

University of Mumbai



AC 24-6-16
Item No. 4.81

Master of Commerce (M.Com) Programme Two Year Integrated Programme - Four Semesters *Course Structure*

**Under Choice Based Credit, Grading and
Semester System**

**To be implemented from Academic Year- 2016-2017
Progressively**

Faculty of Commerce, University of Mumbai

Master of Commerce (M.Com) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

M.Com I

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
1	Core Courses (CC)		1	Core Courses (CC)	
1	Strategic Management	06	1	Research Methodology for Business	06
2	Economics for Business Decisions	06	2	Macro Economics concepts and Applications	06
3	Cost and Management Accounting	06	3	Corporate Finance	06
4	Business Ethics and Corporate Social Responsibility	06	4	E-Commerce	06
Total Credits		24	Total Credits		24

M.Com II

(To be implemented from Academic Year- 2017-2018)

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	Elective Courses (EC)		1	Elective Courses (EC)	
1,2 and 3	*Any one group of courses from the following list of the courses (Group – A/B/C/D/E)	18	1,2 and 3	**Any one group of courses from the following list of the courses (Group – A/B/C/D/E)	18
2	✓ Project Work		2	✓ Project Work	
4	Project Work - I	06	4	Project Work - II	06
Total Credits		24	Total Credits		24

✓ **Note:** Project work is considered as a special course involving application of knowledge in solving/ analyzing/ exploring a real life situation/ difficult problem. Project work would be of 06 credits. A project work may be undertaken in any area of Elective Courses

1	*List of group of Elective Courses (EC) for Semester III (Any Three out of Five)		1	** List of group of Elective Courses (EC) for Semester IV (Any Three out of Five)	
Group A: Advanced Accounting, Corporate Accounting and Financial Management					
1	Advanced Financial Accounting	06	1	Advanced Auditing	06
2	Corporate Financial Accounting	06	2	Indirect Tax	06
3	(Skill based) : Financial Management	06	3	International Financial Reporting Standards	06
4	Direct Tax	06	4	Personal Financial Planning	06
5	Financial Services	06	5	Financial Journalism	06
Group B: Business Studies (Management)					
1	Human Resource Management	06	1	Supply chain management and logistics	06
2	Rural Marketing	06	2	Advertising and sales Management	06
3	Entrepreneurial Management	06	3	Retail Management	06
4	Marketing Strategies and practices	06	4	Tourism Management	06
5	Organizational Behaviour	06	5	Management of Business Relations	06
Group C : Banking & Finance					
1	Banking Law and Practices	06	1	Cooperative Banking System	06
2	(Skill based) Legal framework of banking	06	2	Financial Institutions and Markets	06
3	Commercial Bank Management	06	3	Accounting and Auditing of Banking	06
4	Investment Management Analysis	06	4	International Finance	06
5	Financial Risk Management	06	5	Financial Services	06
Group D : E-Commerce					
1	Database Management System	06	1	E-Commerce Security and Law	06
2	Internet & Web-Designing (skill based)	06	2	Advance technology for E-Commerce	06
3	Network Infrastructure and Payment System	06	3	Management Information System	06
4	Logistic & supply chain Management in E-Commerce	06	4	Digital Marketing	06
5	Business Models in E-Commerce & ICT Applications	06	5	International Business, Law and Taxation	06

1		*List of group of Elective Courses (EC) for Semester III (Any Three out of Five)		1		** List of group of Elective Courses (EC) for Semester IV (Any Three out of Five)	
Group E : Business Economics							
1	Economics of Growth and Development	06	1	Urban Economics	06		
2	Applied Econometrics	06	2	Entrepreneurship and family business	06		
3	Agriculture Economics	06	3	Indian Financial system	06		
4	Monetary Economics	06	4	International Economics	06		
5	Industrial Economics	06	5	Economics of Services	06		
Note: Group selected in Semester III will continue in Semester IV							

University of Mumbai



**Revised Syllabus
and
Question Paper Pattern
of Courses
of
Master of Commerce (M.Com)
Programme
at
Two Year
*Semester I and II***

**Under Choice Based Credit, Grading and
Semester System**

(To be implemented from Academic Year- 2016-2017)

Faculty of Commerce, University of Mumbai

Master of Commerce (M.Com) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

M.Com I

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
1	<i>Core Courses (CC)</i>		1	<i>Core Courses (CC)</i>	
1	Strategic Management	06	1	Research Methodology for Business	06
2	Economics for Business Decisions	06	2	Macro Economics concepts and Applications	06
3	Cost and Management Accounting	06	3	Corporate Finance	06
4	Business Ethics and Corporate Social Responsibility	06	4	E-Commerce	06
Total Credits		24	Total Credits		24

Master of Commerce (M.Com) Programme
Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2016-2017)

Semester I

No. of Courses	Semester I	Credits
1	<i>Core Courses (CC)</i>	
1	Strategic Management	06
2	Economics for Business Decisions	06
3	Cost and Management Accounting	06
4	Business Ethics and Corporate Social Responsibility	06
Total Credits		24

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester I
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

1. Strategic Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Strategic Management	15
2	Strategy Formulation, Implementation and Evaluation	15
3	Business, Corporate and Global Strategies	15
4	Emerging Strategic Trends	15
Total		60

Objectives

SN	Objectives
1	To enable the learners to understand new forms of Strategic Management concepts and their use in business
2	To provide information pertaining to Business, Corporate and Global Reforms
3	To develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions
4	To acquaint the learners with recent developments and trends in the business corporate world

SN	Modules/ Units
1	Introduction to Strategic Management
	• Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Benefits and Risks of Strategic Management. • Levels of Strategies: Corporate, Business and Operational Level Strategy • Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy , Operational Strategy • Business Environment: Components of Environment- Micro and Macro and Environmental Scanning
2	Strategy Formulation, Implementation and Evaluation
	• Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation. • Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, • ETOP- Environmental Threat and Opportunity Profile, Strategic Choice- Factors and Importance. • Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance & Challenges • Strategic Evaluation and Control: Importance, Limitations and Techniques • Budgetary Control: Advantages, Limitations
3	Business, Corporate and Global Strategies
	• Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors and Causes. • Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances and International Businesses • Public Private Participation: Importance, Problems and Governing Strategies of PPP Model. • Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business
4	Emerging Strategic Trends
	• Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India. • Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering • Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies. • Start-up Business Strategies and Make in India Model: Process of business start ups and its Challenges, Growth Prospects and government initiatives in Make in India Model with reference to National manufacturing, Contribution of Make in India Policy in overcoming industrial sickness

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester I
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

2. Economics for Business Decisions

Modules at a Glance

SN	Modules	No. of Lectures
1	Basic Principles in Business Economics	15
2	Demand and Supply Analysis	15
3	Production Decisions and Cost Analysis	15
4	Market Structure Analysis	15
Total		60

Objectives

SN	Objectives
1	This course is designed to equip the students with basic tools of economic theory and its practical applications
2	The course aims at familiarising the students with the understanding of the economic aspects of current affairs and thereby prepares them to analyse the market behaviour with economic way of thinking
3	In addition to providing an insight into application of economic principles in business decisions, it also intends to widen analytical ability of the students and to provide them a foundation for further study of economics
4	In order to make the study practical oriented, the paper requires discussion of some cases involving the use of concepts of business economics

SN	Modules/ Units
1	Basic Principles in Business Economics
	• Meaning and scope of Business Economics - twin principles of scarcity and efficiency; incremental and Marginal principle; profit maximisation principle; market economy and invisible hand; production possibility frontier; Opportunity cost - accounting profit and economic profit; market failure, externality, public goods and economic role of Government
2	Demand and Supply Analysis
	• Determinants of demand - market demand function - theory of attributes, snob appeal, band wagon and Veblen effect and demand function. Law of supply- elasticity of supply • Applications of elasticity of demand and supply to economic issues: Paradox of bumper harvest- tax on price and quantity - minimum floor and maximum ceilings: minimum wages controversy and Administered price control • The theory of consumer choice - Consumer preference and budget constraint - equilibrium position of tangency with the help of Indifference curve analysis- effect of changes in price and income on consumer equilibrium
3	Production decisions and Cost analysis
	• Production function - short run and long run - Law of variable proportion, returns to scale, scale economies, scope economies- least cost factor combination for a given output- Expansion path and Multiproduct firm- cost reduction through experience - learning curve • Economic analysis of Cost: Classification of costs, short run and long run cost functions.
4	Market structure analysis
	• Difference between perfectly and imperfectly competitive markets -Perfect competition and Monopoly as limiting cases of market imperfections - Sources of market power - profit maximisation of simple and discriminating monopolist- methods of measuring monopoly power - Public policy towards monopoly power • Different forms of imperfect competition - Monopolistic competition and Oligopoly - Strategic decision making in oligopoly markets- collusive and non-collusive oligopoly- colliding oligopoly : rivalry among few, price war and kinked demand curve- collusive oligopoly models of price leadership and cartel - basic concepts of game theory - Using Game theory to analyse strategic decisions - application of model of prisoner's dilemma in market decisions

