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	***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**

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	***Core Courses (CC)***	
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

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	***Core Courses (CC)***	
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

Reference Books

Reference Books
Strategic Management

- *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*
- *Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi*
- *Globalization, Liberalization and Strategic Management - V. P. Michael*
- *Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi*
- *Strategic Management – Fred R. David, Published by Prentice Hall International*
- *Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications*
- *Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill*
- *Public Enterprise Management and Privatisation – Laxmi Narain Published by S.Chand & Company Ltd, New Delhi*
- *Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd*
- *Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford*
- *At Risks Natural Hazards, People's Vulnerability and Disasters- Wisner Ben P. Blaikie, T Cannon and I.davis, Published by Wiltshire Routledge*
- *Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai*
- *Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press*
- *Gaining and Sustaining Competitive Advantage, Jay B. barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi*
- *Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi*
- *Public Sector Perspective, by Dr M.Veerappa Moily*
- *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*

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 AntanioTencati, 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.*

Reference Books

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

Reference Books
E-Commerce

- *Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Educatin).*
- *Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi : Pearson Education).*
- *Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (newDelhi : 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 Oberol e Security and you-TMH (2001)*
- *Greenstein & Feinman Electronic Commerce-Security, Risk Mgt and Control-TMH (2000)*
- *Adam Nabll 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 – Frame work 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 StudiesISSN 2073-9729http://ijecs.academic-publication.org/*
- *Electronic Commerce Research and Applications ISSN: 1567-4223Editor-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 Q-1	Practical Question ***OR*** Practical Question	15 Marks 15 Marks
Q-2 Q-2	Practical Question ***OR*** Practical Question	15 Marks 15 Marks
Q-3 Q-3	Practical Question ***OR*** Practical Question	15 Marks 15 Marks
Q-4 Q-4	Objective Question *(Multiple Choice/ True or False/ Fill in the Blanks/ Match the Columns/ Short Questions.)* ***OR*** Short Notes *(Any three out of five)*	15 Marks 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 Q-1	Full length Question ***OR*** Full length Question	15 Marks 15 Marks
Q-2 Q-2	Full length Question ***OR*** Full length Question	15 Marks 15 Marks
Q-3 Q-3	Full length Question ***OR*** Full length Question	15 Marks 15 Marks
Q-4 Q-4	Objective Question *(Multiple Choice/ True or False/ Fill in the Blanks/ Match the Columns/ Short Questions.)* ***OR*** Short Notes *(Any three out of five)*	15 Marks 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

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	***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	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	Commercial Bank Management	**06**	1	International Finance	**06**
2	Financial Markets	**06**	2	Financial Services	**06**
3	Accounting of Banking Sector	**06**	3	Auditing of Banking Sector	**06**
4	Treasury Management	**06**	4	Investment Management	**06**
5	Debt Market	**06**	5	Currency Derivatives	**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					

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	***Elective Courses (EC)***	
Group A: Advanced Accounting, Corporate Accounting and Financial Management (Any Three out of Five)		
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 Applicable Accounting Standards)	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 Applicable Accounting Standards)**
	Requirements as per Accounting Standards 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 1) Life Insurance Business 2) General Insurance Business • Forms and Requirements of Final Accounts for 1) Life Insurance Business 2) General Insurance Business
4	**Accounting & Statutory Requirements of Co-operative Societies**
	• Accounting Provisions 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.

Note – All Topics include practical sums.

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 Computerized Environment	15
	Total	**60**

SN	Modules/ Units
1	**Company Audit**
	• Introduction to Audit - Audit of Ledgers, General Considerations, Scrutiny of Ledgers of Assets, Personal and Revenue Accounts • 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 and 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 Securitization	15
3	Hire Purchase Finance and Housing Finance	15
4	Stock Broking and Depository Services	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Financial Services and Merchant Banking**
	A) Introduction to Financial Services - Overview of Financial Services in India, Growth, Structure and Types of financial services. **B) 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	**Venture Capital and Securitization**
	A) 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 **B) Securitization -** Introduction, Definition, Concept, Need, Players Involved in Securitization, Securitization Structure, Instruments of Securitization, Differentiate between Pass Through Certificate and Pay Through Securities, Process of Securitization
3	**Hire Purchase Finance and Housing Finance**
	A) Hire Purchase Finance - Meaning, concepts of hire purchase finance, installment credit and consumer credit; sources of finance in India **B) Housing Finance** – Introduction, 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	**Stock Broking and Depository Services**
	A) Stock Broking – Meaning, types of stockbrokers, sub-brokers; stock broking in , E-broking – meaning, Indian experience **B) 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	***Elective Courses (EC)***	
Group B: Business Studies (Management) (Any Three out of Five)		
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, Entreprenuership 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

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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 Prepositions- 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.

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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 III

No. of Courses	Semester III	Credits
1	***Elective Courses (EC)***	
Group C: Banking and Finance (Any Three out of Five)		
1	Commercial Bank Management	**06**
2	Financial Markets	**06**
3	Accounting of Banking Sector	**06**
4	Treasury Management	**06**
5	Debt Market	**06**
	Total Credits	**18**

Group C: Banking and Finance

Commercial Bank Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Overview of Commercial Banking in India	15
2	Credit Management in Banks	18
3	Human Resource Management in Banks	12
4	Evolving Trends in Modern Banking	15
	Total	**60**

