

# UNIVERSITY OF PUNE

## Master of Commerce (M.Com.) Semester Pattern with Credit System Revised with effect from June 2013

### **Preamble for Choice Based Credit System**

Since liberalization the socio-political-economic scenario is changing very fast. There is a significant transformation in term educational expectation and aspiration of the learner. The educational system also is witnessing many changes and challenges due to technological growth and changes in the Government policies. Education is no longer a concern of students but it has become a matter of social and economic importance. The changes at the global level has influence the educational system, structure and expectation of the users.

University education needs to take contingency of all these changes and restructure itself to stand in a competitive dynamic environment. Professional stream of learning like Commerce have to be properly upgraded to accommodate challenges of change, expectation of employers' and to offer global opportunities to the learners. From this point of view the course structure of post-graduate programme in Commerce needs to be structured. It has to be according to expectations of the learners, employers and the society. The learning inputs have to be more update, skilled based and with appropriate applications. The course programme should consider desire aptitude, attitude and acumen of the learner.

From this point of view University of Pune has introduced Choice Base Credit System of course structure. This system shall offer a flexible user friendly, opportunity to the learner, will broader the horizon of Commerce education and will give a fair chance to every single learner to exhibit his talent, acquired skills and enhance his personality. It will further enhance his opportunity of global mobility, to acquire different knowledge inputs from different global institutes.

### **1. Objectives :**

- a. To equip and train Post Graduate students to accept the challenges of Business World by providing opportunities for study and analysis of advanced Commercial and business methods and processes.
- b. To develop independent logical thinking and facilitate personality development.
- c. To equip the students for seeking suitable careers in management and entrepreneurship.
- d. To study by students methods of Data collection and their interpretations.
- e. To develop among students Communication, Study and Analytical skills.

**2. Duration :**

The M.Com. Course will be of Two Years duration consisting of Two part. i.e. Part I and Part II. Each part is having Two Semesters. Thus the M.Com. Course is of Four Semesters. For each Semester there will be Four Papers of 100 marks each. The M.Com. Degree will be of 1600 marks in aggregate.

**3. Duration and Structure of Programme:**

The M.Com (Semester pattern with Credit System) degree Programme shall be of 2 years' duration divided into two parts, Part I and Part II, and 4 semesters.

**4. Eligibility :**

The student who has passed any Bachelors degree of this University or any other recognized University shall be held eligible to be admitted to M.Com. Course.

**5. Course Structure:**

The M.Com. degree course will be of two year duration consisting of four semesters and of minimum 64 credits as below:

<b>Sr. No.</b>	<b>Semester</b>	<b>Total Credits</b>
1	Semester I	16
2	Semester II	16
3	Semester III	16
4	Semester IV	16
	<b>Grand Total</b>	<b>64</b>

Four credits for project work at 4<sup>th</sup> Semester (This will include credits for fieldwork, data presentation and report writing)

In each Semester, there will be four papers of 100 marks each out of which 50 marks will be for Internal Assessment (attendance, home assignments, class tests, long term papers, classroom presentation and 50 marks for University Examination. Thus M.Com. degree examination, four Semesters shall be of 1600 marks and of minimum 64 credits altogether. The following shall be the course structure.

6. The Scheme of Papers: The following will be the Scheme of papers:

**The List of Courses Semester I**

Semester	Subject Types	Course Code	Title of the Paper	Hrs/ Week	Credit	Exam. Hours	Maximum Marks			
Semester I	Core Compulsory	101	Management Accounting	04	04	03	50	50	100	
		102	Strategic Management	04	04	03	50	50	100	
	Core Elective/ Optional Subjects/ Special Subjects	<i>To choose any one Group of the following</i>								
		<b>Group A (Advanced Accounting &amp; Taxation)</b>								
		103	Advanced Accounting	04	04	03	50	50	100	
		104	Income Tax	04	04	03	50	50	100	
		<b>Group B (Commercial Laws &amp; Practices)</b>								
		105	Information system and E-Commerce Practices	04	04	03	50	50	100	
		106	Intellectual Property Laws	04	04	03	50	50	100	
		<b>Group C (Advanced Cost Accounting &amp; Cost system)</b>								
		107	Advanced Cost Accounting	04	04	03	50	50	100	
		108	Costing Technique and Responsibility Accounting	04	04	03	50	50	100	
		<b>Group D (Co-operation &amp; Rural Development)</b>								
		109	Co-operative Movement in India	04	04	03	50	50	100	
		110	Organization of Co-operative Business	04	04	03	50	50	100	
		<b>Group E (Business Practices &amp; Environment)</b>								
		111	Organized Trades and Markets	04	04	03	50	50	100	
		112	Business Environment and Policy	04	04	03	50	50	100	
<b>Group F (Business Administration)</b>										
113	Production and Operation Management	04	04	03	50	50	100			
114	Financial Management	04	04	03	50	50	100			
<b>Group G (Advanced Banking &amp; Finance)</b>										
115	Legal Framework of Banking	04	04	03	50	50	100			
116	Central Banking	04	04	03	50	50	100			
<b>Group H (Advanced Marketing)</b>										
117	Marketing Techniques	04	04	03	50	50	100			
118	Consumer Behaviour	04	04	03	50	50	100			

## Semester II

Semester	Subject Types	Course Code	Title of the Paper	Hrs/ Week	Credit	Exam. Hours	Maximum Marks			
Semester II	Core Compulsory	201	Financial Analysis and Control/ Principals of Financial Accounting	04	04	03	50	50	100	
		202	Industrial Economics/ Economic Environment/Business Statistics/ Quantitative application	04	04	03	50	50	100	
	Core Elective/ Optional Subjects/ Special Subjects	<i>To choose any one Group of the following</i>								
		<b>Group A (Advanced Accounting &amp; Taxation)</b>								
		203	Specialized Areas in Accounting	04	04	03	50	50	100	
		204	Business Tax Assessment & Planning	04	04	03	50	50	100	
		<b>Group B (Commercial Laws &amp; Practices)</b>								
		205	E- Security & Cyber Laws	04	04	03	50	50	100	
		206	Laws Regulating to Copyrights & Design	04	04	03	50	50	100	
		<b>Group C (Advanced Cost Accounting &amp; Cost system)</b>								
		207	Application Cost Accounting	04	04	03	50	50	100	
		208	Cost Control & Cost System	04	04	03	50	50	100	
		<b>Group D (Co-operation &amp; Rural Development)</b>								
		209	International Co-operative Movement	04	04	03	50	50	100	
		210	Management of Co-operative Business	04	04	03	50	50	100	
		<b>Group E (Business Practices &amp; Environment)</b>								
		211	Modern Business Practices	04	04	03	50	50	100	
		212	Business Environment Analysis	04	04	03	50	50	100	
		<b>Group F (Business Administration)</b>								
		213	Business Ethics and Professional Values	04	04	03	50	50	100	
214	Elements of Knowledge Management	04	04	03	50	50	100			
<b>Group G (Advanced Banking &amp; Finance)</b>										
215	Banking Law & Practices	04	04	03	50	50	100			
216	Monetary Policy	04	04	03	50	50	100			
<b>Group H (Advanced Marketing)</b>										
217	Customer Relationship Management & Retailing	04	04	03	50	50	100			
218	Services Marketing	04	04	03	50	50	100			