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester I
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

3. Cost and Management Accounting

Modules at a Glance

SN	Modules	No. of Lectures
1	Marginal Costing, Absorption Costing and Management Decisions	15
2	Standard Costing	15
3	Budgetary Control	15
4	Operating Costing	15
Total		60

Objectives

SN	Objectives
1	To enhance the abilities of learners to develop the concept of Cost and management accounting and its significance in the business
2	To enable the learners to understand, develop and apply the techniques of costing in the decision making in the business corporates
3	To enable the learners in understanding, developing, preparing and presenting the financial report in the business corporates

SN	Modules/ Units
1	Marginal Costing, Absorption Costing and Management Decisions
	• Meaning of Absorption Costing - Distinction between Absorption Costing and Marginal Costing - Problems on Breakeven Analysis - Cost Volume Profit Analysis - Breakeven Charts - Contribution Margin and Various Decision Making Problems • Managerial Decisions through Cost Accounting such as Pricing Accepting Special Offer - Profit Planning - Make or Buy Decisions - Determining Key Factors - Determining Sales Mix - Determining Optimum Activity Level - Performance Evaluation - Alternative Methods of Production, Cost Reduction & Cost Control
2	Standard Costing
	• Standard Costing as an Instrument of Cost Control and Cost Reduction - Fixation of Standards - Theory and Problems based on Analysis of Variances of Materials, Labour Overheads and sales including Sub-variances
3	Budgetary Control
	• Budget and Budgetary Control - Zero Based Budget - Performance Budgets - Functional Budgets Leading to the Preparation of Master Budgets - Capital Expenditure Budget - Fixed and Flexible Budgets - Preparation of Different Types of Budgets
4	Operating Costing
	• Meaning of Operating Costing - Determination of Per Unit Cost - Collection of Costing Data - Practical Problems based on Costing of Hospital, Hotel and Goods & Passenger Transport

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester I
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

**4. Business Ethics and Corporate Social
Responsibility**

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
3	Introduction to Corporate Social Responsibility	15
4	Areas of CSR and CSR Policy	15
Total		60

Objectives

SN	Objectives
1	To familiarize the learners with the concept and relevance of Business Ethics in the modern era
2	To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

SN	Modules/ Units
1	Introduction to Business Ethics
	• Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos, • Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee. • Various approaches to Business Ethics - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory • Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi's Doctrine of Satya and Ahimsa, • Emergence of new values in Indian Industries after economic reforms of 1991
2	Indian Ethical Practices and Corporate Governance
	• Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents • Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance, • Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards. • Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
3	Introduction to Corporate Social Responsibility
	• Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society. • Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India. • CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India. • Role of NGO's and International Agencies in CSR, Integrating CSR into Business
4	Areas of CSR and CSR Policy
	• CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society. • CSR and environmental concerns. • Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR • Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. • CSR and Sustainable Development • CSR through Triple Bottom Line in Business

Master of Commerce (M.Com) Programme
Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2016-2017)

Semester II

No. of Courses	Semester II	Credits
1	<i>Core Courses (CC)</i>	
1	Research Methodology for Business	06
2	Macro Economics concepts and Applications	06
3	Corporate Finance	06
4	E-Commerce	06
Total Credits		24

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester II
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

1. Research Methodology for Business

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Research	15
2	Research Process	15
3	Data Processing and Statistical Analysis	15
4	Research Reporting and Modern Practices in Research	15
Total		60

Objectives

SN	Objectives
1	To enhance the abilities of learners to undertake research in business & social sciences
2	To enable the learners to understand, develop and apply the fundamental skills in formulating research problems
3	To enable the learners in understanding and developing the most appropriate methodology for their research
4	To make the learners familiar with the basic statistical tools and techniques applicable for research

SN	Modules/ Units
1	Introduction to Research
	• Features and Importance of research in business, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research. • Formulation of research problem, Research Design, significance of Review of Literature • Hypothesis: Formulation, Sources, Importance and Types • Sampling: Significance, Methods, Factors determining sample size
2	Research Process
	• Stages in Research process • Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, • Limitations of Primary data • Secondary data: Sources and Limitations, • Factors affecting the choice of method of data collection. • Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire
3	Data Processing and Statistical Analysis
	• Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation • Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis. • Testing of Hypotheses – ▪ Parametric Test-t test, f test, z test ▪ Non-Parametric Test -Chi square test, ANOVA, Factor Analysis • Interpretation of data: significance and Precautions in data interpretation
4	Research Reporting and Modern Practices in Research
	• Research Report Writing: Importance, Essentials, Structure/ layout, Types • References and Citation Methods: ▪ APA (American Psychological Association) ▪ CMS (Chicago Manual Style) ▪ MLA (Modern Language Association) • Footnotes and Bibliography • Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester II
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

2. Macro Economics Concepts and Applications

Modules at a Glance

SN	Modules	No. of Lectures
1	Aggregate Income and its Dimensions	15
2	Keynesian concepts of Aggregate Demand (ADF), Aggregate Supply (ASF)	15
3	Economic Policy Implications in the IS-LM framework	15
4	International Aspects of Macroeconomic Policy	15
Total		60

Objectives

SN	Objectives
1	The heavily application-oriented nature of macroeconomics course is introduced in order to enable the learners to grasp fully the theoretical rationale behind policies at the country as well as corporate level
2	This course the learners to receive a firm grounding on the basic macroeconomic concepts that strengthen analysis of crucial economic policies
3	Learners are expected to regularly read suggested current readings and related articles in the dailies and journals are analysed class rooms

SN	Modules/ Units
1	Aggregate Income and its Dimensions
	Aggregate Income and its dimensions: National income aggregates - and measurement; - GNP, GDP, NDP, Real and nominal income concepts, measures of inflation and price indices - GDP deflator, - Nominal and real interest rates- PPP income and HDI
2	Keynesian concepts of Aggregate Demand (ADF), Aggregate Supply (ASF)
	- Keynesian concepts of Aggregate Demand (ADF), Aggregate Supply (ASF), Interaction of ADF and ASF and determination of real income; Inflationary gap - Policy trade- off between Inflation and unemployment – Phillips’ curve – short run and long run
3	Economic Policy Implications in the IS-LM framework
	The IS-LM model: Equilibrium in goods and money market; Monetary and real influences on IS-LM curves, Economic fluctuations and Stabilisation policies in IS-LM framework - Transmission mechanism and the crowding out effect; composition of output and policy mix, IS-LM in India
4	International Aspects of Macroeconomic Policy
	International aspects of Macroeconomic policy: Balance of payments disequilibrium of an open economy - corrective policy measures -Expenditure changing policies and expenditure switching policies BOP adjustments through monetary and fiscal policies -The Mundell-Fleming model - Devaluation, revaluation as expenditure switching policies - effectiveness of devaluation and J - curve effect

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester II
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

3. Corporate Finance

Modules at a Glance

SN	Modules	No. of Lectures
1	Scope and Objectives of Financial Management	15
2	Time Value of Money	15
3	Financial Analysis - Application of Ratio Analysis in Financial Decision Making	15
4	Financial Decisions	15
Total		60

Objectives

SN	Objectives
1	To enhance the abilities of learners to develop the objectives of Financial Management
2	To enable the learners to understand, develop and apply the techniques of investment in the financial decision making in the business corporates
3	To enhance the abilities of learners to analyse the financial statements

SN	Modules/ Units
1	Scope and Objectives of Financial Management
	• Introduction, Meaning, Importance, Scope, Objectives, Profit v/s Value Maximization
2	Time Value of Money
	• Concept, Present Value, Annuity, Techniques of Discounting, Techniques of Compounding, Bond Valuation and YTM
3	Financial Analysis - Application of Ratio Analysis in Financial Decision Making
	Management Analysis • Profitability Ratios: Gross Profit Ratio, Operating Profit Ratio, Return on Capital Employed • Efficiency Ratios: Sales to Capital Employed, Sales to Fixed Assets, Profit to Fixed Assets, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio • Liquidity Ratios: Current Ratio, Quick Ratio • Stability Ratio: Capital Gearing Ratio, Interest Coverage Ratio • Investor's Analysis • Earnings per Share, P/E Ratio, Dividend Yield
4	Financial Decisions
	• Cost of Capital - Introduction, Definition of Cost of Capital, Measurement of Cost of Capital, WACC, Marginal Cost of Capital • Capital Structure Decisions - Meaning, Choice of Capital Structure, Importance, Optimal Capital Structure, EBIT-EPS Analysis, Cost of Capital, Capital Structure and Market Price of Share, Capital Structure Theories, Dividend Policy - Pay Out Ratio • Business Risk and Financial Risk - Introduction, Debt v/s Equity Financing, Types of Leverage, Investment Objective/Criteria for Individuals/Non-business Purpose