SN	Modules/ Units
1	**Overview of Commercial Banking in India**
	A) Overview of Commercial Banking in India - Role and Functions of Commercial Banks, Introduction to Bank Management, Management of Banks in Rural Areas. **B) Customer Relationship Management in Banks** - Meaning and Objectives of CRM in banks, Strategies for Expanding Customer Base, Banking Ombudsman Scheme, Customer Retention , Handling Customer Grievances **C) Services to Different Categories of Customers** - Retail, Corporate, International and Rural.
2	**Credit Management in Banks**
	A) Credit Management in Banks – Principles of Sound Bank Lending, Loan Policy, Compliance with RBI guidelines, Credit Appraisal and Credit Decision Making, Monitoring and Review of Loan Portfolio, Management of Non-Performing Assets (NPAs), Classification of NPAs, Debt Restructuring- SARFAESI Act, 2002. **B) Bank's Investment Policy** – SLR Requirements & Non-SLR Investments, Nature and Significance of Investment Management in Commercial Banks, Fundamental Principles of Security Investment, Management of Security Investment, Reviewing Investment Portfolio and Organization of Investment Function in Bank
3	**Human Resource Management in Banks**
	A) Human Resource Management in Banks – Importance of HRM in Banks, Policies relating to Human Resource Development in India, Selection, Training, Pay Structure in Public Sector Banks and Private Sector Banks , Workers Participation in Management, Motivations and Morals, Performance Evaluation, Promotion, Transfer Policy and VRS schemes in Public Sector Banks
4	**Evolving Trends in Modern Banking**
	A) Evolving Trends in Modern Banking – Internet Banking, Mobile Banking, EFT services, Outsourcing of Non-core Services, Mergers and Acquisitions in Banking Sector. **B) Financial Inclusion** – Need and Importance of Financial Inclusion, Micro Credit SHGs, RBI Guidelines for Micro Credit, Portfolio Securitization, SHG-2, NRLM and SRLM, Priority Sector and its Classification.

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Group C: Banking and Finance

Financial Markets

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Financial system	15
2	Overview of Capital Market	20
3	Overview of Money Market	10
4	Overview of Derivatives Market	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Financial System**
	A) An Overview of Financial System - Structure of Indian financial system, the nature and role of financial system, Relationship between financial system and economic development, Constituents of Financial System – Primary and Secondary, Development of Financial Markets in India, Components of financial system. **B) Theories** –Prior savings theory, Credit creation theory, Theory of post savings, Financial regulation theory, Financial liberalization theory.
2	**Overview of Capital Market**
	A) Introduction to Capital Market - Structure and Growth of the Indian Capital Market, Indian Capital Market Forms - Industrial Securities , New Issue markets and Old Issue markets- Introduction, Features, Types and Government Securities (Gilt-edged market)- Introduction, Features, and Types **B) Ownership Securities** – Equity Shares, Preference Shares, No-par stock-(Introduction, Features and Types) **C) Creditorship Securities** – Debentures –Introduction, Features, and Types
3	**Overview of Money Market**
	A) Money market- Meaning, Features, Structure of money market, Regulatory framework,- RBI/FIMMDA/FEDAI, Disadvantages of Money market, Characteristics and Features of developed money market, Recent development in money markets-DFHI, STCI **B) Money Market Instruments**-T Bills, Money at short and call notice, Commercial bills, Promissory notes, Certificate of deposits Commercial-papers, Banker's Acceptance CBLO, IBPC, MMMF and LAF
4	**Overview of Derivatives Market**
	A) Derivatives Market - Meaning, Importance and Need for Derivatives Market, Kinds of financial derivatives and financial derivatives in India. **B) Globalization of Financial Market** - Indigenous Bond markets, Foreign Currency Bond Markets, Euro market, FDI- Inflows- Outflows, Emerging Trends and Challenges in Global Financial Markets and Impact of globalization on financial markets.

Group C: Banking and Finance

Accounting of Banking Sector

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction of Banking Companies	10
2	Accounting Systems & Provisions in Banks	15
3	Calculation of Interest and Annuities	15
4	Preparation of Final Accounts and Reporting	20
	Total	**60**

SN	Modules/ Units
1	**Introduction of Banking Companies**
	• Definition and features of banking companies • Types of banks • Different types of accounts maintained by banks • Bank products & services • Cash Management Services and its Importance
2	**Accounting Systems & Provisions in Banking Companies**
	• Significant Features of Accounting Systems of Banking Companies • Books required to be maintained by banks • Income recognition, Classification of assets and advances, Provisions, Classification of investments • Provisions of Banking Regulation Act- 1949 applicable to banking companies:- Business, Capital and Reserve, Reserve funds, Dividend, Cash reserves, Loans and advances, Unclaimed deposits, Accounts and auditing
3	**Calculation of Interest and Annuities**
	• Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Instalments; Fixed and Floating Interest Rates; • Calculation of Annuities, Interest Calculation using Products/Balances; Amortization of a Debt; Sinking Funds
4	**Preparation of Final Accounts and Reporting**
	• Disclosure Requirements of Banks and Additional Disclosures prescribed by RBI • Disclosures required under BASEL norms. • Preparation of Financial Statements of Banking Companies as per regulatory requirements

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Group C: Banking and Finance

Treasury Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Treasury Management	15
2	Treasury Operations	15
3	Risk Analysis & Control	15
4	Regulatory, Supervising & Compliance Framework	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Treasury Management**
	• Concept & Evolution of Treasury [Including other important terminology in treasury:- Arbitrage; Bank Rate; Options; Capital Adequacy; Capital Fund; CRR; CDSL; Clearing House; DP; Hedging; LAF; OMOs; RTGS; Refinance; SLR; SWIFT; T-Bills; Tier-I & II Capital] • Objectives & Role of Treasury • Structure of Treasury & Functions of Treasurer • Scope & Functions of Treasury Management • Internal Treasury Control System • Role of Information Technology in Treasury Management [Negotiated Dealing System(NDS); Straight-Through-Processing(STP)]
2	**Treasury Operations**
	• Liquidity Management [Objectives-CRR-SLR-RTGS-CCIL] • Treasury Management in Commercial Banks [NPA & Capital Adequacy Norms (CRAR); Investment Policy Statement; Back office support & Accounting] • FOREX Market Operations [International Financial System & FOREX Market; Instrument traded; Exchange Rate mechanism; Indian FOREX market; RBI & Exchange Market] • Risk Management in Market Operations [Gilt-edged Markets; Exchange Rate & Currency Risk; Interest Risk Management] • Impact of Treasury Operations [Structural & Statutory changes; Need for Regulation; Development in Markets] • Practical Problems on FOREX Valuation [FEDAI Guidelines & Valuation]
3	**Risk Analysis & Control**
	• Interest Rate risk: Investment /Trading Book • Value at Risk [VaR] • FOREX (Market) Risk • Risk Management in banks [RBI Guidelines] • Treasury & Asset-Liability Management(ALM) [Meaning & Objectives of ALM; Market Risk-Liquidity & Interest Risk; Role of Treasury in ALM; Use of Derivatives in ALM; Policy Environment]
4	**Regulatory, Supervising & Compliance Framework**
	• Ethics, Morals & Code of Conduct- The Dealing Room [General Principles from FIMMDA] • RBI guidelines & Policy [Organizational set up; Industrial Sickness; NPAs in Scheduled Commercial banks] • Tax Environment in treasury [Corporate Taxation; Need for Tax Planning; Tax changes during 2004 to 2007 & at Present; Tax on Investments; Tax Compliance] • MIS for Treasury Operations [Current Monetary & Credit Policies; Fiscal & Budgetary Policies; Foreign Trade & Exchange Policies; Financial Market Trends; International Developments] • Global framework in Treasury Operations