### Semester III

Semester	Subject Types	Course Code	Title of the Paper	Hrs/Week	Credit	Exam. Hours	Maximum Marks			
Semester III	Core Compulsory	301	Business Finance/ Financial System	04	04	03	50	50	100	
		302	Research Methodology for Business	04	04	03	50	50	100	
	Core Elective/ Optional Subjects/ Special Subjects	<b>To choose any one Group of the following</b>								
		<b>Group A (Advanced Accounting &amp; Taxation)</b>								
		303	Advanced Auditing	04	04	03	50	50	100	
		304	Specialized Auditing	04	04	03	50	50	100	
		<b>Group B (Commercial Laws &amp; Practices)</b>								
		305	Laws Relating to International Business	04	04	03	50	50	100	
		306	WTO – Norms & Practices	04	04	03	50	50	100	
		<b>Group C (Advanced Cost Accounting &amp; Cost system)</b>								
		307	Cost Audit	04	04	03	50	50	100	
		308	Management Audit	04	04	03	50	50	100	
		<b>Group D (Co-operation &amp; Rural Development)</b>								
		309	Co-operative Credit System	04	04	03	50	50	100	
		310	Co-operative Banking System	04	04	03	50	50	100	
		<b>Group E (Business Practices &amp; Environment)</b>								
		311	Entrepreneurial Behaviour	04	04	03	50	50	100	
		312	Entrepreneurship	04	04	03	50	50	100	
		<b>Group F (Business Administration)</b>								
		313	Human Resource Management	04	04	03	50	50	100	
314	Organizational Behaviour	04	04	03	50	50	100			
<b>Group G (Advanced Banking &amp; Finance)</b>										
315	Foreign Exchange	04	04	03	50	50	100			
316	International Finance	04	04	03	50	50	100			
<b>Group H (Advanced Marketing)</b>										
317	International Marketing	04	04	03	50	50	100			
318	Marketing Research	04	04	03	50	50	100			

### Semester IV

Semester	Subject Type	Course Code	Title of the Paper	Hrs/Week	Credit	Exam. Hours	Maximum Marks			
Semester IV	Core Compulsory	401	Capital Market and Financial Services/ Portfolio Management	04	04	03	50	50	100	
		402	Industrial Economic Environment/ Operations Research	04	04	03	50	50	100	
	Core Elective/ Optional Subjects/ Special Subjects	<i>To choose any one Group of the following</i>								
		<b>Group A (Advanced Accounting &amp; Taxation)</b>								
		403	Recent Advances in Accounting, Taxation, Taxation and Auditing	04	04	03	50	50	100	
		404	Project Work/ Case Studies	04	04	03	50	50	100	
		<b>Group B (Commercial Laws &amp; Practices)</b>								
		405	Recent Advances in Commercial Laws and Practices	04	04	03	50	50	100	
		406	Project Work/Case Studies	04	04	03	50	50	100	
		<b>Group C (Advanced Cost Accounting &amp; Cost system)</b>								
		407	Recent Advances in Cost Auditing and Cost System	04	04	03	50	50	100	
		408	Project Work/Case Studies	04	04	03	50	50	100	
		<b>Group D (Co-operation &amp; Rural Development)</b>								
		409	Recent Advances in Co-operative and Rural Development	04	04	03	50	50	100	
		410	Project Work/Case Studies	04	04	03	50	50	100	
		<b>Group E (Business Practices &amp; Environment)</b>								
		411	Recent Advances in Business Practices and Environment	04	04	03	50	50	100	
		412	Project Work/Case Studies	04	04	03	50	50	100	
		<b>Group F (Business Administration)</b>								
		413	Recent Advances in Business Administration	04	04	03	50	50	100	
414	Project Work/Case Studies	04	04	03	50	50	100			
<b>Group G (Advanced Banking &amp; Finance)</b>										
415	Recent Advances in Banking and Finance	04	04	03	50	50	100			
416	Project Work/Case Studies	04	04	03	50	50	100			
<b>Group H (Advanced Marketing)</b>										
417	Recent Advances in Marketing	04	04	03	50	50	100			
418	Project Work/Case Studies	04	04	03	50	50	100			

## 7. Scheme of Examination:

The examination of regular students of M.Com. degree course of the University of Pune admitted in the academic session 2013-14 and after shall be based on:

- (a) Semester Examination
- (b) Continuous Assessment
- (c) Choice Based Credit System, and
- (d) Semester Grade Point Average and Cumulative Grade Point Average System

For each paper of 100 marks, there will be an Internal Assessment (1A) of 50 marks and the University Examination (UE) of 50 marks/ 3 hours duration at the end of each semester. A candidate who will secure at least 40% marks allotted to each paper will be given 4 credits. A candidate who does not pass the examination in any subject or subjects in one semester will be permitted to appear in such failed subject or subjects along with the papers of following semesters.

The Internal Assessment for each paper will be 50 marks which will be carried out by the department during the term. The Internal Assessment may be in the forms of written test, seminars, term papers, presentations, assignments, orals or any such others. The distribution of internal assessment marks shall be as follows:

Midterm Test	20
Presentation/Role Play	10
Case studies/ Group Discussion	10
Quiz / Home Assignment	10
<b>Total</b>	<b>50</b>

There shall be four semester examinations: first semester examination at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly, the third and fourth semester examinations shall be held at the middle and the end of the second academic year, respectively.

The candidates shall be permitted to proceed from the first semester up to final semester irrespective of their failure in any of the semester examinations subject to the condition that the candidates should register for all the arrear subjects of earlier semesters along with current (Subsequent) semester subjects.

## 8. Research project work:

There will be a Research Project to be prepared by a student during the fourth semester. The objective of the project work is to introduce students to research methodology in the subject and prepare them for pursuing research in theoretical or experimental or computational areas of the subject. The project work is to be undertaken under guidance of a teacher allotted to a student by the department.

<b>Division of marks</b>	<b>Marks</b>
Synopsis with working bibliography (Internal Assessment)	40 marks
A full project Report (Minimum 50-80 pages)	40 marks
Viva Voce	20 marks

As the Research Project is based on the self study done by the candidate and evaluated for 100 marks altogether, 04 credits will be awarded to a successful candidate in this subject. The project may be evaluated by two examiners one internal and one external, selected from the panel of PG examiners of the University. The Viva voce must be conducted by the teachers selected out of the panel of PG examiners maintained by the University.

The candidates have to submit the project 15 days before the commencement of the fourth semester university examination. The project report shall be type-written and submitted in duplicate. A candidate who fails to submit the project may resubmit the same in the subsequent semester examination for evaluation. The project work activities must be duly supported by documentary evidence to be endorsed by the Head or Guide.

#### **9. Standard of passing:**

A candidate shall be declared to have passed in the paper provided he/she has secured minimum GP of 4.5 in the UNIVERSITY EXAMINATION and GRADE POINT AVERAGE of 4.0 in aggregate of UNIVERSITY GRADE and INTERNAL ASSESSMENT taken together.

#### **10. Classification of successful candidates:**

Candidates who secured not less than 60% of aggregate marks (INTERNAL ASSESSMENT +UNIVERSITY EXAMINATION ) in the whole examination shall be declared to have passed the examination in the first class. All other successful candidates shall be declared to have passed in second class. Candidates who obtain 70% of the marks in the aggregate (INTERNAL ASSESSMENT +UNIVERSITY EXAMINATION ) shall be deemed to have passed the examination in first class with distinction.

A student who passess in all the courses will be declared to have passed the M.Com. degree with the following honours.

CGPA in (4.00, 4.99)	- Pass Class
CGPA in (5.00, 5.49)	- Second Class
CGPA in (5.50, 5.99)	- Higher Second Class
CGPA in (6.00, 7.99)	- First Class
CGPA in (8.00, 10,00)	- First Class with Distinction



## 11. Scheme of Credits:

Sixty (60) hours of teaching will lead to three credits (which mean four hours per week teaching in one semester) and long term paper as well as presentation will carry one credit. Each semester shall have 16 credits.