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester II
(To be implemented from Academic Year- 2016-2017)***

Core Courses (CC)

4. E-Commerce

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Electronic Commerce –Evolution and Models	15
2	World Wide Web and E-enterprise	15
3	E-marketing and Electronic Payment System	15
4	Legal and Regulatory Environment and Security issues of E-commerce	15
Total		60

Objectives

SN	Objectives
1	To provide an analytical framework to understand the emerging world of e-commerce
2	To make the learners familiar with current challenges and issues in e-commerce
3	To develop the understanding of the learners towards various business models
4	To enable to understand the Web- based Commerce and equip the learners to assess e-commerce requirements of a business
5	To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce

SN	Modules/ Units
1	Introduction to Electronic Commerce –Evolution and Models
	• Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E-Commerce. • Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions. • Business Models of E-Commerce- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G) • Concepts of other models of E-commerce. • Business to Consumer E-Commerce process, Business to Business E-Commerce- Need and Importance, alternative models of B2B E-Commerce. • E-Commerce Sales Product Life Cycle (ESLC) Model
2	World Wide Web and E-enterprise
	• World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. • EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in E-commerce. • Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM. • Managing the E-enterprise- Introduction, Managing the • E-enterprise, Comparison between Conventional and • E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise
3	E-marketing and Electronic Payment System
	• E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media. • E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiates, The pros and cons of online shopping, Justify an Internet business. • Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems. • Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment

SN	Modules/ Units
4	Legal and Regulatory Environment and Security issues of E-commerce
	• Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. • Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence. • Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property. • Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure

**Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester I
(To be implemented from Academic Year- 2016-2017)**

Reference Books

Reference Books
Strategic Management • <i>Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia</i> • <i>Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi</i> • <i>Globalization, Liberalization and Strategic Management - V. P. Michael</i> • <i>Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi</i> • <i>Strategic Management – Fred R. David, Published by Prentice Hall International</i> • <i>Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications</i> • <i>Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill</i> • <i>Public Enterprise Management and Privatisation – Laxmi Narain Published by S.Chand & Company Ltd, New Delhi</i> • <i>Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd</i> • <i>Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford</i> • <i>At Risks Natural Hazards, People’s Vulnerability and Disasters- Wisner Ben P. Blaikie, T Cannon and I.davis, Published by Wiltshire Routledge</i> • <i>Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai</i> • <i>Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press</i> • <i>Gaining and Sustaining Competitive Advantage, Jay B. barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi</i> • <i>Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi</i> • <i>Public Sector Perspective, by Dr M.Veerappa Moily</i> • <i>The Impact of Private sector participation in Infrastructure- Lights, shadows and the Road ahead by Andres, Luis, Guasch, luis, J. Thomas, Haven & Foster, World Bank, Washington</i>

Reference Books

Economics for Business Decisions

- Salvatore, D.: *Managerial Economics in a global economy* (Thomson South Western Singapore, 2001)
- Frank Robert.H, Bernanke. Ben S., *Principles of Economics* (Tata McGraw Hill (ed.3)
- Gregory Mankiw., *Principles of Economics*, Thomson South western (2002 reprint)
- Samuelson & Nordhas.: *Economics* (Tata McGraw Hills, New Delhi, 2002)
- Hirchey .M., *Managerial Economics*, Thomson South western (2003)
- Mehta, P.L.: *Managerial Economics – Analysis, Problem and Cases* (S. Chand & Sons, N. Delhi, 2000)
- Koutsyiannis, A., *Modern Microeconomics*, Macmillan Press Ltd (1998 Reprint).
- Varian, *Micro-Economic Analysis* (ed. 3), Norton, 1992.
- Dean, Joel: *Managerial Economics* (Prentice Hall of India, N. Delhi, 2002)
- Gupta, G.S.: *Managerial Economics* (Tata McGraw Hill, N. Delhi, 1997)
- Sen Anindya, *Micro -Economics: Theory and Applications*, Oxford University Press, New Delhi, 1999.
- *Economic and Political Weekly*
- *Indian Economic Review*
- *Financial Dailies*

Cost and Management Accounting

-

Business Ethics and Corporate Social Responsibility

- Sharma J.P ‘ *Corporate Governance, business ethics and CSR*, Ane Books Pvt Ltd, New Delhi
- Sharma J.P. *Corporate Governance and Social Responsibility of business*, Ane Books Pvt Ltd, New Delhi
- S.K.Bhatia, *Business Ethics and Corporate Governance*
- William Shaw, *Business Ethics*, Wordsworth Publishing Company, International Thomson Publishing Company.
- *Corporate Crimes and Financial Frauds*, Dr. Sumit Sharma, New Delhi India
- R.C. Sekhar, *Ethical choices in Business*, Sage Publications, New Delhi
- *Business Ethics*, Andrew Crane and Dirk Matten, Oxford University Press.
- *Business Ethics, Text and Cases*, C.S.V. Murthy, Himalaya Publication House.
- Mallin, Christine A. *Corporate Governance (Indian Edition)* Oxford University press. New Delhi
- Blow field ,Michael and Alan Murray, *Corporate Responsibility*, Oxford University Press,
- Philip Kotler and Nancy Lee, *CSR : doing the most good for Company and your cause* , Wiley 2005
- Beeslory, Michel and Evens, *CSR* , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, *CSR: the good, the bad and the ugly*. Edward Elgar Publishing 2007
- Joseph A. Petrick and John F. Quinn, *Management Ethics- Integrity at work* , Sage Publication , 1997
- Francesco Perrini, Stefano and AntonioTencati, *Developing CSR- A European Perspective* , Edward Elgar.
- William B. Werther, Jr. David Chandler, *Strategic Corporate Social Responsibility, stakeholders’ a global environment*, Sage Publication, 2009.
- Ellington. J. (1998), *Cannibals with forks: The triple bottom line of 21st Century business*, New Society Publishers.
- Crane, A. Et al., (2008), *The Oxford handbook of Corporate Social Responsibility*, New York: Oxford University Press Inc.

**Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester II
(To be implemented from Academic Year- 2016-2017)**

Reference Books

Reference Books
Research Methodology for Business
• <i>Research Methodology – Text and Cases with SPSS Applications</i>, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd • <i>Business Research Methodology</i> by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi • <i>Methodology of Research in Social Sciences</i>, by O.R. Krishnaswami, Himalaya Publishing House • <i>Research Methodology</i> by Dr Vijay Upagude and Dr Arvind Shende • <i>Business Statistics</i> by Dr S. K Khandelwal, International Book House Pvt Ltd • <i>Quantitative Techniques</i> by Dr S. K Khandelwal, International Book House Pvt Ltd • <i>SPSS 17.0 for Researchers</i> by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd • <i>Foundations of Social Research and Econometrics Techniques</i> by S.C. Srivastava, Himalaya publishing House • <i>Statistical Analysis with Business and Economics Applications</i>, Hold Rinehart & Wrintston, 2nd Edition, New York • <i>Business Research Methods</i>, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc • <i>Business Research Methods</i>, Emary C. Willima, Richard D. Irwin In. Homewood • <i>Research Methods in Economics and Business</i> by R. Gerber and P.J. Verdoom, The Macmillan Company, New York • <i>Research and Methodology in Accounting and Financial Management</i>, J.K Courtis • <i>Statistics for Management and Economics</i>, by Menden Hall and Veracity, Reinmuth J.E • <i>Panneerselvam, R., Research Methodology</i>, Prentice Hall of India, New Delhi, 2004. • <i>Kothari CR, Research Methodology- Methods and Techniques</i>, New Wiley Ltd., 2009
Macro Economics concepts and Applications
• <i>Dornbusch. R, Fisher.S., Macroeconomics</i>, Tata McGraw-Hill 9th edition • <i>D'Souza Errol., Macroeconomics</i>, Pearson Education 2008 • <i>Gupta G.S., Macroeconomics Theory and Applications</i>, Tata McGraw-Hill, New Delhi 2001 • <i>Dwivedi D.N., Macroeconomics theory and policy</i>, Tata McGraw-Hill, New Delhi 2001 • <i>Economic and Political Weekly</i> • <i>Indian Economic Review</i> • <i>Financial Dailies</i>
Corporate Finance