Group C: Banking and Finance

Debt Market

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Indian Debt Market	10
2	Central Government Securities and State Government Bonds	15
3	Corporate Bond Market	15
4	Valuation of Bonds	20
	Total	**60**

SN	Modules/ Units
1	**Introduction to Indian Debt Market**
	A) Indian Debt Markets: A Profile of Products and Participants, Market Segments, Participants in the Debt Markets, Secondary Market for Debt Instruments **B) Debt Instruments:** Instrument Features, Modifying the coupon of the bond, Modifying the term to maturity of a bond, Modifying the principal repayment of a bond, Asset backed securities
2	**Central Government Securities and State Government Bonds**
	A) Central Government Securities Bonds-Introduction, Developments Expected, G-Secs: Trends in Volumes, Tenor and Yields, Primary Issuance Process, Participants in Government Bond Markets, Constituent of SGL Accounts, Primary Dealers, Satellite Dealers, Secondary Markets for Government Bonds, Settlement of Trades in G-Secs, Clearing Corporation, Negotiated Dealing System, Liquidity Adjustment Facility (LAF). **B) Central Government Securities:** Treasury Bill Issuance Process, Cut-Off Yields, Investors in T-Bills, Secondary Market Activity in T-bills. **C) State Government Bonds-** Gross Fiscal Deficit of State Governments and its financing, Volume and Coupon rates on State Government Bonds, Ownership Pattern of State Government Bonds, and State Government Guaranteed Bonds.
3	**Corporate Bond Market**
	A) Corporate Bonds- Market Segments, Issue Process, Issue Management and Book Building, Terms of a debenture issue and Credit Rating. **B) Bond Market Indices and Benchmarks** I-Bex : Sovereign Bond Index, NSE – MIBOR
4	**Valuation of Bonds**
	A) Valuation of Bonds - Bond Valuation: First principles, Time path of a bond, Valuing a bond at any point on the time scale, Accrued Interest, Yield, Weighted Yield, YTM of a Portfolio, Realised Yield, Yield–Price relationships of bonds **B) Yield Curve and Term Structure of Interest Rate -** Yield Curve: The Simple Approach, Bootstrapping, Alternate Methodologies to Estimate the Yield Curve, Theories of the Term Structure of Interest Rates **C) Duration -** Introduction and Definition, Calculating Duration of a Coupon Paying Bond, Computing duration on dates other than coupon dates, Modified Duration, Rupee Duration, Price Value of a Basis Point, Portfolio Duration, Limitations of Duration

Master of Commerce (M.Com) Programme

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Course Structure

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

Semester III

No. of Courses	Semester III	Credits
1	***Elective Courses (EC)***	
Group D: E-Commerce (Any Three out of Five)		
1	Database Management System	**06**
2	Internet & Web-Designing (skill based)	**06**
3	Network Infrastructure and Payment System	**06**
4	Logistic & supply chain Management in E-Commerce	**06**
5	Business Models in E-Commerce & ICT Applications	**06**
	Total Credits	**18**

Group D: E-Commerce

1. Database Management System

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Database Management System (DBMS)	15
2	Relational Database Design	15
3	Transaction Management and Recovery System	15
4	SQL Concept	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Database Management System (DBMS)**
	• Concept of Database, Database Management System: Concept,features, Importance and Evolution • Environment, Classifications, Advantages and Issues of using DBMS, Functional component • Three Level of Architecture, Implications of the Database Approach , Database Languages and Interfaces, The Database System Environment
2	**Relational Database Design**
	• Codd's rule, Entity relationship model, Entity Types, Attributes, Keys , • Roles and Structural Constraints, Constraints on Relationship Types, Basic Relational Algebra Operations • Additional Relational Operations • Roles and functional Dependencies, Normalization, Mapping the ER model to Relational DB
3	**Transaction Management and Recovery System**
	• Transaction Management: Transaction Concept, Transaction State, Implementation of Atomicity and Durability, Implementation of Isolation - Testing for serializability. • Recovery System: Failure Classification, Storage Structure, Recovery and Atomicity - Log - Based Recovery - Recovery with Concurrent Transactions • Buffer Management - Failure with loss of non-volatile storage, Advance Recovery systems, Remote Backup systems.
4	**SQL Concept**
	• Basics of SQL: Form of Basic SQL Query - Examples of Basic SQL Queries, Multi table Queries, • Introduction to Nested Queries, Correlated Nested Queries • NULL values - Comparison using Null values - Disallowing NULL values, Complex Integrity Constraints in SQL Triggers and Active Data bases.

Group D: E-Commerce

2. Internet & Web-Designing (skill based)

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Internet	15
2	Internet Security Management	15
3	Web designing	15
4	New trends	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Internet**
	• Concept, Evolution of internet, Significance, Limitations, Types of Network • Internet Network Services and functions of internet, current trends on internet, • Internet Technology and Protocol, Internet Connectivity, TCP/IP, Router, Internet Addressing Scheme
2	**Internet Security Management**
	• Management Concepts and Information Privacy and Copyright Issues, Network etiquettes • Overview of Internet Security, Firewalls, Internet Security, basics of asymmetric cryptosystems. • Governance on internet, impact of internet on society, Internet Applications,
3	**Web designing**
	• WWW- Concept, Web technology, Functioning of websites, Creating a Basic Web Page, Web Page Layout Techniques, • Type of websites, Hypertext Markup Language (HTML)-Essential HTML for content, Cascading Style Sheets (CSS)-Selector Type, Common Properties, PhotoshopElements and Principles of Design • Interactivity tools, Difference between web designer and web developers, web graphics
4	**New trends**
	• Multimedia and Graphics, JavaScript, Adobe Dreamweaver, Facebook Page Designing, You Tube Videos • Utilities: Gif Animation, On-Page Search Engine Optimization, Google Webmasters Tools, Mobile website development • Email Network and server, Email Protocol,