## 12. Structure of Transcript:

At the end of each semester, student will be given a transcript showing the performance and result in each course. The transcript shows, for each course the title of the course, credit values, grade in UNIVERSITY EXAMINATION , grade in INTERNAL ASSESSMENT , grade point index, result as pass or fail. Also, the semester grade point average (SGPA) and cumulative grade point average (CPGA) will be shown. Further the equivalent percentage of marks corresponding to SGPG or CGPA to equivalent percentage is given by:

$$\text{Equivalent percentage marks} = \begin{cases} 10 \times \text{CGPA} & \text{if CGPA /SGPA is in [4.00, 6.00]} \\ 05 \times \text{CGPA} + 30 & \text{if CGPA /SGPA is in [6.00, 9.00]} \\ 25 \times \text{CGPA} - 150 & \text{if CGPA /SGPA is in [9.00, 10.00]} \end{cases}$$

Marks	Grade	Grade Point
100 to 75	O : Outstanding	06
74 to 65	A : Very Good	05
64 to 55	B : Good	04
54 to 50	C : Average	03
49 to 45	D : Satisfactory	02
44 to 40	E : Pass	01
39 to 0	F : Fail	00

(C) GPA	Grade
05.00 – 6.00	O
04.50 – 04.99	A
03.50 – 04.49	B
02.50 – 03.49	C
01.50 – 02.49	D
00.50 – 01.49	E
00.00 – 00.49	F

### 13. Distribution of Periods:

There shall be 60 periods for each subject to cover the entire teaching of 4 credits. This will be distributed as follows:

Particulars	Periods
Teaching session per programme	48
Assignment/ Test	04
Role play/ Group Discussion	04
Case studies and presentation	04
<b>Total</b>	<b>60</b>

### 14. Standard of Passing.

A. Regular students: - A candidate is required to obtain 40% marks in each of course in both Mid Semesters and Semester end. It means passing separately at Mid-Semester and semester Examinations is compulsory.

### 15. Award of Class.

a. The class in respect of M.Com. Examination will be awarded on the basis of aggregate marks obtained by the candidates in all the sixteen papers at the Semester I, II, III, and IV together.

The Award of class shall be as under:-

b. Improvement: - A candidate having passed M.Com. Examination will be allowed to improve the performance. The same is termed as 'Class Improvement Scheme' under which improvement of performance shall be allowed only at the Semester end Examination.

c. A candidate after passing M.Com. Examination will be allowed to appear in the additional Special Subject after keeping necessary terms in the concerned special subject only, for which a passing certificate will be issued.

### 16. Medium of Instruction :

The use of Marathi is allowed for writing answers in the examination except for following courses:

- Management Accounting
- Financial Analysis & Control
- Business Statistics,
- Advanced Accounting and Taxation
- Advanced Cost Accounting and Cost Systems.

17. A student (Regular / External) will be admitted to Revised M. Com. Course with effect from June 2013. For the students who have completed the terms for the First Year as per Old Course will be admitted to the Second Year as per Old Course M. Com. The examination as per Old Course will be held simultaneously for three years from April / May 2014.

### **18. Qualification of the Teachers :**

The Teachers recognized to teach the subjects as per Old Course shall be deemed to be recognized in the corresponding equivalent subjects under Revised Course.

In case of: A) Business Statistics, B) Industrial Economics, C) Co-operation and Rural Development, D) Advanced Banking and Finance and E) Research Methodology and Project Work- Paper-IV of each Special Subject, the following qualifications be made applicable.

- A. Business Statistics :** M.Com, M.Phil with Statistics or Research Methodology as one of the Papers at M.Com /B.Com /M. Phil examination with 5 years degree teaching experience or M.A./M.Sc. With Statistics having 5 years degree teaching experience.
- B. Industrial Economics:** M.Com., M. Phil with Business Economics/Economics of Industries or Economics as one of the papers at B. Com/ M.Com Examination with 5 years degree teaching experience or M.A. Economics with 5 years degree teaching experience.
- C. Co-operation and Rural Development:** M. Com, M. Phil. With 5 years degree teaching experience or M.A. Economics (with Co-operation Rural Economics)
- D. Advanced Banking and Finance:** M. Com., M. Phil., with Banking as one of the papers at B.Com/M.Com examination 5 years degree teaching experience.
- E. Research Methodology and Project Work:** M.Com. M.A (Eco.) M.Phil./Ph.D. with 5 years degree teaching experience.
- F.** Similarly all the changes in qualification as per U.G.C norms and guidelines shall also be applicable as and when the changes come into force (If applicable)

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**M.Com. Part I Semester I**  
**Compulsory Paper**  
**Subject Name -: Management Accounting**  
**Course Code -: 101.**

**Objective -:** The objective of the course is to enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Unit No.	Topic	Lectures
1.	<b>BASIC CONCEPTS:</b> Management Accounting- Meaning and Definition, Characteristics, Objectives, scope and functions of Management Accounting Financial Accounting, Cost Accounting and Management Accounting Tools and Techniques of Management Accounting - Advantages and Limitations of Management Accounting - Installation of Management Accounting System-Management Accountant : functions and duties - Essential qualities.	<b>06</b>
2.	<b>FINANCIAL STATEMENT ANALYSIS:</b> Introduction - objectives of analysis of financial statement-tools of financial statement analysis - Multi - step income statement, Horizontal analysis, Common sized analysis, Trend analysis, Analytical Balance Sheet.	<b>04</b>
3.	<b>RATIO ANALYSIS:</b> Ratio Analysis-Meaning and rationale, advantages and limitations. Types of Ratios -: Liquidity Ratios, Solvency Ratios, Profitability Ratios, Efficiency Ratios, Integrated Ratios.	<b>08</b>
4.	<b>FUND FLOW AND CASH FLOW STATEMENT:</b> <b>A. Meaning of Fund flow statement</b> -Uses of fund flow statement, Funds Flow Statement and Income Statement. Preparation of Funds Flow Statement. <b>B. Meaning of Cash flow statement</b> - Preparation of Cash Flow Statement. Difference between Cash Flow Analysis and Funds Flow Analysis. Utility of Cash flow Analysis. Limitations of Cash Flow Analysis.	<b>12</b>
5.	<b>WORKING CAPITAL MANAGEMENT:</b> Concept and definition of working capital - Determination of Working capital - Assessment of Working Capital needs - Study of components of working capital, such as cash management, accounts receivable management and inventory management.	<b>12</b>
6.	<b>RESPONSIBILITY ACCOUNTING:</b> Meaning, objectives and structure of Responsibility Accounting as a divisional performance measurement. Types of Responsibility Centers: Cost/Expense Centers, Profit Centers, Investment Centers.	<b>06</b>
<b>Total</b>		

### Recommended Books

1. R. N. Anthony , G. A. Walsh: Management Accounting
2. M. Y. Khan. K. P. Jain: Management Accounting
3. I. M. Pandey: Management Accounting (Vikas)
4. J. Betty: Management Accounting
5. Sr. K. Paul: Management Accounting
6. Dr. Jawaharlal: Management Accounting
7. Dr. Kishor Jagtap: Management Accounting (Success Publication)
8. S. N. Maheshwari: Principles of Management Accounting
9. Ravi M. Kishore: Financial Management (Taxman, New Delhi)
10. Richard M. Lynch and Robert Williamson: Accounting for Management Planning & Control.
11. Ravi Kishor: Advanced Management Accounting (Taxman)