Reference Books

E-Commerce

- Laudon, Kenneth C. and Carol Guercio Traver (2002) *E-commerce: business, technology, society*. (New Delhi : Pearson Education).
- Awad, Elias M. (2007), *Electronic Commerce: From Vision to Fulfillment* (New Delhi : Pearson Education).
- Kalakota, Ravi and Marcia Robinson (2001). *Business 2.0: Roadmap for Success* (New Delhi : Pearson Education).
- Smith, P.R. and Dave Chaffey (2005), *eMarketing eXcellence; The Heart of eBusiness* (UK : Elsevier Ltd.)
- Vivek Sood *Cyber Laws Simplified*-TMH (2001)
- Vakul Sharma *Handbook of cyber Laws*-Macmillan (2002)
- Sundeep Oberoi *e Security and you*-TMH (2001)
- Greenstein & Feinman *Electronic Commerce-Security, Risk Mgt and Control*-TMH (2000)
- Adam Nabil R. (Editor) *Electronic Commerce: Technical Business and Legal Issues*.
- Diwan, Prag and Sharma *Electronic Commerce-a Manager's Guide to EBusiness*
- Bharat Bhasker, *Electronic Commerce – Framework technologies and Applications*, 3rd Edition- Tata McGrawHill Publications, 2008.
- Kamlesh K. Bajaj and Debjani Nag, *Ecommerce- the cutting edge of Business*, Tata McGrawHill Publications, 2008
- Kalakota et al, *Frontiers of Electronic Commerce*, Addison Wesley, 2004
- *E- Commerce Strategies, Technology and applications* (David) Tata McGrawHill
- *Introduction to E-commerce* (Jeffrey) Tata- McGrawhill
- *E-Business and Commerce- Strategic Thinking and Practice* (Brahm) biztantra
- *Web Technology* : Ramesh Bangia
- *HTML – The complete Reference* :
- Gary Schneider, *Electronic Commerce*, Thomson Publishing.
- Pandey, Srivastava and Shukla, *E-Commerce and its Application*, S. Chand
- P.T. Joseph, *Electronic Commerce – An Indian Perspective*, P.H.I
- Turban, King, Viehland & Lee, *Electronic Commerce- A Managerial Perspective*, Pearson.
- *IJECS International journal of Electronic Ecommerce Studies* ISSN 2073-9729 <http://ijecs.academic-publication.org/>
- *Electronic Commerce Research and Applications* ISSN: 1567-4223 Editor-in-Chief: Robert Kauffman (<http://www.journals.elsevier.com/electronic-commerce-research-and-applications>)
- *Journal of Electronic Commerce Research (JECR)* ISSN: 1526-6133 (Online) 1938-9027 (Print) (http://web.csulb.edu/journals/jecr/a_j.htm)

Scheme of Examination:

The performance of the learners will be evaluated in two components. One component will be the Internal Assessment component carrying 40% marks and the second component will be the Semester End Examination component carrying 60% marks.

Internal Assessment:

The Internal Assessment will consist of one class test of 40 marks for each course excluding projects. The question paper pattern will be shown as below:

Question Paper Pattern (Internal Assessment)

Maximum Marks: 40 marks

Questions to be set: 03

Duration: 1½ hours

Question No	Particular	Marks
Q-1	Objective Questions Students to answer 10 sub questions out of 15 sub questions. (*Multiple choice/ True or False/ Match the columns/ Fill in the blanks) OR Objective Questions A) Sub Questions to be asked 08 and to be answered any 05 B) Sub Questions to be asked 08 and to be answered any 05 (*Multiple choice/ True or False/ Match the columns/ Fill in the blanks)	10 Marks
Q-2	Concept based short questions Students to answer 5 sub questions out of 8 sub questions.	10 Marks
Q-3	Practical problems or short questions Students to answer 02 sub questions out of 03 sub questions	20 Marks

Question Paper Pattern (Practical Courses)

Maximum Marks: 60

Questions to be set: 04

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Practical Question	15 Marks
	OR	
Q-1	Practical Question	15 Marks
Q-2	Practical Question	15 Marks
	OR	
Q-2	Practical Question	15 Marks
Q-3	Practical Question	15 Marks
	OR	
Q-3	Practical Question	15 Marks
Q-4	Objective Question (Multiple Choice/ True or False/ Fill in the Blanks/ Match the Columns/ Short Questions.)	15 Marks
	OR	
Q-4	Short Notes (Any three out of five)	15 Marks

Note:

Full length question of 15 marks may be divided into two sub questions of 08 and 07 marks.

Question Paper Pattern **(Theoretical Courses)**

Maximum Marks: 60

Questions to be set: 04

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Full length Question	15 Marks
	OR	
Q-1	Full length Question	15 Marks
Q-2	Full length Question	15 Marks
	OR	
Q-2	Full length Question	15 Marks
Q-3	Full length Question	15 Marks
	OR	
Q-3	Full length Question	15 Marks
Q-4	Objective Question (Multiple Choice/ True or False/ Fill in the Blanks/ Match the Columns/ Short Questions.)	15 Marks
	OR	
Q-4	Short Notes (Any three out of five)	15 Marks

Note:

Full length question of 15 marks may be divided into two sub questions of 08 and 07 marks.

Sr. No	Particular
01	Standard of Passing The learner to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment & Semester End Examination. The learner shall obtain minimum of 40% marks (i.e. 16 out of 40) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 24 out of 60) separately, to pass the course and minimum of Grade E in the project component, wherever applicable to pass a particular semester. A learner will be said to have passed the course if the learner passes the Internal Assessment & Semester End Examination together.
02	Allowed to Keep Terms (ATKT) 1) A learner shall be allowed to keep term for Semester II irrespective of number of courses of failure in the semester I. 2) A learner shall be allowed to keep term for Semester III if he/she passes each of the semester I and Semester II OR a learner fails in not more than two courses of Semester I and not more than two courses of Semester II.

University of Mumbai



Revised Syllabus of Courses of Master of Commerce (M.Com) Programme at Second Year Semester III and IV

**Under Choice Based Credit, Grading and
Semester System**

(To be implemented from Academic Year 2017-2018)

Faculty of Commerce

**IDOL is offering only those elective courses which are highlighted.
The elective courses which are strike off are not offered.**

Master of Commerce (M.Com) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

M.Com II

(To be implemented from Academic Year- 2017-2018)

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>		1	<i>Elective Courses (EC)</i>	
1,2 and 3	*Any one group of courses from the following list of the courses (Group – A/B/C/D/E)	18	1,2 and 3	**Any one group of courses from the following list of the courses (Group – A/B/C/D/E)	18
2	<i>✓ Project Work</i>		2	<i>✓ Project Work</i>	
4	Project Work - I	06	4	Project Work - II	06
Total Credits		24	Total Credits		24

✓ **Note:** Project work is considered as a special course involving application of knowledge in solving/ analyzing/ exploring a real life situation/ difficult problem. Project work would be of 06 credits. A project work may be undertaken in any area of Elective Courses

1	*List of group of Elective Courses (EC) for Semester III (Any Three out of Five)		1	** List of group of Elective Courses (EC) for Semester IV (Any Three out of Five)	
Group A: Advanced Accounting, Corporate Accounting and Financial Management					
1	Advanced Financial Accounting	06	1	Corporate Financial Accounting	06
2	Direct Tax	06	2	Indirect Tax- Introduction of Goods and Service Tax	06
3	Advanced Cost Accounting	06	3	Financial Management	06
4	Advanced Auditing	06	4	International Financial Reporting Standards	06
5	Financial Services	06	5	Personal Financial Planning	06
Group B: Business Studies (Management)					
1	Human Resource Management	06	1	Supply chain management and logistics	06
2	Rural Marketing	06	2	Advertising and sales Management	06
3	Entrepreneurial Management	06	3	Retail Management	06
4	Marketing Strategies and practices	06	4	Tourism Management	06
5	Organizational Behaviour	06	5	Management of Business Relations	06
Group C : Banking & Finance					
1	Banking Law and Practices	06	1	Cooperative Banking System	06
2	(Skill based) Legal framework of banking	06	2	Financial Institutions and Markets	06
3	Commercial Bank Management	06	3	Accounting and Auditing of Banking	06
4	Investment Management Analysis	06	4	International Finance	06
5	Financial Risk Management	06	5	Financial Services	06
Group D : E-Commerce					
1	Database Management System	06	1	E-Commerce Security and Law	06
2	Internet & Web-Designing (skill based)	06	2	Advance technology for E-Commerce	06
3	Network Infrastructure and Payment System	06	3	Management Information System	06
4	Logistic & supply chain Management in E-Commerce	06	4	Digital Marketing	06
5	Business Models in E-Commerce & ICT Applications	06	5	International Business, Law and Taxation	06