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Group D: E-Commerce

3. Network Infrastructure and Payment System

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Network infrastructure for e-commerce	15
2	Internet Protocol, Security and Protection	15
3	E-payment System	15
4	Security Protocol, Threats and Measures	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Network infrastructure for E-Commerce**
	• Requirements for Network infrastructure for e-commerce, Market forces influencing I-way, Component of I-way, Global Information distribution Network, • Network Access equipment, Strategic Alliances and I-Way Infrastructure, Public policy issues shaping I-way • Telephone based infrastructure, Cable/ TV based infrastructure, Wireless infrastructure, Commercial online infrastructure, Narrow band V/S Broad band Network,
2	**Internet Protocol, Security and Protection**
	• TCP/IP Internet protocol for Network Infrastructure, Wireless Access Protocol (WAP), Mobile Network Infrastructure • Internet, Intranet and extranet as E-commerce infrastructure, Network Infrastructure Security- External and Internal Attack • Integrated Services Digital Network (ISDN), Protecting Network infrastructure - Steps in hacking Network Infrastructure, A new model to protect Network infrastructure
3	**E-payment System**
	• E-Payment System- Concept, Online Payment System – prepaid e-payment service, postpaid e-payment system;, Advantages and Limitations of Payment System, Role of E-payments, • Classification of Payment System, Scope of Payment system, Payment meditation services V/S Payment system • Payment processing Network, Payment Processing Settlement, Payment Gateway
4	**Security Protocol, Threats and Measures**
	• Security Protocol, Digital certificates, Security threats in E-com environment, Credit & legal risk of e-payment system. • Credit Card based Payment System, Electronic Payment security- Encryption, Digital signatures, Digital Certificate, Public Key Infrastructure (PKI) • Secure Socket Layer (SSL), 3D SET and Secure, Case studies in E- payment system.

Group D: E-Commerce

4. Logistic & supply chain Management in E-Commerce

Modules at a Glance

SN	Modules	No. of Lectures
1	Logistic in E-Commerce	15
2	Warehouse and E-logistics	15
3	Introduction to Supply Chain Management (SCM)	15
4	Logistics/Supply Chain Management in the Global Environment-	15
	Total	**60**

SN	Modules/ Units
1	**Logistic in E-Commerce**
	• Logistic in E-commerce – Features, Significance, Evolution, E-Commerce logistics in developed market, • ICT infrastructure for future logistics, E- logistics for transport modes and nodes, Airfreight, Rail-freight, Road-freight, Sheep-Freight • Automating E-logistics- B2C E-commerce fulfillment, E-fulfillment dimension, Inventory Management
2	**Warehouse and E-logistics**
	• Warehouse Management System (WMS)- Functions, Connectivity of WMS solution into ERP, Warehousing challenges of e-commerce, • Radio Frequency Identification (RFID)- Cost and benefits, RFID to enhance data capture processes in warehouse environment • GS1 keys used in logistics and E-procurement, The Global Data Synchronization Network (GDSN), Electronic Product Code Information System (EPCIS)
3	**Introduction to Supply Chain Management (SCM)**
	• SCM- Concept, Significance, IT applications, Evolution of global SCM • Value Chain Management- Concepts and features, Challenges, Sustainability • E-Supply Chain planning(Component); E-Supply chain fusion; Channel Management and Channel Integration
4	**Logistics/Supply Chain Management in the Global Environment-**
	• Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, • Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management. • New trends in logistics and SCM- Technology in SCM, Artificial intelligence, Single window system for Global SCM

Group D: E-Commerce

5. Business Models in E-Commerce & ICT Applications

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to E-enterprise and Business Models	15
2	E-commerce Business Models	15
3	Introduction to Information Communication Technology(ICT)	15
4	Vital ICT Applications	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to E-enterprise and Business Models**
	• E-Commerce and E-enterprise- Concepts, Features, types of Business models, Difference between E-commerce and E-business, • Eight key elements of a business model, E-tailing Business Models, Primary revenue Models in e- commerce. • e-Commerce Process Models: E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model, selection of E-commerce business model
2	**E-commerce Business Models**
	• E-commerce Business Models: Business models in emerging E-commerce areas, Business to Consumer (B2C)- Characteristics, Process. • Business to Business (B2B)- Characteristics, Importance, Alternative models of B2B, Features of C2C and C2B • Marketing and Business strategies: B2C and B2B E-commerce, Role of Websites in B2C
3	**Introduction to Information Communication Technology(ICT)**
	• Evolution of computers – Features and design – Managing Hardware, Software, Computer Languages . Operating Systems – DOS • Information Communication Technology(ICT)- Concept, Importance, Components, Use of ICT in E-commerce, • Role of ICT in driving E-commerce business, ICT and E-commerce relationship, ICT Infrastructure and E-commerce
4	**Vital ICT Applications**
	• E-Governance: Models – G2G, G2B, G2C, Benefits and risks of E-Governance, ICT in manufacturing – overview of CAD in conjunction with CAM, • E-environment- Geographical Information System (GIS) weather forecasting, E-education- statistical packages (SPSS), Computer aided learning/e-learning in schools and over the Internet. • E-health –Stress, Repetitive Strain Injury (RSI), Eyestrain, Extremely Low Frequency (ELF) radiation. Computers, health and the law.

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Course Structure

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

Semester IV

No. of Courses	Semester IV	Credits
1	***Elective Courses (EC)***	
Group A: Advanced Accounting, Corporate Accounting and Financial Management (Any Three out of Five)		
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**

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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)

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

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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

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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 (SOCF) (IAS 7 and Ind AS 7). **(Theory and Practical)**

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.

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Course Structure

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

Semester IV

No. of Courses	Semester IV	Credits
1	***Elective Courses (EC)***	
Group B: Business Studies (Management) (Any Three out of Five)		
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**

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 ofInventory 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

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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), Heirarchy of Effects (Lavidge and Steiners) ▪ **Ad Agency :** Various Functional Department, Types, Measures for gaining and reasons for loosing 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 organistion** : 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

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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, Layoutand 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, Layoutand 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

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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.