**M.Com. Part I Semester I**  
**Compulsory Paper**  
**Subject Name -: Strategic Management**  
**Course Code -: 102.**

Unit No.	Topic	Peroids
1.	<b>Nature and Scope of Strategic Management:</b> Characteristics, Dimensions – Approaches to Strategic Decision Making, Strategic Management Process – Components of Strategic Management Model, - Policy & Strategic Management, Strategic role of Board of Directors and Top Management, Strategic Implications of Social and Ethical Issues.	06
2.	<b>Strategy Formulation and Strategic Analysis:</b> Company's Goals, Mission and Social Responsibility, Vision – Objectives Analysis of Board Environment – External Environment Factors Economic, Social, Political, Ecological, International, Industrial – Competitive Forces and Strategy, Industry Analysis (Michael Porter's Model) Analysis of Strategic advantage, - Resource Audit, Value Chain Analysis, Core Competencies, SWOT Analysis, Analysis of Stakeholders Expectations.	06
3.	<b>Strategic Planning:</b> Conceptual Understanding of Strategic Plan, - Meaning, Stages (Steps), Alternatives, Advantages and Disadvantages of Strategic Planning, How to make it effective?.	10
4.	<b>Strategic Choices/Options:</b> Generating Strategic Alternatives, Strategic Options at Corporate (Company) Level – Stability, Growth and Defensive Strategies, External Growth Strategies – Mergers, Acquisition, Joint Ventures and Strategic Alliance, Evaluation of Strategic Alternatives, - Product Port Folio Models, Selection of Suitable Corporate Strategy.	06
5.	<b>Strategy Implementation:</b> Implementation Issues, Planning and Allocating Resources, – Financing Planning, Manpower Planning, Organizational Structures, - Factors affecting choice of structure, Degree of Flexibility and Autonomy.	06
6.	<b>Functional Strategy:</b> i. Marketing Strategy – Nature, Significance, Formulating Marketing Strategy ii. Production Strategy – Need, Formulation of Production of Strategy for an organization. iii. Research and Development (R&D) Strategy –Need, Formulating R and D Strategy iv. Human Resource (HR) Strategy – Acquisition of Human Resources, motivation and maintenance of HR v. Financial Strategy – Need, Financial Objectives, Making Strategic Financial Decisions vi. Logistics Strategy	08
7.	<b>Strategic Review:</b> Evaluating the Strategic Performance – Criteria and Problems –Concepts of Corporate Restructuring, Business Process Reengineering, Benchmarking, TQM, Six Sigma	08
<b>Total</b>		

### **Recommended Books**

1. From Strategic Planning to Management -By Ansoff M.Igor, R. P. Declorch, R. I. Hayes (Willey 1976)
2. Cases in Strategic Management – By Buddhiraja S. B. and M. B. Athreeya (TMH Publishing Company, New Delhi, 1996)
3. Business Policy:Strategic Planning and Management, By Ghosh P. K.8<sup>th</sup> Edition Sultan Chand and Sons, New Delhi
4. Strategic Management -Formulation, Implementation and Control By John A PearceII, Richard B. Robinson Jr. 9th Edition (The Mc-Graw Hill Companies)
5. Management Policy and Strategic Management (Concepts, Skills and Practices) By R. M. Srivastava, Himalya Publishing House
6. Contemporary Strategy Analysis By Grant Robert M. 2<sup>nd</sup> Edition Blackwell Publisher (USA)
7. Strategic Management of Organizations and Stakeholders –Concepts and Cases By Harrison and St. John, South western College Publishing, Ohio, USA-1998
8. Strategic Management By Hunger, J. David and Thomas Wheelar, 6th Edition, Addison Wesley Longman Inc., USA
9. Strategic Management Concepts and Cases By J. Thomson, Athur and M. J. Strickland – III, McGraw Hill 2001
10. Strategic Management -By Miller A , McGraw Hill 1998
11. Strategic Management -By Hitt MA et.al, South Western, 2001
12. Essence of Strategic Management –By Bowman, Cliff, Prentice Hall N. J.

**M.Com. Part I Semester I**  
**Advanced Accounting and Taxation Special Paper I.**  
**Subject Title -: Advanced Accounting.**  
**Course Code -: 103**

**Objective -:**

- i. To lay a theoretical foundation of Accounting and Accounting Standards.
- ii. To gain ability to solve problems relating to Company Accounts, Valuations and special types of situations.

UNIT	TOPIC	No. of Lecturers in hours
<b>I</b>	<b>BASIC CONCEPTS:</b> Conceptual framework of Accounting - Accounting environment - Concept of accounting theory - Role of accounting theory - Classification of accounting theory - Approaches to accounting theory - Accounting Standards - Generally Accepted Accounting Principles - Selection of Accounting Principles - Professional Development of Accounting in India. Introduction to IFRS & IND-AS.	<b>08</b>
<b>II</b>	<b>CONSOLIDATED FINANCIAL STATEMENTS:</b> Consolidated Accounts of Holding and subsidiary Companies Consolidation - Inter Company transactions - Issue of Bonus Shares - Revaluation of Fixed Assets - Debentures and Preference Shares of subsidiary Company- Dividend - (Holding company with two subsidiaries only to be studied). AS.21.	<b>10</b>
<b>III</b>	<b>LIQUIDATION OF COMPANY:</b> Preparation of Statement of affairs including deficiency /surplus account.	<b>04</b>
<b>IV</b>	<b>VALUATION OF SHARES AND GOODWILL:</b> A. <b>Valuation of Shares</b> - Need for valuation - Methods of valuation of shares- Net Assets method, Dividend yield method, Earning yield method, Return on Capital method, Price/Earning method and Fair value method & DCF Method (Discounted Cash Flow Method). B. <b>Valuation of Goodwill</b> - Need for valuation - Methods of valuing Goodwill - Number of Years purchase of average profits method, Capitalization method - Annuity method - Super profits method.	<b>10</b>
<b>V</b>	<b>LEASE ACCOUNTING:</b> Concept of Leasing: Important Steps in Leasing. Advantages and disadvantages of Leasing. Types of Leasing - Finance Lease - Operating Lease. Accounting treatment of Finance Lease and of Operating Lease. Sale and Leaseback.	<b>08</b>
<b>VI</b>	<b>BRANCH ACCOUNTS:</b> Branch Accounts: Independent Branches- Accounting at Head Office- Accounting at Branch- Some Special Transactions. Foreign Branches- Rules of converting Trial Balance of the foreign Branch in Head Office Currency	<b>08</b>
	<b>TOTAL-</b>	<b>48</b>



**Notes :**

1. Theory questions will carry 20% marks.
2. Practical problems will carry 80% marks.
3. Accounting standards relevant to the topics to be studied.

**List of Books Recommended for Study**

1. Shukla and Grewal: Advanced Accounts. (S. Chand & Co Ltd. New Delhi)
2. Jain and Narang: Advanced Accounts.(Kalyani Publishers, Ludhiana)
3. Sr. K. Paul: Accountancy, Volume-I and II.(New Central Book Agency, Kolkata)
4. R. K. Lele and Jawaharlal: Accounting Theory (Himalaya Publishers)
5. Dr. L. S. Porwal: Accounting Theory (Tata McGraw Hill).
6. Robert Anthony, D.F.Hawkins & K.A. Merchant: Accounting Text & Cases (Tata McGraw Hill).
7. Dr.S.N. Maheshwari: Corporate Accounting (Viakas Publishing House Pvt. Ltd. New Delhi)
8. Dr.Ashok Sehgal & Dr.Deepak Sehgal: Advanced Accounting (Taxmann, New Delhi).

**List of Learning Activities and Allocation of Periods**

<b>Sr. No.</b>	<b>Activities</b>	<b>Learning Hours</b>
1	Quizzes	4
2	Assignments	4
3	Class room tests	4
<b>Total</b>		<b>12 hours</b>

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**M.Com. Part I Semester I**  
**Advanced Accounting and Taxation Special Paper II.**  
**Subject Title :- Income Tax.**  
**Course Code :- 104**

**Objective :-**

- i. To gain knowledge of the provisions of Income - tax including Rules pertaining there to, relating to the following topics.
- ii. To develop ability to calculate taxable Income of 'Individual', 'Hindu Undivided Family' and 'Firm' assesses.