1 <i>*List of group of Elective Courses (EC) for Semester III (Any Three out of Five)</i>			1 <i>** List of group of Elective Courses (EC) for Semester IV (Any Three out of Five)</i>		
Group E : Business Economics					
1	Economics of Growth and Development	06	1	Urban Economics	06
2	Applied Econometrics	06	2	Entrepreneurship and family business	06
3	Agriculture Economics	06	3	Indian Financial system	06
4	Monetary Economics	06	4	International Economics	06
5	Industrial Economics	06	5	Economics of Services	06
Note: Group selected in Semester III will continue in Semester IV					

Master of Commerce (M.Com) Programme
Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2017-2018)

Semester III

No. of Courses	Semester III	Credits
1	<i>Elective Courses (EC)</i>	
	<i>Group A: Advanced Accounting, Corporate Accounting and Financial Management (Any Three out of Five)</i>	
1	Advanced Financial Accounting	06
2	Direct Tax	06
3	Advanced Cost Accounting	06
4	Advanced Auditing	06
5	Financial Services	06
Total Credits		18

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

1. Advanced Financial Accounting

Modules at a Glance

SN	Modules	No. of Lectures
1	Foreign Currency Conversion (As per Accounting Standard/s applicable)	15
2	Final Accounts & Statutory Requirements for Banking Companies	15
3	Accounting & Statutory Requirements of (Insurance Companies	15
4	Accounting & Statutory Requirements of Co-operative Societies	15
Total		60

SN	Modules/ Units
1	Foreign Currency Conversion (As per Accounting Standard/s applicable)
	Requirements as per Accounting standard/s Foreign Branches
2	Final Accounts & Statutory Requirements for Banking Companies
	Final Accounts of Banking Companies Provisioning of Non- Performing Assets Form & Requirements of Final Accounts
3	Accounting & Statutory Requirements of (Insurance Companies
	- Accounting Provision for insurance Act and Insurance Regulation and Development Authorities for - Life Insurance Business - General Insurance Business - Forms and Requirements of Final Accounts for - Life Insurance Business - General Insurance Business
4	Accounting & Statutory Requirements of Co-operative Societies
	- Accounting Provision of Maharashtra State Co-operative Societies Act and Rules - Forms and Requirements of Final Accounts

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

2. Direct Tax

Modules at a Glance

SN	Modules	No. of Lectures
1	Definitions and Basis of Charge	15
2	Heads of Income	15
3	Deductions u/s 80 and Exclusions from the Total Income	15
4	Computation of Income and Tax of Individual, Firm and Company (Excluding MAT) and Provisions for Filing Return of Income - Sec 139(1) and Sec 139(5)	15
Total		60

SN	Modules/ Units
1	Definitions and Basis of Charge
	• Definitions: Person, Assessee, Income • Basis of Charge: Previous Year, Assessment Year, Residential Status, Scope of Total Income, Deemed Income
2	Heads of Income
	• Income from Salary • Income from House Property • Profits and Gains from Business and Profession • Income from Capital Gains • Income from Other Sources
3	Deductions u/s 80 and Exclusions from the Total Income
	• Deductions: 80C, 80CCF, 80D, 80DD, 80DDB, 80E, 80U • Exclusions: Exemptions related to Specific Heads of Income to be Covered with Relevant Provisions, Agricultural Income, Sums Received from HUF by a Member, Share of Profit from Firm, Income from Minor Child, Dividend
4	Computation of Income and Tax of Individual, Firm and Company (Excluding MAT) and Provisions for Filing Return of Income - Sec 139(1) and Sec 139(5)
	• Computation of Income & Tax of Individual and Partnership Firm

Note:

- 1. The Syllabus is restricted to study of particular sections, specifically mentioned rules and notifications only***
- 2. All modules/units include computational problems/ Case study***
- 3. The Law in force on 1st April immediately preceding the commencement of Academic year will be applicable for ensuing Examinations***

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

3. Advanced Cost Accounting

Modules at a Glance

SN	Modules	No. of Lectures
1	Process Costing	15
2	Cost Allocation and Activity Based Costing Systems	15
3	Responsibility Accounting	15
4	Strategic Cost Management	15
Total		60

SN	Modules/ Units
1	Process Costing
	A) Introduction - Features of process, Concept of Process Loss, Abnormal Loss, Normal Loss, Abnormal Gain. B) Computation of Inter Process Profit – Advantages and Disadvantages C) Computation of Equivalent Production – Weighted Average and FIFO.
2	Cost Allocation and Activity Based Costing Systems
	A) Cost Allocation – Meaning and its Types, Relationship between resources, activities, Cost and Cost drivers, Methods of allocating central costs - cost allocation using Direct Method, Step Down Method and Reciprocal Method. B) Activity Based Costing – Introduction, Advantages, Limitations, Identification of cost drivers, Practical Problems on Traditional V/s Activity Based Costing System.
3	Responsibility Accounting
	A) Responsibility Accounting – Meaning, Features, Objective, Assumptions, Problems, Responsibility Centre's – Cost, Profit, Revenue and Investment. B) Concept of Controllability – Introduction, Measuring Managerial Performance (ROI and Residual Income Approach) C) Preparation of Managerial Reports using Segmented Costs and Controllable costs approach.
4	Strategic Cost Management
	A) Transfer Pricing – Introduction, Advantages and Disadvantages, Setting Transfer Pricing – Negotiated transfer pricing, Cost Based transfer pricing. B) Target Costing – Introduction, Concept, Objectives, Comparison between Target Costing and Cost Plus Pricing. C) Inflation Accounting – Meaning, Features, Conversion of Income Statement, Balance Sheet, Stocks and Net Assets Block using Current Purchasing Power Method.

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

4. Advanced Auditing

Modules at a Glance

SN	Modules	No. of Lectures
1	Company audit	15
2	Special Audits	15
3	Audit under other laws	15
4	Auditing in Computerised environment	15
Total		60

SN	Modules/ Units
	Audit of Ledgers General Considerations Scrutiny of Ledgers of Assets, Personal, Revenue Accounts
1	Company Audit
	• Company Audit - Audit of Shares, Qualifications and Disqualifications of Auditors, Appointment of auditors, Removal of auditors, Powers and duties of auditors, Branch audit, Joint audit, Special audit, Reporting requirements under the Companies Act, 2013. • Concepts of true and fair and materiality and audit risk in the context of audit of companies. • Audit reports; qualifications, notes on accounts, distinction between notes and qualifications, detailed observations by the statutory auditor to the management vis-a-vis obligations of reporting to the members
2	Special Audits
	• Special points in audit of different types of undertakings, i.e., Educational institutions, Hotels, Clubs, Hospitals
3	Audit under other Laws
	• Cost audit, Environmental Audit, Energy Audit., Audit under different statutes, viz; income tax, other direct tax laws and indirect taxes
4	Auditing in Computerized Environment
	• Audit under computerised environment: Computer auditing; specific problems of EDP audit, need for review of internal control especially procedure controls and facility controls; techniques of audit of EDP output; use of computers for internal and management audit purposes; test packs, computerised audit programmes; involvement of the auditor at the time of setting up the computer system

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

5. Financial Services

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to financial services and Merchant Banking	15
2	Venture Capital and Securitisation	15
3	Hire Purchase Finance & Housing Finance	15
4	Stock Broking & Depository Services	15
Total		60

SN	Modules/ Units
1	Introduction to Financial Services, Leasing and Hire Purchase
	Overview of Financial Services in India, Growth, Structure and Types of financial services Merchant Banking • Merchant Banking – Meaning, nature and functions; merchant banking in India, role in issue management; classification and regulation of merchant bankers by SEBI
2	Factoring and Credit Rating
	Venture Capital: Meaning and Definition of Venture Capital, Characteristics of Venture Capital, Forms/Types of Venture Capital Assistances, Venture Capital Process, Modes of Venture Capital Assistance • Securitisation: Introduction, Definition, Concept, Need, Players Involved in Securitisation, Securitisation Structure, Instruments of Securitisation, Differentiate between Pass Through Certificate and Pay Through Securities, Process of Securitisation
3	Venture Capital and Securitization
	• Hire Purchase Finance - meaning, concepts of hire purchase finance, installment credit and consumer credit; sources of finance in India Housing Finance – need, nature of housing finance, fixed and floating rate home loans; sources of housing finance in India, growth of housing finance in India; Role of National Housing Bank; concept of mortgage and reverse mortgage; housing loans and mortgage loans, types of mortgage loans
4	Depository and Depository Core Services
	• Stock Broking – meaning, types of stockbrokers, sub-brokers; stock broking in India e-broking – meaning, Indian experience Depository Services – meaning, role of depositories and their services, Advantages of depository system; Functioning of depository system; Depositories in India – NSDL & CSDL; Depository participants (DPs) and their role Custodial services - meaning; obligations and responsibilities of custodians; code of conduct

Master of Commerce (M.Com) Programme
Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2017-2018)