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.

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Course Structure

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

Semester IV

No. of Courses	Semester IV	Credits
1	***Elective Courses (EC)***	
Group C:	***Banking and Finance (Any Three out of Five)***	
1	International Finance	**06**
2	Financial Services	**06**
3	Auditing of Banking Sector	**06**
4	Investment Management	**06**
5	Currency Derivatives	**06**
	Total Credits	**18**

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Group C: Banking and Finance

International Finance

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to International Finance	15
2	International Monetary System and Foreign Exchange Market	15
3	Currency Futures and Options	15
4	Global Financial Market	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to International Finance**
	A) Introduction to International Finance – Meaning, Scope of International Financial Management, Factors contributing to growth in International Finance, Recent Changes in Global Financial Markets. **B) Balance Of Payments –** Meaning, Components, Factors- Deficit and Surplus in BOP , Capital Account Convertibility and Current Account
2	**International Monetary System and Foreign Exchange Market**
	A) International Monetary System – Introduction to Exchange rate regime, The International Monetary Fund - Objectives and Funding Facilities, International Liquidity and Special Drawing Rights and Introduction to The European Monetary System **B) Foreign Exchange Market** - Major Participants in Spot market and Forward market, Exchange Rate Quotation, Determination of exchange rates in spot and forward market, Factors influencing exchange rates and Types of Foreign Exchange Rates and Interest rate
3	**Currency Futures and Options**
	A) Currency Futures - Futures Contracts, Features, Trading Process- Hedging in currency futures market and Speculation in currency futures market, Determination of Futures prices, Forward prices and expected spot prices on delivery. **B) Currency Options:** Features, Terminology, Types of options, options pricing, hedging with currency options and Speculation with currency options.
4	**Global Financial Market**
	A) International Instruments – Introduction, Gains from International Market International Equities and Bonds Market, Short term and Medium term Instruments and Types of risks and tools. **B) Multilateral Development Banks** - The World Bank, International Finance Corporation, Asian Development Bank – Introduction, Characteristics and Functions.

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Group C: Banking and Finance

Financial Services

Modules at a Glance

SN	Modules	No. of Lectures
1	Evolution of Financial Services	15
2	Marketing of Financial Services	15
3	Mutual Funds and Merchant Banking	15
4	Portfolio Management and Other Financial Services	15
	Total	**60**

SN	Modules/ Units
1	**Evolution of Financial Services**
	A) Evolution of Financial Services - Meaning of Financial Services, Types of Financial Services, Fund based and Non-fund based , Significance of Financial Services , Growth of Financial Services in India , Emerging Trends in Financial Services and constraints in growth of financial services. **B) Regulatory Framework for Financial Services** – Role of RBI, Role of SEBI , Provisions of Companies Act , Role of FEMA and Ethical issues in the Marketing of Financial services.
2	**Marketing of Financial Services**
	A) Categories of Financial Products – Insurance, Banks, Stocks, Mutual Funds, Pension Plans, other Savings Products, Financial Services Marketing Environment –Micro and Macro Environmental Forces , Marketing Mix for Financial Services, Promotional Strategies, Customer Relations and Servicing. **B) Treasury Management** – Structure and Organization, Functions and Responsibilities of a Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Treasury and Asset Liability Management, Liquidity Management: CRR/CCIL/RTGS and Types of Exposure and Elimination of Exposure
3	**Mutual Funds and Merchant Banking**
	A) Mutual Funds Concept – History of Mutual fund Industry in India , Advantages Different Scheme, Fund Accounting and Valuation (Practical Problems on Mutual Fund) **B) UTI:** Objective, Functions, Regulation, Performance Measurement and Evaluation of Mutual Fund Schemes, Unit holder's Protection. **C) Merchant Banking** – Facets of Merchant Banking, Functions, Legal and Regulatory Frameworks, Relevant Provisions of Companies Act , SEBI Guidelines, Role in Issue Management, Appraisal of Projects, Designing Capital Structure and Instruments and Issue Pricing
4	**Portfolio Management and Other Financial Services**
	A) Portfolio Management Services - Meaning, Importance, Objectives, Strategies, Types of Strategies – Passive & Active Strategies, Role of Portfolio Managers. **B) Other Financial Services** – Leasing and Hire Purchase, Factoring and Forfaiting, Consumer Finance, Securitization, Venture Capital, Loan Syndication, Custodial and Depository Services, Credit rating

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Group C: Banking and Finance

Auditing of Banking Sector

Modules at a Glance

SN	Modules	No. of Lectures
1	Auditing Concepts	15
2	Auditing of Banks	15
3	Verification of Assets and Balances of Banking Companies	15
4	Introduction to Concurrent Audit	15
	Total	**60**

SN	Modules/ Units
1	**Auditing Concepts**
	• Nature, Scope and Significance of Auditing • Audit Engagement, Audit Program, Audit Working Papers, Audit Note Book, Audit Evidence
2	**Auditing of Banks**
	• Meaning and Appointment of Bank Auditors • Internal control system in Banks • Categories of Bank Audit: Concurrent audit, Internal Audit/ Information Systems Audit and Statutory audit • Banking Regulation Act in pursuant to accounts and auditing of banking companies - Sec 29 to Sec 34A • Guidance Note on Audit of Banks by ICAI
3	**Verification of Assets and Balances of Banking Companies**
	• Cash, bank balances, money at call and short notice • Investments • Advances • Fixed assets • Other assets • Capital • Reserves and surplus • Deposits • Borrowings • Other liabilities and provisions
4	**Introduction to Concurrent audit**
	• Concurrent audit system : Meaning, scope, coverage, Types of activities, Appointment of auditors and reporting • Internal Audit/ Information Systems Audit – Meaning, Scope • Statutory audit of banks/bank branches • Audit of bank branch and reporting

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Group C: Banking and Finance

Investment Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Portfolio Management – An Introduction	10
2	Portfolio Revision and Evaluation	15
3	Fundamental and Technical Analysis	20
4	Efficient Market Theory and CAPM	15
	Total	**60**