**INCOME TAX ACT, 1961**

UNIT	TOPIC	No. of Lecturers in hours
<b>I</b>	<b>CONCEPTS AND DEFINITION</b> History of Income Tax in India - Introduction to DTC - Fundamental Concepts and definitions under Income Tax Act, 1961 - Rates of taxes - Basis of charge - Residential status and scope of total income -Income Exempt from tax - Capital & Revenue	<b>06</b>
<b>II</b>	<b>HEADS OF INCOME: SALARIES &amp; HOUSE PROPERTY:</b> <b>A. Salaries:</b> Chargeability -Allowances and Taxability - Perquisites - Valuation of perquisites - Provident Funds - Deduction from salaries (Theory & Advanced problems). <b>B. Income from House Property:</b> Annual Value-Self occupied property and let out property -deemed to be let out property - Permissible deductions. (Theory & Advanced problems).	<b>08</b>
<b>III</b>	<b>HEADS OF INCOME : BUSINESS &amp; PROFESSION:</b> <b>Profits &amp; Gains of Business or Profession:</b> Meaning of Business Profession and Vocation-deductions expressly allowed Depreciation -Specific disallowances - Method of accounting - Maintenance of Books of Account - Audit of Accounts [Theory & Advanced Problems]	<b>10</b>
<b>IV</b>	<b>HEADS OF INCOME : CAPITAL GAINS &amp; OTHER SOURCES:</b> <b>A. Capital Gains:</b> Meaning, Types and Exemptions <b>B. Income from Other Sources:</b> Chargeability - Deductions - Amounts not deductible.(Theory & Advanced Problems)	<b>08</b>
<b>V</b>	<b>COMPUTATION OF TAXABLE INCOME:</b> Clubbing of income - Set off and carry forward of losses - Deductions from Gross Total Income - Computation of Taxable Income of an Individuals and Hindu Undivided Families. (Theory & Advanced Problems)	<b>10</b>
<b>VI</b>	<b>ASSESSMENT OF FIRMS AND THEIR PARTNERS :</b> (Theory & Advanced Problems)	<b>06</b>
	<b>TOTAL-</b>	<b>48</b>

**Notes:**

1. Amendments made prior to commencement of Academic Year in the relevant act should be considered & studied.
2. The breakup of questions in the Examination will be as under:
  - a. Theory questions will carry 30% marks.
  - b. Problems will carry 70% marks.

**List of Books Recommended for Study**

1. Dr. Vinod Singhania: Direct Taxes, Law and Practice, Taxman Publication, New Delhi
2. Dr. Bhagawati Prasad: Direct Taxes
3. Girish Ahuja and Ravi Gupta: Direct Taxes, Bharat Law House, New Delhi.
4. T. N. Manoharan: Hand Book of Income Tax Laws
5. B.B.Lal & N.Vashisht: Direct Taxes (Pearson)

**List of Learning Activities and Allocation of Periods**

<b>Sr. No.</b>	<b>Activities</b>	<b>Learning Hours</b>
1	Quizzes	4
2	Assignments	4
3	Class room tests	4
<b>Total</b>		<b>12 hours</b>

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**M.Com. Part I Semester I**  
**Commercial Laws and Practices Special Paper I.**  
**Subject Title -: Information Systems and E-Commerce Practices**  
**Course Code -: 105**

**Objective -:**

1. To get acquainted with the concepts and application of Information Systems used in Modern Businesses.
2. To impart knowledge about E-Commerce and familiarize students with E-commerce Modern Applications.

Unit No.	Name of the Unit / Topic	Periods
1.	<p><b>Introduction to Information Systems</b>  System Concepts, Definition of a system, Basic Components of a system, Elements and types of a systems, General Model of a system, The model of a Business system.  Information systems supporting major business functions.  Four major types of systems – Transaction Processing Systems, Management Information systems, Decision Support Systems and Executive Support systems</p>	10
2.	<p><b>Introduction to E-Commerce</b>  Meaning and Definition of E-commerce, Benefits of E-Commerce to Businesses, Consumers and Society, Limitations of E-Commerce, Drivers of E-Commerce.  Categories of e-Commerce- B2B, B2C, C2C, B2G and G2B.  B2B applications, B2C applications and C2C applications.</p>	10
3.	<p>Inter organizational Information Systems and Internet, Intranet and Extranet  Introduction, Role, benefits and structure of Inter organizational systems.  Introduction to Electronic Data Interchange (EDI), Definition, benefits of EDI. EDI transactions and EDI Applications.  Electronic Fund transfer.  Introduction to Internet, Definition of Internet, Components of Internet, Services offered by Internet.  Introduction to Intranet, Definition, advantages and disadvantages of intranet.  Introduction to extranet and definition and applications of Extranet.</p>	18
4.	<p><b>E-Commerce Supporting functions</b>  Purchase and sale Procedures, Supply Chain management, Value Chains in E-Commerce.  Electronic Payment Systems, Authentication of payment, Mode of Payments  E-Commerce Security. Security Requirements. Security Mechanisms-Encryption, Digital Signature, E-Certificate, Secure electronic transaction protocol.</p>	10
	<b>Total</b>	<b>48</b>

**[Note: Recent amendments in the Acts and relevant Landmark cases decided by courts are expected to be studied]**

### **Books Recommended**

1. E-commerce – Devid Whiteley- McGraw Hill
2. E-commerce – P.Joseph- PHI
3. E-commerce – The cutting edge of business – K.Bajaj and Nog TMH
4. System Analysis, Design and Introduction to Software Engineering – S.Parthasarathy, B.W.Khalkar
5. Text book on Intellectual property rights – N.K. Acharya, Asia Law House
6. Guide to Cyber Laws – B y Rohnay D. Ryder[Wadhwa, Nagpur]
7. Cyber Laws – Justice Yatindra Singh, Universal Law Publishing Co.

**M.Com. Part I Semester I**  
**Commercial Laws and Practices Special Paper II.**  
**Subject Title :- Intellectual Property Laws: Patents, Trade Marks & Biodiversity**  
**Course Code :- 106**

**Objective :-**

1. To make the students familiar with the concept of patents, trademarks, biodiversity;
2. To get the students acquainted with the regulatory regime concerning patents, trademarks, biodiversity ;
3. To make the students realize the commercial significance of patents, trademarks, biodiversity as Intellectual Property and understand the scheme of its protection.

Unit No.	Title & Contents of the Topic	No. of Periods
1	<b>Intellectual Property</b> – Origin, concept, Commercial/cultural dimensions, types/forms (Intellectual Property Rights, IPR) International regulatory regime for IPR (references to International legal Instruments viz. WTO,WIPO, GATT, TRIPS Paris Convention, PCT, Budapest Treaty...)	6
2	<b>Patents</b> —Definition, concept , types of patents, patentable & non- patentable inventions, Applications for patents, complete procedure for obtaining patents. (Chapters 1 to 8 of Patents Act,1970 as amended), Patents of Additions, surrender & revocation of patents.	8
	Working of Patents , Compulsory licenses and revocation, use of patents for government purposes and acquisition of patents, Infringement of patents, ( acts of Infringement & defenses) reliefs for Infringement ( suits), appeals, Offenses & penalties [Chapters 16 to 20 of Patents Act,1970 as amended]	8
	Patents Offices, establishment, Controller of Patents ( functions and powers) Patent Agents, , International arrangement [Chapters 14 & 21, 22 of the Act ], Issues and concerns in patent regime	4
3	<b>Trade Marks--</b> Definition, concept , types of Trade Marks, Registration of Trade Marks [ Procedure, duration , effect ] Appellate Board [ Establishment, composition, qualifications , procedure and powers, disposal of appeals]	8
	Assignments and Transmission of Trade Marks, Provisions relating to collective & certification Trade Marks, textile goods, Infringement of Trade Marks and remedies, Offenses ( acts of violations, defenses) & Penalties	6
4	<b>Biodiversity Act, 2002</b> —Important relevant definitions of the terms like Biodiversity, Biological Resources, Benefit Claims, Commercial Utilization, Fair & Equitable Benefit Sharing, Sustainable Use—Regulation of Access to Biodiversity [ Ss 3 to 7], Functions & Powers of National Biodiversity Authority & State Biodiversity Board [ Ss 18 to 25]	8

