into a strategic management accounting framework.
- Develop the important skills of problem solving, communication and presentation.
- To understand the relevance of Management Accountant in Managerial decision making and developing cost management approaches.
- Have a fundamental understanding of mainstream management accounting topics and their practical applications.
- Be able to effectively use quantitative tools to provide timely information to decision-makers
- Be able to grasp critical variables in decision-making scenarios and apply the appropriate analyses to make the right decisions.
- Students will develop skills in analyzing research and in appreciating the practical issues involved in operating management accounting systems.

Books for Reference:

1. Anthony Atkinson and Robert S Kaplan (2011), *Management Accounting: Information for Decision-Making and Strategy Execution*, Student Value Edition, Prentice Hall.
2. Drury Colin, *Management and Cost Accounting*, Thomson Learning Eddie
3. Dyson J R, *Accounting for Non-Accounting Students*, Pearson Publication,
4. McLaney and Peter Atrill (2016), *Accounting and Finance: An Introduction with My Accounting Lab access card*.
5. Garison R.H. and E.W. Noreen, *Managerial Accounting*, McGraw Hill.
6. Gupta RL & Gupta VK (2010), *Principles and Practice of Accounting*, Sultan Chand & Sons
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11. Horngren, C.T., Datar, C.M., and Rajan, M.V. (2015), *Cost Accounting: A Managerial Emphasis*, Pearson Education Limited.
12. Madegowda J, *Advanced Management Accounting*, HPH, Mumbai.
13. Manmohan & Goyal, *Principles of Management Accounting*, Shakithabhavan Publication.
14. Rawat, DS (2011), *Accounting Standards*, Taxmann's.
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16. S.N. Maheswari (2010), *Management Accounting & Financial Accounting*, Vikas Publishers.
17. S.N Maheshwari, *Principles of Management Accounting*, Sulthan Chand & Co.
18. Shukla & T.S. Grewal (2010), *Advanced Accounting*, S.Chand & Company