SN	Modules/ Units
1	**Portfolio Management – An Introduction**
	A) Portfolio Management – An Introduction Investment - Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment V/s Gambling and Types of Investors Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management. Investment Environment in India and factors conducive for investment in India. **B) Portfolio Analysis and Selection** Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off. Portfolio Selection – Meaning, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio, Markowitz Model, Limitations of Markowitz Model, Measuring Security Return and Portfolio Return and Risk under Single Index Model and Multi Index Model.
2	**Portfolio Revision and Evaluation**
	A) Portfolio Revision and Evaluation - Portfolio Revision – Meaning, Need, Constraints and Strategies. Portfolio Evaluation – Meaning, Need, Measuring Returns (Sharpe, Treynor and Jensen Ratios) and Decomposition of Performance. **B) Bond Valuation**– Meaning, Measuring Bond Returns – Yield to Maturity, Yield to call and Bond Pricing. Bond Pricing Theorems, Bond Risks and Bond Duration. (Practical Problems on YTM and Bond Duration)
3	**Fundamental and Technical Analysis**
	A) Fundamental Analysis - Economy Analysis – Meaning, Framework of Economic Analysis, Forecasting, Barometric or Indicator Approach, Econometric Model Building and Opportunistic Model Building. Industry Analysis – Concept of Analysis, Industry Life Cycle, Industry Characteristics. Company Analysis – Financial Statements, Analysis of Financial Statements, (Practical questions on Debt equity ratios, total debt ratio, proprietary ratios, interest coverage ratio, Profitability ratios related to sales, investment, equity shares and Efficiency or Activity Ratios) and Assessment of risk (Leverages) **B) Technical Analysis -** Dow Theory , Meaning and Principles of Technical Analysis, Price Chart, Line Chart, Bar Chart, Japanese Candlestick Chart, Trends and Trends and Trend Reversals, Chart Patterns, Support and Resistance, Reversal Patterns, Continuation Patterns and Elliot Wave Theory, Mathematical Indicators – Calculation of Moving Averages (Simple and Exponential Moving Average), Oscillators and Relative strength Index, Market Indicators and Fundamental Analysis V/s Technical Analysis
4	**Efficient Market Theory and CAPM**
	A) Efficient Market Theory - Random Walk Theory, The Efficient Market Hypothesis , Forms of Market Efficiency , Competitive Market Hypothesis **B) CAPM-** Fundamental Notions of Portfolio Theory, Assumption of CAPM, Efficient Frontier with Riskless Lending and Borrowing, Capital Market Line, Security Market Line and Pricing of Securities with CAPM. Arbitrage Pricing Theory (APT) – The Return Generating Model, Factors Affecting Stock Return, Expected Return on Stock, APT V/s CAPM.

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Group C: Banking and Finance

Currency Derivatives

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Currency Markets	15
2	Regulatory Framework for Currency Derivatives	15
3	Strategies using Currency Derivatives	15
4	Clearing and Settlement of Currency Futures	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Currency Markets**
	A) **Introduction to Currency Markets** – Brief history of foreign exchange markets, Major Currency pairs, Overview of international currency markets, Basics of currency markets and peculiarities in India, Settlement date or value date, OTC forward rate, Exchange Rate arithmetic cross rate, Impact of market economics on currency prices and economic indicators B) **Foreign Exchange Derivatives –** Definition, Products , Growth drivers of derivatives, Market Players, Key economic function of derivatives, Financial Market stability: Exchange traded V/s OTC derivatives.
2	**Regulatory Framework for Currency Derivatives**
	A) **Regulatory Framework for Currency Derivatives** – Applicability of Securities Regulation Act, 1956, RBI-SEBI standing technical committee on exchange traded currency and interest rate derivatives, Foreign Exchange Management Act, 1999 – Provisions, Regulatory framework for exchanges, Regulatory framework for clearing corporations, Governing council of the exchange and clearing corporation and Eligibility criteria for members. B) **Code of Conduct and Investor Protection** - Adherence to SEBI codes of conduct for brokers/ sub-brokers, Adherence to codes of conduct specific to currency derivatives segment, Grievance redressal mechanism for investors.
3	**Strategies using Currency Derivatives**
	A) **Strategies using Currency Derivatives** – Market Participants – Hedgers, Speculators, Arbitrageurs, Computing pay offs from a portfolio of futures and trade remittances, Using foreign currency futures for hedging various kinds of foreign exchange exposures, Use of currency futures by speculators and arbitrageurs, trading spreads using currency futures, limitations of currency futures for hedgers. B) **Trading in Currency Futures** - Currency futures contract specification, Other terminologies with respect to contract specifications, Trader workstation screen (TWS), Entities in the trading system, Types of orders, Price Limit Circuit Filter and Rules, regulations and bye laws of Exchange.
4	**Clearing and Settlement of Currency Futures**
	A) **Clearing and Settlement in Currency Futures**- Clearing vs. Settlement, Clearing entities, Clearing mechanism, Regulatory guidelines on open position limits and Settlement mechanism. B) **Risk Management in Currency Futures** - Risk management measures, Margin requirements, Mark-to-Market, Settlement, Margin collection and enforcement, Periodic Risk Evaluation Report, Surveillance and Unique Client Code (UCC).

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Course Structure

(To be implemented from Academic Year 2017-2018)

Semester IV

No. of Courses	Semester IV	Credits
1	***Elective Courses (EC)***	
Group D: E-Commerce (Any Three out of Five)		
1	E-Commerce Security and Law	**06**
2	Advance technology for E-Commerce	**06**
3	Management Information System	**06**
4	Digital Marketing	**06**
5	International Business, Law and Taxation	**06**
	Total Credits	**18**