**[Note: Recent amendments in the Acts and relevant Landmark cases decided by courts are expected to be studied]**

**Books Recommended**

1. Intellectual Property Law – P. Narayan, Eastern Law House.
2. Text book on Intellectual Property Rights. – N.K. Acharya , Asia Law House, Hyderabad.
3. Law Relating to Intellectual Property – Dr. B.L. Waderha, Universal Law Publishing Co.
4. Intellectual Property Rights, (2011), - Dr. Sreenivasulu N. S., Regal Publications, New Delhi – 7.
5. Intellectual Property Law in India (2006) – Justice P. S. Narayana, Goigia Law Agency, Hyderabad.
6. Universal’s “Intellectual Property Laws” (Bare Acts) Universal Law Publishing Co. Pvt. Ltd.
7. Law of Intellectual Property - Dr. S. R. Mynei – Asia Law House, Hyderabad (2011).
8. Intellectual Property Rights – Heritage, Science & Society Under International Treaties, A. Subbian Deep & Deep Publications Pvt. Ltd., New Delhi (2007)
9. Intellectual Property Laws—Bextly & Sherman, Asia Law House

**M.Com. Part I Semester I**  
**Advanced Cost Accounting and Cost System Special Paper I.**  
**Subject Title -: Advanced Cost Accounting.**  
**Course Code -: 107**

**Objectives:**

1. To acquaint the students with the significance of Cost Accounting in Global Competitive environment.
2. To enable students to learn application of different methods of costing in Manufacturing and Service Industry.

Unit No	Name of the Topic	Periods
<b>1</b>	<b>Nature and Scope of Cost Accounting:</b> <ol style="list-style-type: none"> <li>a. Introduction, Meaning, Definition and Objectives of Cost Accounting, Cost Centre and Cost unit.</li> <li>b. Elements of Cost: Material, Labour and Overheads. Material: Concept, Procurement of Material, concept of Landed cost of material and major currencies (Dollar, Euro, and Pound).</li> <li>c. Storage and Inventory Control Techniques Perpetual Inventory system, ABC Analysis, Inventory Turnover ratios, Just In Time, Economic Ordering Quantity.</li> </ol>	12
<b>2</b>	<b>Labour:</b> <ol style="list-style-type: none"> <li>a. Meaning, Definition and significance of Labour.</li> <li>b. Classification of Labour, Principles and Methods of Remuneration, Performance linked Incentives.</li> <li>c. Accounting of Labour cost, Job Evaluation and Merit Rating.</li> </ol>	12
<b>3</b>	<b>Overheads:</b> <ol style="list-style-type: none"> <li>a. Meaning, Classification, Allocation, Apportionment and Absorption of Overheads.</li> <li>b. Accounting of Overheads:</li> </ol>	12
<b>4</b>	<b>Methods of Costing:</b> <ol style="list-style-type: none"> <li>a. Job costing, Batch Costing and Contract Costing.</li> <li>b. Process costing</li> <li>c. Operating costing (Hospitals, Educational Institutes, Hotels and logistics and Warehouse.)</li> </ol>	12

**Note:**

The breakup of marks in the Examination will be as follows:

- a. 50 % of marks for Theory & 50 % of marks for Practical.
- b. Area of practical problems:
  - Inventory turnover ratio, EOQ.
  - Methods of Remuneration, Time rate, Piece rate, group bonus scheme, Performance linked incentives.
  - Primary and Secondary Distribution of Overheads (Repeated distribution method only).
  - Contract Costing, Process costing and Operating Costing.
- c. Study of Cost Accounting standards: CAS 3 (Revised), CAS 6 and CAS 7.



**References:**

1. Ravi Kishor: Advanced cost Accounting and cost systems, Taxman Allied services Pvt Ltd, New Delhi.
2. N.K. Prasad: Principles and Practice of Cost Accounting, Syndicate Pvt Ltd, Calcutta.
3. Prof. Subhas: Practice in Advanced costing and Management, Nirali Prakashan, Pune.
4. Ravi Kishor: Students guide to Cost Accounting, Taxman's allied services, New Delhi.
5. M. N Arora: Cost Accounting Principles and Practices, Vikas Publishing House, New Delhi.
6. S. N Maheshwari, Cost Accounting Theory and Problems, Mittal shree Mahvir Book Dept, New Delhi.
7. Website: [www.myicwai.com](http://www.myicwai.com).
8. Advanced Cost Accounting and Cost Systems -: Ravi Kishor, P.V. Ratlam, M.L.Basu

**List of Learning Activities and Allocation of Periods**

<b>Sr. No.</b>	<b>Activities</b>	<b>Learning Hours</b>
1	Industrial Visits	4
2	Assignments	4
3	Class room tests	4
<b>Total</b>		<b>12 hours</b>

**M.Com. Part I Semester I**  
**Advanced Cost Accounting and Cost System Special Paper II.**  
**Subject Title -: Costing Techniques and Responsibility Accounting.**  
**Course Code -: 108**

**Objectives:**

- 1) To equip the students for designing and implementing cost control, cost reduction programme and different cost system.
- 2) Relevant Cost Accounting Standard are to be studied
- 3) Level of knowledge –Advanced Techniques of Costing

UNIT NO.	NAME OF THE TOPIC	PERIODS
1	<b>Budgeting &amp; Budgetary Control</b> Types of Budget, All Functional Budget & Master Budget, Key and limiting factor, fixed and flexible, cash budget, Zero base Budget [ZBB]	12
2	<b>Standard Costing –</b> Concept of Standard costs, Setting up of Standards: Variance analysis-Material Labour, Overhead, Sales and profit.	12
3	<b>Uniform Costing &amp; Inter Firm Comparison</b> Reasons for differences in Cost and Costing Practices. The application of Uniform Costing, Advantages and limitations of Uniform Costing. Inter firm comparison Meaning, Advantages and Disadvantages	12
4	<b>Responsibility Accounting and Reporting</b> Definition, Meaning, Principles, controllable and Non-controllable costs. Centers of control, cost Centers, Revenue Center, Responsibility Center, Profit Center and Performance Measurement of Business Center. Reporting to different levels of Management.	12
	<b>Total</b>	<b>48</b>

**Note: - 50% Marks for Theory and 50% Marks for Practical Problems.**

**Areas of Practical Problems (Advanced)**

- 1) Budgetary Control
- 2) Standard Costing
- 3) Performance Measurement of Business Center
- 4) Simple Problem of Responsibility Accounting

**References:**

1. Ravi Kishor: Advanced cost Accounting and cost systems, Taxman Allied services Pvt Ltd, New Delhi.
2. N.K. Prasad: Principles and Practice of Cost Accounting, Syndicate Pvt Ltd, Calcutta.
3. Prof. Subhas: Practice in Advanced costing and Management, Nirali Prakashan, Pune.
4. Ravi Kishor: Students guide to Cost Accounting, Taxman's allied services, New Delhi.
5. M. N Arora: Cost Accounting Principles and Practices, Vikas Publishing House, New Delhi.
6. S. N Maheshwari, Cost Accounting Theory and Problems, Mittal shree Mahvir Book Dept, New Delhi.
7. Website: [www.myicwai.com](http://www.myicwai.com).
8. Advanced Cost Accounting and Cost Systems -: Ravi Kishor, P.V. Ratlam, M.L.Basu

**List of Learning Activities and Allocation of Periods**

Sr. No.	Activities	Learning Hours
1	Industrial Visits	04
2	Assignments	04
3	Class room tests	04
<b>Total</b>		<b>12 hours</b>

**M.Com. Part I Semester I**  
**Co-operation and Rural Development Special Paper I.**  
**Subject Title -: Co-operative Movement In India**  
**Course Code -: 109**

**Objectives:**

1. To acquaint the students with the Co-operative Movement.
2. To develop the capability of students for knowing different types of Co-operatives.
3. To aware the role of State and Central Govt. in development of co-operative sector.
4. To give basic knowledge about formation of Co-operative society and its administration.