Semester III

No. of Courses	Semester III	Credits
1	<i>Elective Courses (EC)</i>	
<i>Group B: Business Studies (Management)</i> <i>(Any Three out of Five)</i>		
1	Human Resource Management	06
2	Rural Marketing	06
3	Entrepreneurial Management	06
4	Marketing Strategies and practices	06
5	Organizational Behaviour	06
Total Credits		18

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

1. Human Resource Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Human Resource Management	15
2	Human Resource Development	15
3	Latest Development in H.R.M. and Labour Legislation	15
4	Emerging Issues In H.R.M	15
Total		60

SN	Modules/ Units
1	Human Resource Management
	• Human Resource Management (HRM). – Concept, Traditional HRM v/s Strategic HRM , Objectives of HRM, Organisation Structure of HRM Department – Changing Role of H.R. Manager. • Human Resource Planning- Concept, Factors affecting HRP, Information Management in HRP – HRIS (Human Resource Information System), Job Analysis, Psychological and Behavioural Issues in HRP. • Recruitment and Selection of managerial personnel - Factors affecting recruitment process, Role of Recruitment agencies, Online process of selection.
2	Human Resource Development
	• Training and Development - Designing of the effective training programme Evaluation of the effective training programme, Challenges before trainers, Management Development Programme – Techniques. • Performance Appraisal- Process, Guidelines for conducting appraisal Interviews, Ethical aspects in performance appraisal. • Career Advancement and Succession Planning- Self-Development Mechanism and Knowledge enrichment, Managing Promotion and Transfers, Managing dismissal, Succession Planning- Problems and Issues, Culture as a factor in Succession Planning..
3	Latest Development in H.R.M. And Labour Legislation
	• Industrial Relation Act – Prominent features and recent changes in Trade Union Act 2016, Factories Act 1961, Industrial Disputes Act 1950. • Prominent features and recent changes to Child and Women Labour Act 1986, Social Security Act 2016, Prevention of Sexual harassment Act, 2013. • Prominent features and recent changes to Employees Acts like payment of Gratuity Act 2015, Provident Fund Act 1952, Minimum Wages Act 2016 and Payment of Wages Act 1991, Workmen Compensation Act 2014/ESI Scheme.
4	Emerging Issues In H.R.M
	• Health and Safety – Safety measures and safety programmes, Stress and its Impact on Job Performance, Role of organization in ensuring mental and physical health of employees • Work life balance – Need and Importance, Employee Engagement, Managing Millennials (Gen Y) • Talent Management – Concept , Importance, Process, Talent Management and VUCA Environment(Volatility, Uncertainty, Complexity, Ambiguity), H.R. Practices at Global level

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

2. Rural Marketing

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Rural Marketing	15
2	Consumer Behaviour and Rural Marketing	15
3	Agricultural Marketing	15
4	Recent Trends in Rural Marketing	15
Total		60

SN	Modules/ Units
1	Introduction to Rural Marketing
	• Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. • Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets. • Problems of Rural Consumer: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing
2	Consumer Behaviour and Rural Marketing
	• Consumer Behaviour: Characteristics of Buying Behaviour- Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence. • Government Schemes: Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of Khadi and Village Industries Commission (KVIC). • Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing
3	Agricultural Marketing
	• Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing • Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India. • Agricultural Exports: Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural & Processed Food Products Export Development Authority (APEDA)
4	Recent Trends in Rural Marketing
	• E- Commerce: Importance of E-Commerce and Impact of E- Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. • Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers. • Online Marketers: Role of Online Marketers, Growth and Challenges

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

3. Entrepreneurial Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Entrepreneurship Development Perspective	15
2	Creating Entrepreneurial Venture	15
3	Project Management	15
4	Assistance and Incentives for Promotion and Development of Entrepreneurship	15
Total		60

SN	Modules/ Units
1	Entrepreneurship Development Perspective
	• Entrepreneurship – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Requirements of Entrepreneurial structure. • Entrepreneurial Culture -Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture. • Theories of Entrepreneurship- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness
2	Creating Entrepreneurial Venture
	• Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship • Financial Analysis of Entrepreneurial Venture- Significance, Tools of Financial Analysis, Sources of development finance • Social Entrepreneurship- Features, Importance, Arguments (for and against) Social Entrepreneurship, Women Entrepreneurs – concept and special Government schemes for women entrepreneurs in India.
3	Project Management
	• Project - Concepts and Classification of Project, Search of Business Idea, Project Cycle. • Project formulation-----Steps for project formulation, Project Design and network analysis – concept and network analysis techniques: PERT/ CPM. • Project Management – Concept, Phases, Project Identification and Project Feasibility Analysis.
4	Assistance and Incentives for Promotion and Development of Entrepreneurship
	• Incentives – Need, Promotion and development Entrepreneurship-Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organisational. • NPSD - National Policy for Skill Development and Entrepreneurship 2015. • Institutions in aid of Entrepreneurship Development - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

4. Marketing Strategies and practices

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Marketing Strategies	15
2	Developing Marketing Strategies & Plans	15
3	Market Environmental Trends & Building Customer Value	15
4	Recent Trends in Marketing Strategies	15
Total		60

SN	Modules/ Units
1	Introduction to Marketing Strategies
	• Introduction: Marketing Strategies – Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps • Marketing Opportunities and Plan:Analysing Marketing Opportunities, Future of Marketing, Effective Marketing Plan. • New Marketing Strategies: Holistic, New Brand, Service, Green and Guerrilla Marketing Strategies
2	Developing Marketing Strategies & Plans
	• Marketing Mix: Marketing Strategy Implementation - Steps, Marketing Mix 4 P's – Importance, Alternative Marketing Mix Propositions- Profit, People, and Planet. • Marketing Plans: Marketing Planning- Importance, Types and Content, Strategic Business Unit - Structure, SWOT Analysis. • Defensive Marketing Strategies: Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defense Strategies.
3	Market Environmental Trends & Building Customer Value
	• Environmental Analysis:Analysing the Macro Environment, Theories of Marketing- PESTLE Analysis, VRIO Analysis, Porter's Competency Model, and Customer Perceived Value (CPV). • Customer Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques • Customer Loyalty: Importance, Consumer Behaviour – Impact of Personal, Cultural, Social and Psychological Factors.
4	Recent Trends in Marketing Strategies
	• Emerging Strategies: 21st Century Marketing Strategies, Global Marketing Strategies, and Strategies for Entering Emerging Market. • E-Marketing: Concept, Pros and Cons, Digital Marketing – Concept and features, Experiential Marketing – Concept and features, Hospitality Marketing Management. • Social Marketing: Social Marketing - Importance, Barriers, Trends in Marketing Practices in India and across Globe.

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

5. Organizational Behaviour

Modules at a Glance

SN	Modules	No. of Lectures
1	Organisational Setting	15
2	Foundation of Individual Behaviour	15
3	Group Dynamics and Behaviour	15
4	Emerging Challenges	15
Total		60

SN	Modules/ Units
1	Organisational Setting
	• Introduction to Organisational Behaviour (OB) – Concept, Nature, Foundation, Disciplines and Scope of OB. • Evolution of OB–Evolution – Stages, Human Relations Approach – Hawthorne Experiments, Models of OB. • Organisation Design – Key factors,Steps in Organisation Structure, Organisations for future - Types.
2	Foundation of Individual Behaviour
	• Factors affecting Individual behaviour- Personal, Psychological, Organisation System, Environmental. • Personality& Perception – Nature of personality, Determinants of personality, Personality Traits., Factors Influencing Perception, Managing perception Process, Perception and OB • Attitude – Nature , components , work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change.
3	Group Dynamics and Behaviour
	• Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems. • Work place behaviour – Determinants of Group Behaviour, Power and Politics –Sources of Power, Types of Organisational politics. • Conflict – Levels of Conflict, Strategies for resolving Conflict, Guidelines for effective negotiation.
4	Emerging Challenges
	• Stress Management – Sources, Effects, Strategies, Stress and Performance. • Organisation culture – Cultural Dimensions, Creating Organisational Culture, Maintaining Organisational Culture. • Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.