Group D: E-Commerce

1. E-Commerce Security and Law

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to E-Commerce Security	15
2	Security Threats and Measures	15
3	Introduction to Cyber Law	15
4	Cyberspace Laws	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to E-Commerce Security**
	• E-commerce security: Concept, Need/Importance, Security Issues in E-Commerce-Security risks of e-commerce, • Threats and Risk Management: Type of threats, Sources of threats, Security tools & Risk – Types of security, management approach • Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server
2	**Security Threats and Measures**
	• Current threats, Cryptography, public key certificates and infrastructures, authentication and authorization certificates, • Mobile code security, security of agent-based systems, secure electronic transactions, electronic payment systems, intellectual property protection, • Symmetric and Asymmetric Cryptosystem, Role of electronic signature, EDI Security
3	**Introduction to Cyber Law**
	• Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, • Threats in Computer Systems: Virus, Cyber Crime, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. • The problems of internet jurisdictions, Law relating to Electronic records, Importance of Electronic Records as Evidence.
4	**Cyberspace Laws**
	• Cyberspace and Internet in India- Penalties, Offences and Compensation • Protection of Cyber Consumers in India and CPA 1986, International efforts related to cyberspace laws, Trace an IP address, • Security Tools, Client server network security, Encryption and concepts of public and private key infrastructure

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

Group D: E-Commerce

2. Advance technology for E-Commerce

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Advanced technology for E-commerce	15
2	Information Publishing Technology	15
3	E-commerce Success with Contain Marketing	15
4	New Trends	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Advanced technology for E-commerce**
	• Advanced technology for E-commerce: Concept of E-commerce, Internet & WWW, Functions, • Types of technology, Electronic Data Interchange (EDI)- Benefits, Transaction and examples, Multimedia technology – desktop Video Conferencing • Securing Network Transaction: Cryptology, Digital Signature, E-mail security
2	**TCP/IP and Information Publishing Technology**
	• Internet Protocols – OSI Model, TCP/IP, FTP; LAN, WAN • Information Publishing Technology - HTML, URL, HTTP, HTML FORM, CGI SERVICES, • eXtensible Markup Language (XML) – Application and Architecture, Data Mining and Web Mining
3	**Mobile Agents& WAP**
	• Mobile Agents- Concept, Mobility and security issues, Client Server Approach v/s Mobile Agent based approach, • Mobile computing, Mobile users in Global E-commerce, Coalition Formation • Wireless Application Protocol (WAP) - Benefits and Architecture, Web Server and client (Web Browser).
4	**New Trends**
	• New E-commerce Technology Trends, Broadband technologies, Affiliate Marketing, Content marketing - challenges, • Key performance indicators (KPIs),Complex Server and Network Infrastructure, transitioning to Virtualization & Cloud Computing, use of fully or partially outsourced IT support • Supercharged Kiosks, Role of Instant Messaging (IM), Digital literacy and multimedia design

Revised Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV
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Group D: E-Commerce

3. Management Information System

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Management Information System (MIS)	15
2	Business & Designing Information System	15
3	Information and System Concept	15
4	Decision Support System & Development of MIS	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Management Information System (MIS)**
	• MIS: Concept, Characteristics, Components, Strategic uses, Challenges of Global information system • Information System Resources: Selection of Business Software and Hardware, Business Network and Data Warehouses • Business Intelligence, Knowledge Management, System Planning and Development
2	**Business &Designing Information System**
	• Classification of MIS: Transaction Process System (TPS), Process Control System (PCS), Enterprise Collaboration System (ECS), Business information system, • System Design: Conceptual Design, Objectives, Methods • Structuring Data of MIS: Pyramid structure, Querying, Aggregating and Visualizing Data
3	**Information and System Concept**
	• Information: Concept, Types, Dimensions of Information, Information Quality • System: Kinds, Elements of system, Human as information processing system • Need of IT Industry, Scope of Infrastructure Management, Attributes of Computing System
4	**Decision Support System& Development of MIS**
	• Decision Making: Concept, Types, Simon's Model, Decision Making and MIS • Supporting Management Decision: Key Performance Indicators (KPI), Planning and Implementation. • Development of MIS: Steps in developing a right MIS, System Development Approaches, System analysis and design- Determinants and requirement

Group D: E-Commerce

4. Digital Marketing

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Digital Marketing & SEO	15
2	Google analytics and SMO	15
3	SEM and Social Media	15
4	Email and Mobile Marketing	15
	Total	**60**

SN	Modules/ Units
1	**Introduction to Digital Marketing & SEO**
	• Digital Marketing - Introduction, Features, Strategies, Types, Aligning Internet with Business Objectives, • User Behaviour & Navigation, Branding & User Experience, Customer Insights • Search Engine Optimization(SEO) – Search Engines Basics, Functioning of Search Engines, On&off-page Optimization,
2	**Google analytics and SMO**
	• Google Analytics–Concepts, steps, Accounts-profiles and users navigation, Basic metrics, • The main sections of Google Analytics reports-Traffic Sources, Direct referring and search traffic; • Social Media Optimization (SMO) - Concepts, Pros & Cons, bookmarking & aggregating, content, content sharing, knowledge sharing; connecting to social networking
3	**SEM and Social Media**
	• Search Engine Marketing (SEM) - Concept, Understanding Google search - Organic & Paid, Overview of Google Adwords, Google Adsense, Microsoft AdCenter and Yahoo Search Marketing, • Campaign Management, Pay Per Click (PPC) Management, Conversion Tracking, Targeting & Analytics, Keyword Selection, • Conversion Metrics- CPA, CTR, Campaigns - Google PPC Campaigns, LinkedIn Campaigns, Facebook Campaign, YouTube Advertising
4	**Email and Mobile Marketing**
	• E-mail Marketing - User Behaviour, Segmentation, Key Metrics, Best Practice Case Studies, E-marketing strategies, • Tracking landing pages, Choosing your metrics, A/B and Multivariate testing, Analyzing test results, Setting your budgets; • Mobile Marketing - Concept, SMS Strategy, Mobile Advertising, Mobile Optimized Websites, Mobile Apps, Proximity Marketing,

Group D: E-Commerce

5. International Business, Law and Taxation

Modules at a Glance

SN	Modules	No. of Lectures
1	Use of Internet in the International Business	15
2	International Outsourcing and Ethics	15
3	International Law and Taxation	15
4	Government Intervention in International Business	15
	Total	**60**