Unit No.	Name of the Topic	Periods
1	<b>Co-operative Movement in India:</b> Evolution of Co-operative Movement in India- Pre and Post Independence Period – Role of Co-operatives in Globalised Economy.	12
2	<b>Co-operative Legislation in India:</b> Study of Maharashtra State Co-operative Societies Act 1960 and rules 1961 with updated amendments regarding :- a. Registration b. Members and their Rights. c. Properties and Funds d. Management. e. Audit Enquiry Inspection & Supervision. f. Settlement of Disputes. g. Liquidation h. Appeal Revision & Reviews.	12
3	<b>Organizational setup of Co-operatives Departments</b> (a) State Level (b) Divisional Level (c) District Level (d) Rights, Duties and Responsibilities of Registrar of Co-operative Societies	12
4	<b>Reports of Various Committees and Institutional Support to Co-operatives:</b> (a) All India Rural Credit Survey Committee (AIRCS), Rural Credit Review , Report Committee on Inauguration of Co-operative Credit CRAFTICAD , Report of Vaidyanthan Committee, Report of Narsimham Committee (b)NABARD & NCDC support to Co-operatives.	12
<b>TOTAL</b>		<b>48</b>

**List of Books Recommended for Study**

1. G.S. Kamat: New Dimensions of Co-operative Management
2. G.S. Kamat: Cases in Co-operative Management
3. K.K.Taimani: Co-operative Organisation and Management
4. I L O: Co-operative Management and Administration
5. B.C. Mehta: Consumer Co-operation in India  
Prof L.P. Wakale and Dr. G.H.Barhate: Sahakari Vikas- Sheth Publishing Mumbai

**M.Com. Part I Semester I**  
**Co-operation and Rural Development Special Paper II.**  
**Subject Title :- Organization of Co-operative Business**  
**Course Code :- 110**

**Objectives:**

1. To acquaint the students with the Co-operative movement.
2. To develop the capability of students for knowing different types of Co-operatives.
3. To aware the role of state and central Govt. in development of co-operative sector.

Unit No.	Name of the Topic	Periods
1	<b>Introduction:</b> Principles of Co-operation and Management and their Integration in Cooperatives, Professionalization of Cooperative Management.	12
2	<b>Organization of Co-operatives:</b> Organization Structure of Co-operatives-Organization Chart for Large Scale Co-operative business, Banking Units – Communication and Leadership in Cooperative Organization – Federal Structure of Co-operative Organization – Control over Co-operative Audit and Taxation.	12
3	<b>Co-operatives Education and Training :</b> Importance, Need, Role of Institutions in the Co-operative Training Vaikuntbhai Mehata National Co-operative Institute , Importance of Job Oriented Co-operative Training – National Co-operative Union of India, National Education Centre for Co-operative – National Council for Co-operative Training – State Co-operative Union – District Co-operative Union	12
4	<b>Special Study of Co-operatives in Maharashtra:</b> a) Co-operative Sugar Factory- Growth role of Co-op. Sugar Factory in Rural Development- b) Dairy Co-operatives progress and problems. c) Housing Co-operatives. d) Agricultural and Non-agricultural Credit Co-op. Societies.	12
<b>TOTAL</b>		<b>48</b>

**List of Books Recommended for Study**

1. G.S. Kamat: New Dimensions of Co-operative Management
2. G.S. Kamat: Cases in Co-operative Management
3. K.K.Taimani: Co-operative Organisation and Management
4. I L O: Co-operative Management and Administration
5. B.C. Mehta: Consumer Co-operation in India
6. Prof L.P. Wakale and Dr. G.H.Barhate: Sahakari Vikas- Sheth Publishing Mumbai

**M.Com. Part I Semester I**  
**Business Practices and Environment Special Paper I.**  
**Subject Title -: Organized Trades and Markets**  
**Course Code -: 111**

Unit No.	Name of the Topic	Periods
1	Organized Trade & Markets - Introduction , Meaning and importance - Features of Organized Commodity Markets and Regulated Markets Concept & Objectives of Business - Nature and scope of Business in the modern context – Study of various policies with illustrations - Product buying, selling price and Credit policies.	12
2	Service Sector: - Meaning, Characteristics, types of services, Role, importance and development of Service Sector in India - Business Practices with reference to E-Commerce.	12
3	State in Trade:- FDI – Meaning, importance & objectives, role of FDI in retail trade with illustrations. Arguments for and against FDI. Concept of State Trading - Arguments for and against State Trading - Role of State Trading Corporation (STC) - State and privatization of trading Activities. Mall administration & organization – Super Markets.	12
4	Co-operative Marketing - objectives — Need - features - structure - Functions – Advantages and Role of co-operative marketing , with illustrations in rural areas - Direct Marketing for farmers, Self Help Group, rural development policy, Central Mall, Reliance Mart, Innovative Marketing practices.	12

**Recommended Books:-**

1. Principles of Business, Acharya, Govekar, A.R.Sheth & Co. Organization
2. Principles and Practice of Mamoria Joshi Kitab Mahal Marketing
3. Regulated Markets W.R.Natu
4. Marketing CO-operative, G.S.Kamat, Way Maharashtra State Co-op Union
5. Future Trading and Control Ram Desai
6. Bombay Money Market, H. parekh
7. Commodity Marketing and, P.L.Gadgil, Shubhada Saraswat Distributed Trade
8. Business Environment Text & Cases by Francis Cherybilam
9. Financial Derivatives & Risk Management by O. P. Agarwal.

**M.Com. Part I Semester I**  
**Business Practices and Environment Special Paper I.**  
**Subject Title -: Business Environment and Policy.**  
**Course Code -: 112**

Unit No.	Name of the Topic	Periods
1	Business Environment - Meaning, Nature , Importance and scope of Environment – Types of Environment, various aspects of Environment - Business Environment with reference to India.	12
2	Problems of growth of Business Economy – Unemployment, Poverty, regional imbalance. Social injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Opportunities in Environment.	12
3	Pollution – Meaning, Problems of pollution - Types of pollution- Water, Air and Noise- Regulatory mechanism & laws, sources and effects, various policies of Government, Go Green Movement	12
4	Globalization & its impact, Meaning, objectives, importance & scope of Globalization Effect & challenges of Globalization Review of two decades of Globalization	12

**Recommended Books**

Global Economy and Business Environment Francis Cheranilan Himalaya publishing house Text & Cases ( Edn 2001)  
Business Environment Chllaaghan, Elliaon Edward Arnold  
Economic Environment of Business SYBA k Misha, Puri Himalaya publishing house  
Indian Business through ages FICCI Oxford University Press  
Business Environment Text & Cases by Francis Cherubilam Environmental Pollution & Health by V. K. Ahluwalia.