Master of Commerce (M.Com) Programme
Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2017-2018)

Semester IV

No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>	
<i>Group A: Advanced Accounting, Corporate Accounting and Financial Management (Any Three out of Five)</i>		
1	Corporate Financial Accounting	06
2	Indirect Tax- Introduction of Goods and Service Tax	06
3	Financial Management	06
4	International Financial Reporting Standards	06
5	Personal Financial Planning	06
Total Credits		18

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

1. Corporate Financial Accounting

Modules at a Glance

SN	Modules	No. of Lectures
1	Corporate Financial Reporting	15
2	International Financial Reporting Standards (IFRS) & Ind - AS	15
3	Valuation of Business for Amalgamation & Merger	15
4	Consolidated Financial Statement	15
Total		60

SN	Modules/ Units
1	Corporate Financial Reporting
	• Introduction of Financial Reporting • Need for reporting • Contents of Financial Report • Recent trends in Financial reporting
2	International Financial Reporting Standards (IFRS) & Ind - AS
	• Accounting Standards (AS) – applicability, interpretation, scope and compliance in India • Introduction to I.F.R.S • Ind – AS • Specific Ind AS: - Borrowing Costs - Operating Segments - Earning per share - Income Taxes - Accounting for fixed assets
3	Valuation of Business for Amalgamation & Merger
	Meaning, Need & Approach Methods of valuation
4	Consolidated Financial Statement
	Meaning, Stand Alone Financial Statements Consolidated Financial statements – Applicability, Advantages & Disadvantages Procedure of consolidation of Balance-sheet & Profit & Loss Account (Excluding cross holding, Chain Holding & Foreign Subsidiary)

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

**2. Indirect Tax- Introduction of Goods and
Service Tax**

Modules at a Glance

SN	Modules	No. of Lectures
1	Overview of Goods and Service Tax	15
2	Registration under GST	15
3	Collection of Tax under Integrated Goods and Services Tax Act, 2017	10
4	Place of supply of goods or services or both under Integrated Goods and Services Tax Act, 2017	10
5	Payment of GST	10
Total		60

SN	Modules/ Units
1	Overview of Goods and Service Tax
	Introduction and Meaning of GST and IGST Scope of GST Present/old Tax Structure v/s GST GST in Other Countries Existing taxes proposed to be subsumed under GST Principles adopted for subsuming the taxes Dual GST Benefits of GST GST Council GST Network (GSTN) and GST regime Integrated Goods and Services Tax Act, 2017: title and definitions, administration.
2	Registration Under GST
	Rules and Procedure of registration Special provisions relating to casual taxable person and non-resident taxable person Amendment of registration Cancellation of registration Revocation of cancellation of registration
3	Collection of Tax under Integrated Goods and Services Tax Act, 2017
	Sec 5 and Sec 6
4	Place of supply of goods or services or both under Integrated Goods and Services Tax Act, 2017
	Sec 10 and Sec 12
5	Payment of GST
	• Introduction • Time of GST Payment • How to make payment • Challan Generation & CPIN • TDS & TCS

Note: Relevant Law/Statute/Rules in force and relevant Standards in force on 1st April immediately preceding commencement of Academic Year is applicable for ensuring examination after relevant year

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

3. Financial Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Types of Financing	12
2	Investment Decisions : Capital Budgeting	12
3	Management of Working Capital	12
4	Financial Planning	12
5	Financial Policy and Corporate Strategy	12
Total		60

SN	Modules/ Units
1	Types of Financing
	Introduction Needs of Finance and Sources: Long Term, Medium Term, Short Term Long Term Sources of Finance Owners Capital / Equity Capital Preference share capital Retained Earning Debentures or Bonds Loans from Financial Institutions / Banks Short Term Sources of Finance Trade Credit Accrued Expenses and Deferred Income Advances From Customers Commercial Papers Bank Advances: Loans, O/D, Clean O/Ds, Cash Credit, Advances against goods, Bills Purchased, Discounted, Advances against documents of title of goods, Advances against supply of bills, Term Loans Inter Corporate Deposits Certificate of Deposits Public Deposits
2	Investment Decisions : Capital Budgeting
	• Introduction • Nature of Capital Budgeting • Purpose of Capital Budgeting • Capital Budgeting Process • Types of Capital Investment • Decisions Project Cash Flows and Net profit Approval • Basic Principle of Measuring Project Cash Flows • Increment principle, Long Term Funds Principle, Exclusion of Financial Cost Principle, Post Tax Principle • Probability technique for measurement of cash flow • Capital Budgeting Techniques : Net Return Value; Internal Rate of Return; Profitability Index Methods • A Comparison; Project Selection Under Capital Rationing • (Note: Problems on computation of cash flow, ranking of projects on various techniques, selection and analysis with / without capital rationing. Comparison of IRR with Required rate of return i.e. cut off rate, IRR and mutually exclusive projects with unequal lives, multiple IRR)

SN	Modules/ Units
3	Management of Working Capital
	Meanings, Concepts and policies of working capital Management of working capital Issues in working capital Estimating working capital needs (only Theory) Operating or working capital cycle (only Theory) Management of components of working capital • Management of Cash and Marketable Securities: Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India. • Receivable Management: Objectives; Credit Policies; Credit Terms; and Collection Policies. • Inventory Management: Objectives; and Techniques.
4	Financial Planning
	• Introduction • Meaning of Budget • Essentials of a budget, • Types of Budgets • Advantages of Budgeting • Zero Based Budget • (Note: Practical Questions on Sales Budget, Production Budget, Material Budget, Cash Budget and Master Budget)
5	Financial Policy and Corporate Strategy
	• Meaning of strategic financial management • Strategic financial decision making framework • Functions of Strategic Financial Management • Financial Planning

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

4. International Financial Reporting Standards

Modules at a Glance

SN	Modules	No. of Lectures
1	Conceptual Foundations of Financial Statements	15
2	Presentation of financial statements	15
3	Indian Accounting Standards for Assets, Liabilities and Revenue	15
4	Presentation of Single Entity Financial Statements Covered by IFRS Convergence	15
Total		60

SN	Modules/ Units
1	Conceptual Foundations of Financial Statements
	• The objective of financial reporting; • The main assumptions; • Qualitative characteristics of financial reporting; • Elements of Financial Statements: recognition and measurement
2	Presentation of financial statements
	Presentation of financial statements Accounting standards: Role/objectives of accounting standards, Development of accounting standards in India - Requirements of international accounting standards - International organizations engaged in accounting harmonization - IASB - FASB - Role of IASB in developing IFRS IFRS :- Introduction, scope Indian Accounting standards (Ind AS) : Introduction Road map Comparison of Ind AS, IFRS and AS Conceptual framework Definition of financial elements Principles of recognition, measurements, presentation and disclosure. (Theory and Practical)
3	Indian Accounting Standards for Assets, Liabilities and Revenue
	Valuation of Inventories Cash flow statement Accounting for tangible non-current assets Accounting for intangible assets Accounting for impairment of assets Accounting for borrowing costs Investment property Revenue from contracts with customers Income tax Employee benefits Provisions, contingent liabilities and contingent assets (Theory and Practical)
4	Presentation of Single Entity Financial Statements Covered by IFRS Convergence
	Ind AS 1): Accounting policies, accounting estimates (IAS 8 and Ind AS 8) - Events after reporting date (IAS 10 and Ind AS 10) - Structure and contents of financial statements - Preparation of financial statements: Statement of Financial Position (SOFP) - Statement of Profit or Loss (SOPL) - Statement of Changes in Equity (SOCE) - Cash Flow Statement (SOCE) (IAS 7 and Ind AS 7). • (Theory and Practical)

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

***Group A: Advanced Accounting, Corporate Accounting and
Financial Management***

5. Personal Financial Planning

Modules at a Glance

SN	Modules	No. of Lectures
1	Understanding Personal Finance	15
2	Risk Analysis & Insurance Planning	15
3	Retirement Planning & Employees Benefits	15
4	Investment Planning	15
Total		60

SN	Modules/ Units
1	Understanding Personal Finance
	Introduction • Time value of money applications • Personal financial statements, Cash flow and debt management, tools and budgets Money Management • Tax planning • Managing Checking and Savings Accounts • Maintaining Good Credit • Credit Cards and Consumer Loans • Vehicle and Other Major Purchases • Obtaining Affordable Housing Income and Asset Protection • Managing Property and Liability Risk • Managing Health Expenses
2	Risk Analysis & Insurance Planning
	Risk management and insurance decision in personal financial planning, Various Insurance Policies and Strategies for General Insurance, Life Insurance, Motor Insurance, Medical Insurance.
3	Retirement Planning & Employees Benefits
	Retirement need analysis techniques, Development of retirement plan, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Other Pension Plan and Post- retirement counselling.
4	Investment Planning
	Risk Return Analysis Investing in Stocks and Bonds ,Mutual Fund, Derivatives, Investing in Real Estate, Asset Allocation, Investment strategies and Portfolio construction and management.