SN	Modules/ Units
1	**Use of Internet in the International Business**
	• International Business: Concept, Features, External and Internal Factors of International business • Internet and International business: Significance, Use of Internet, Impact of E-commerce and Barriers • International E-commerce business: Concept of E-business, Features, Evolution,
2	**International Outsourcing and Ethics**
	• Global outsourcing: Concept, Forms, Drivers, Development in IT-BPO Sector • International Outsourcing in India: Benefits,Growth Drivers of India, Limitations • Ethics in International e-Business, Constraint in e-Business in India, International e-Commerce Benchmarking,
3	**International Law and Taxation**
	• International Legal environment in E-commerce, European Community Law, Intellectual Property Law, Pillaging Patent • United States Taxation of International e-Commerce, Law and Policy of Organisation for Economic Co-operation and Development (OECD) • International Taxation and e-Commerce: Direct and Indirect taxation, Relevance of E-commerce, Effect of E-commerce on consumption taxes, Emerging Tax Policy,
4	**Government Intervention in International Business**
	• Instruments of Government Intervention: Tariff and Non- Tariff Barriers, Investment Barriers, • Policies regarding e-commerce: FDI Policy, Foreign Trade Policy, Export-Import Policy- Methods of E-payment, e-Documentations • Rationale for Government Intervention: Defensive and offensive rationale, Economic Freedom and Government Support

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.

University of Mumbai

Master of Commerce (M.Com) Programme

Guidelines for Project Work

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

Introduction

Inclusion of project work in the course curriculum of the M.Com. programme is one of the ambitious aspect in the programme structure. The main objective of inclusion of project work is to inculcate the element of research work challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study in his/ her own words. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

- There are two modes of preparation of project work
  1. Project work based on research methodology in the study area
  2. Project work based on internship in the study area

Guidelines for preparation of Project Work

Work Load

Work load for Project Work is 01 (one) hour per batch of 15-20 learners per week for the teacher. The learner (of that batch) shall do field work and library work in the remaining 03 (three) hours per week.

1. General guidelines for preparation of project work based on research methodology

- The project topic may be undertaken in any area of Elective Courses.
- Each of the learner has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- University/college shall allot a guiding teacher for guidance to the students based on her / his specialization.
- The project report shall be prepared as per the broad guidelines given below:
  - Font type: Times New Roman
  - Font size: 12-For content, 14-for Title
  - Line Space : 1.5-for content and 1-for in table work
  - Paper Size: A4
  - Margin : in Left-1.5, Up-Down-Right-1
  - The Project Report shall be bounded.
  - The project report should be 80 to 100 pages

Format

1st page (Main Page)

Title of the problem of the Project

A Project Submitted to

University of Mumbai for partial completion of the degree of

Master in Commerce

Under the Faculty of Commerce

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page
This page to be repeated on 2nd page (i.e. inside after main page)

On separate page

Index

List of tables, if any, with page numbers.

List of Graphs, if any, with page numbers.

List of Appendix, if any, with page numbers.

Abbreviations used:

Structure to be followed to maintain the uniformity in formulation and presentation of Project Work

(Model Structure of the Project Work)

- **Chapter No. 1: Introduction**

  In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

- **Chapter No. 2: Research Methodology**

  This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.

- **Chapter No. 3: Literature Review**

  This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.

- **Chapter No. 4: Data Analysis, Interpretation and Presentation**

  This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner.

- **Chapter No. 5: Conclusions and Suggestions**

  In this chapter of project work, findings of work will be covered and suggestion will be enlisted to validate the objectives and hypotheses.

Note: If required more chapters of data analysis can be added.

- **Bibliography**
- **Appendix**

On separate page

Name and address of the college

Certificate

This is to certify that Ms/Mr has worked and duly completed her/his Project Work for the degree of Master in Commerce under the Faculty of Commerce in the subject of ___________________ and her/his project is entitled, "_________________________ _________________*Title of the Project*_____________________" under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her/ his own work and facts reported by her/his personal findings and investigations.

Seal of the College

Name and Signature of
Guiding Teacher

Date of submission:

On separate page

Declaration by learner

I the undersigned Miss / Mr. ____________*Name of the learner*________________here by, declare that the work embodied in this project work titled "__________
_____________________________*Title of the Project*__________________________", forms my own contribution to the research work carried out under the guidance of _____*Name of the guiding teacher*_____ is a result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher

On separate page

Acknowledgment

(Model structure of the acknowledgement)

To list who all have helped me is difficult because they are so numerous and the depth is so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the **University of Mumbai** for giving me chance to do this project.

I would like to thank my **Principal, __________**for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Coordinator_______________**, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide _____________ whose guidance and care made the project successful.

I would like to thank my **College Library**, for having provided various reference books and magazines related to my project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially **my Parents and Peers** who supported me throughout my project.

2. Guidelines for Internship based project work

- Minimum 20 days/ 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm.
- The theme of the internship should be based on any study area of the elective courses
- Project Report should be of minimum 50 pages
- Experience Certificate is Mandatory
- A project report has to be brief in content and must include the following aspects:
  - **Executive Summary:**
    A bird's eye view of your entire presentation has to be precisely offered under this category.
  - **Introduction on the Company:**
    A Concise representation of company/ organization defining its scope, products/ services and its SWOT analysis.
  - **Statement and Objectives:**
    The mission and vision of the organization need to be stated enshrining its broad strategies.
  - **Your Role in the Organisation during the internship:**
    The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.
  - **Challenges:**
    The challenges confronted while churning out theoretical knowledge into practical world.
  - **Conclusion:**
    A brief overview of your experience and suggestions to bridge the gap between theory and practice.
- The project report based on internship shall be prepared as per the broad guidelines given below:
  - Font type: Times New Roman
  - Font size: 12-For content, 14-for Title
  - Line Space : 1.5-for content and 1-for in table work
  - Paper Size: A4
  - Margin : in Left-1.5, Up-Down-Right-1
  - The Project Report shall be bounded.
  - The project report should be 80 to 100 pages

Evaluation pattern of the project work

The Project Report shall be evaluated in two stages viz.	
• **Evaluation of Project Report (Bound Copy)**	**60 Marks**
▪ Introduction and other areas covered	20 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	30 Marks
▪ Conclusion & Recommendations	10 Marks
• **Conduct of Viva-voce**	**40 Marks**
▪ In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks
▪ Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	20 Marks
▪ Overall Impression (including Communication Skill)	10 Marks

Note:

- ***The guiding teacher along with the external evaluator appointed by the University/ College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern***

Passing Standard

- Minimum of Grade E in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.