Master of Commerce (M.Com) Programme
Under Choice Based Credit, Grading and Semester System
Course Structure

(To be implemented from Academic Year- 2017-2018)

Semester IV

No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>	
	<i>Group B: Business Studies (Management)</i> <i>(Any Three out of Five)</i>	
1	Supply chain management and logistics	06
2	Advertising and sales Management	06
3	Retail Management	06
4	Tourism Management	06
5	Management of Business Relations	06
Total Credits		18

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

1. Supply chain management and logistics

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Supply Chain Management	15
2	Perspectives of SCM	15
3	Introduction to Logistics	15
4	Design of SCM, Logistics and Use of Internet	15
Total		60

SN	Modules/ Units
1	Introduction to Supply Chain Management (SCM)
	• Supply Chain Management: Concept, Features, Evolution, Importance, Process and Barriers of Supply Chain Management. • Principles and Strategies: Principles, Supply Chain Strategies – Organizations, Coordination, Innovation and Forecasting. • Participants in SCM: Supply chain intermediaries- Concept and Types, Channels of Distribution for Industrial Goods and Consumer Goods, Channel of Distribution at Services Level, Factors for selection of suitable channels.
2	Perspectives of Supply Chain Management
	• 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.
3	Introduction to Logistics
	• Logistics Management: Concept and Process, Competitive Advantages and Three C's, Changing Logistics Environment, Reverse Logistics, Importance of Inventory Control, Bull-whip effect • Transportation and Warehousing: Transport Functions and Participants in Transportation Decisions, Transport Infrastructure- Forms, Warehouse Functions and Operations • Packaging and Materials Management- Consumer and Industrial Goods Packaging - Importance, Factors influencing Materials Planning, Preservation Safety and Measures of Materials Handling
4	Design of SCM, Logistics and Use of Internet
	• SCM Plan- Demand Planning, Source of Procurement, Production or Assembly Steps, Sales return of defective or excess goods • Use of Internet in SCM- E-market places, E-procurement, E-logistics, E-fulfilment, • Operative Systems in SCM: Enterprise Resource Planning (ERP), Performance Modelling of supply chains using Markov chains, Inventory Control- Importance, Pareto's Law

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

2. Advertising and sales Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Advertising Fundamentals and Media	15
2	Creativity, Social and Regulatory Framework of Advertising	15
3	Sales Management	15
4	Sales Planning and Controlling	15
Total		60

SN	Modules/ Units
1	Advertising Fundamentals and Media
	▪ Basics of Advertising : Concept and Features, Significance, Classification of Advertising, Integrated Marketing Communication (IMC) - Elements, Behavioural Model (E.K. Strong AIDA), DAGMAR Model (Russell Colley), Hierarchy of Effects (Lavidge and Steiners) ▪ Ad Agency : Various Functional Department, Types, Measures for gaining and reasons for losing clients, Evaluation Criteria for Selecting an Advertising Agency, ▪ Media : New Media Options, Forms of Digital Media, Media Objectives, Criteria for Selecting Suitable Media, Methods of Setting Advertising Budget
2	Creativity, Social and Regulatory Framework of Advertising
	▪ Creativity & Research: Developing advertising copy - print, broadcast and digital media, Pre-test and post-test methods. ▪ Society: Socio-economic contribution and criticisms of advertising, professional courses and careers in the field of advertising ▪ Regulatory framework of advertising: Legal Framework of Advertising, Role of Information and Broadcasting Ministry (IBM), Self-Regulatory Bodies – Advertising Standards Council of India (ASCI) and Indian Broadcasting Foundation (IBF)
3	Sales Management
	▪ Introduction : Sales Management - Features, Functions and Importance, Art of Selling – Types, Process, Qualities of an Effective Salesman. ▪ Sales force management : Selection Procedure, Training Methods, Motivational Factors and Compensation methods of sales personnel ▪ Sales organisation : Concept, Objectives, Structure and Steps in Developing a Sales Organisation
4	Sales Planning and Controlling
	▪ Sales planning : Concept, Process, Sales Forecasting - Methods and Limitations ▪ Sales controlling : Concept of Sales Budget and Sales Audit, Sales Quota - Methods and Types, Objectives and Factors Determining and Designing Sales Territory ▪ Recent trends - Importance of Customer Feedback, Sales Management - Data Mining, Role of IT

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

3. Retail Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Retail Management	15
2	Retail Management Strategy	15
3	Retail Location, Layout and Merchandising	15
4	Use of Technology and Career options	15
Total		60

SN	Modules/ Units
1	Introduction to Retail Management
	• Retailing: Concept, Scope and Importance of Retailing and Retail Management, Retail Formats, Theories of Retail change, Retail Environment- Economic, Legal, Technological & Competitive • Retail sector in India: Size, and Drives of Retail changes, FDI in Retailing in Indian Context • Recent Trends in Retailing: Modern Retail Formats, Mall System, Challenges Faced by the Retail Sector, Ethics in Retailing.
2	Retail Management Strategy
	• Retail Strategies: Promotional Strategies, Retail Planning Process, Retail - Market Segmentation - Concept and Significance • Relationship Marketing Strategies: CRM in Retailing, Retail Value Chain, Retail life Cycle, HRM in retailing- Growing importance of HR and Challenges faced by HR in retailing • Consumer Strategies: Consumer Behaviour in Retail Context, Buying Decision Process, Customer Service as a Part of Retail Strategy.
3	Retail Location, Layout and Merchandising
	• Retail Location & Merchandising: Importance, Types, Steps involved in choosing a Retail Location. • Merchandising: Concept and Merchandising Planning Process, Retail Branding, Merchandising Buying, Visual Merchandising • Store Design and Layout: Store Design - Elements, Store Layout - Importance, Steps for Designing
4	Use of Technology and Career options
	• Technologies: Use of Technologies in retailing - Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management system • E-Retailing: Formats, Challenges, Green Retailing - Concept and Importance • Retail as a Career: Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

4. Tourism Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Tourism Management	15
2	Tourism Marketing	15
3	Tourism Practices	15
4	Tourism Development	15
Total		60

SN	Modules/ Units
1	Introduction to Tourism Management
	• Tourism – Concept, Characteristics Importance and Types of Tourism • Tourism Industry: Concept, Nature, Structure and Components, Career options in Tourism. • Tourism Destination: Concept, Elements, Tourism Destination Planning – Process and Importance.
2	Tourism Marketing
	• Tourism Product: Concept, Characteristics, Types, Tourism Product Planning- Need and Importance. • Tourism Pricing: Influencing factors, Pricing objectives, Tourism Pricing Policies • Tourism Promotion: Importance, Elements of Tourism Promotion, Role of Advertising, Promotional Plan – Implementation Procedure
3	Tourism Practices
	• Travel Intermediaries: Travel Agency and Tour operators – Definition and Differentiation, Types, Importance and Functions. • Setting up of Travel Agency and Tour Operations and their Approval: Business setting Procedure and process, Types of organization to be set up- Proprietorship, Partnership, Franchise, Approval from Ministry of Tourism and IATA • International Tourism: Concept, Importance, Role of Institutions and organizations in promoting International Tourism -WTTC , IATO, TAAI, ITDC.
4	Tourism Development
	• Sustainable Tourism Development: Concept, Principles, Approaches to Sustainable Tourism, Code of Conduct for safe and sustainable Tourism in India • Government Policies: National Action Plan, National Tourism Policy, Government incentives for Tourism Development and Promotion. • Future Growth and Development of Indian Tourism - Factors influencing growth of Tourism Industry in India, Major Tourism schemes of Government of India- Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Incredible India Campaign.

***Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
(To be implemented from Academic Year- 2017-2018)***

Group B: Business Studies (Management)

5. Management of Business Relations

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Management of Business Relations	15
2	Customer and Channel Relationship Management	15
3	Employee Relationship Management	15
4	Supplier, Investors and Community Relationship Management	15
Total		60

SN	Modules/ Units
1	Introduction to Management of Business Relations
	• Business Relations - Need , Importance of Business relations, Business Relationship Management (BRM) Competencies. • Business Relation Manager- Role, qualities, Skills. • Business Relations- Principles, Steps , Trends, Impact of Communication on Business Relations.
2	Customer and Channel Relationship Management
	• Customer Relations Management: Concept, Characteristics of an empowered customer, Approaches &Types, Role of Customer Relations Manager. • Designing and developing customer Value- Turning customers to loyal clients, Strategic Framework for CRM, E-CRM: Concept and Benefits, Steps, Successful CRM implementation. • Channel Relationship - Concept, importance , Challenges, Elements contributing to effective channel relationships.
3	Employee Relationship Management
	• Employee Relationship Management - Concept, Objectives of Employee Relations , Approaches to Employee Relations, • Role of Employee Relations Manager, Prospects & Importance of Industrial Relations, Problems & Challenges of Employee Relations, Key Drivers for shifting from Industrial Relations to Employee Relations, • Strategic Framework for ERM, Factors influencing ERM, Essentials of an effective ERM, ERM strategy.
4	Supplier, Investors and Community Relationship Management
	• Supplier Relations – Concept, Supplier Segmentation Pyramid, Supplier Improvement Process for better relations, Challenges. • Investors Relations –Concept, Focus, Keys to successful investors relations, Enhancing shareholders loyalty and retention. • Stakeholder relations- Types of stakeholders, Role of business in social development, strategies to improve community relations, impact of community relations on business.