**M.Com. Part I Semester I**  
**Business Administration Special Paper I.**  
**Subject Title -: Production and Operations Management**  
**Course Code -: 113**

	<b>No. of Lectures</b>	<b>Credit 04</b>
<p><b>1. Introduction to Production &amp; Operations Management</b>  Meaning &amp; Functions, Types of Production Systems Mass Production/Flow line, Continuous, Intermittent, Batch production, Job Lots etc, Service Systems, - Recent trends in production and service system Plant layout – Objectives, basic principles, types, Safety considerations and environmental aspects.</p>	12	01
<p><b>2. Product Design and Development</b>  Product Design – Meaning – Responsibility, factors, determining the design characteristics of good design, Production Department Stages of Product Design, Factor responsible for product development, tools of product development, product planning, standardization, simplification and diversification. Techniques of Product Development.</p>	12	01
<p><b>3. Production Planning &amp; Control</b>  Production Planning and Control – Meaning, objectives, important procedures, Production Planning, Routing, Scheduling, ERP integrated system Dispatch, follow up, production control -meaning, objectives – factors – factors affecting production control, problems and cases</p>	12	01
<p><b>4. Quality Management and Productivity</b>  Meaning, measurement, techniques, factors affecting productivity measures to boost productivity – ISO 9000 to ISO -4000 – role of NPC Effects of liberalization &amp; globalization on operations management Problems of rationalization, automation, and computerization. Preventive Maintenance, Inspection and Quality Control, Kizen five s'-GMP (Good Manufacturing Practices) Quality Circles, TQM</p>	12	01
	<hr/>	<hr/>
	<b>48</b>	<b>04</b>
<p><b>List of Books Recommended: -</b></p> <ol style="list-style-type: none"> <li>1. Production and operation Management – By B. S. Goel (Pragati Prakashan)</li> <li>2. Production and Operations Management – By S. N. Chary (Tata Mcgraw Hill)</li> <li>3. Modern Production and Operation Management –By Elword Buffa</li> <li>4. Production Planning and Inventory Control –By Magee Budman (Tata Mc Graw Hill)</li> <li>5. ISO 9000 – A manual for TQM – By Suresh D. Saurabh (S. Chand Publication)</li> <li>6. Essentials of Business Administration By K. A. Shantappa</li> <li>7. A Key of Production Management – By Kalyani Publication, Lundhiyana</li> </ol>		

**M.Com. Part I Semester I**  
**Business Administration Special Paper II.**  
**Subject Title :- Financial management**  
**Course Code :- 114**

	No of Lectures	Credit 04
<b>1. Introduction</b> Meaning & definition of Financial Management, Role of Finance Manager, Goals of Financial Management, Financial systems (in India) – Financial Assets, Financial Markets, Financial Intermediaries, Regulatory infrastructure (RBI,SEBI), Trends in Indian Financial System	12	01
<b>2. Investment Decisions</b> Capital Expenditure Decisions, Capital budgeting-purpose, process, types of capital investment decisions, capital budgeting techniques, capital rationing, Investment Decision Methods – Average Rate of Return (ARR), Pay Back, Internal Rate of Return(IRR), Present Value Approach	12	01
<b>3. Financial Statements and Financial Analysis</b> Financial Statements – Concept, their anatomy, Balance Sheet and its utility, Income Statement and its utility, limitation of financial statements. Financial Analysis –Types of analysis, utility, Techniques of Financial Analysis _ Ratio Analysis & Fund Flow Analysis	12	01
<b>4. Management of Working Capital</b> Nature of working capital, understanding working capital management- its significance –circular flow concept, Factors affecting working capital requirements Financing of working capital.Inventory management & Receivable management.	12	01
	48	04
<b>List of Books recommended for Studies: -</b>		
1. Dr. Prassanna Chandra – Financial Management Theory &Practice published by McGraw Hill 6th Edition 2. Financial Management and Policy – By Dr. R. M.Shrivastava, Himalaya Publishing House 3. Indian Financial System – Bharati PathakDorling Kindersley (India) Pvt. Ltd. 4. Business Finance – S. C. Kuchal 5. Financial Management – I. M Pandey 6. Financial Management – Study material by Alpha groupICFAI Hyderabad 7. Financial Management – Dr. P. V. Kulkarni 8. Fundamentals of Financial Management By Horne, Wachowicz Jr. Bhaduri Published by Pearson Education12th Edition		



**M.Com. Part I Semester I**  
**Advanced Banking & Finance Special Paper I.**  
**Subject Title -: Legal Framework of Banking.**  
**Course Code -: 115**

**Objectives:**

1. To acquaint the students with legal framework in which the Indian banking is working today.
2. To make the students aware about the latest developments in the field of banking law.
3. To enable the students to understand modern banking practices.
4. To enable the students to establish a link between the legal provisions and the practical aspects of banking.

**1. Banking Regulation Act, 1949**

**12**

Provisions relating to: Definition (Sec -5) Business of banking companies (Sec-6) Restrictions on business of banking companies (Sec -8, 19 and 20) Powers of the RBI (Sec -21, 35 and 36 to 36 AD) Winding up of a banking company (Part III and III-A of the Act) Applicability of the Act to Co-operative banks (Sec- 56), Amendments of BRA 1949 up to Dec. 2012

**2. The Negotiable Instrument Act, 1881**

**12**

Provisions relating to: Definition of negotiable Instrument (Sec- 13), Promissory note (Sec -4), Bill of exchange (Sec -5), and Cheque (Sec -6), Comparative Study of Negotiable Instruments Parties to negotiable instrument (Section -7), Holder (Sec -8), Holder in due course (Sec -9), Payment in due course (Sec -10), Negotiation (Sec -14), Endorsement (Sec -15), Dishonor of Negotiable Instruments (Sec -91-92), Noting and Protest (Sec -99-104-A), Penalties in case of dishonor of certain cheques for insufficiency of funds in the account (sections 138 to 147), As Amendments of Negotiable Instrument Act up to 2002

**3. A. The Reserve Bank of India Act, 1934**

**12**

Provisions relating to: Incorporation, Capital management and Business (Sec 3 to 19) Central Banking functions ((Sec -20 to 45): Regulatory and Supervisory Collection and furnishing of credit information (45 A to 45 G) Penalties (Sec 58 B to 58 -G), Changing role of the RBI.

**B. The Foreign exchange Management Act, 1999**

Provisions relating to: Preliminary (Sec 1-2), Regulation and management of foreign exchange (Sec 3 to 9) Authorized person (Section 10 to 12) Contravention and penalties (Section 13 to 15) Adjudication and appeal (Sections 16 to 21 and sections 34-35) Directorate of enforcement (section 36 to 38).

**4. Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002**

**12**

Provisions relating to: Preliminary (Section 1 and 2) Regulation of securitisation and reconstruction of financial assets and financial institutions (Section 3 to 12 A) Enforcement of security interest (Section 13 to 19) Central registry (Section 20 to 26) Offences and penalties (Section 27 to 30) Miscellaneous (Section 31 to 41) Relevant amendments between 2004 and 2008

**TOTAL 48**

**List of Books Recommended for Study**

1. Tanna's: Banking – Law & Practice.
2. Banking: Law & Practice – P.N. Varshaney.
3. Management of Banking & Financial Services – Justine Paul and Pamalata Suresh.
4. Legal and Regulatory Aspects of Banking– Published by Indian Institute of Banking & Finance.
5. All relevant & recent Bare Acts.

**M.Com. Part I Semester I**  
**Advanced Banking & Finance Special Paper II.**  
**Subject Title -: Central Banking**  
**Course Code -: 116**

**Objectives:**

1. To study the functions of central bank
2. To understand monetary policy and its instruments

- 1. Evolution of central banking** **08**  
Origin and evolution of central banking.  
Need and Rationale of central bank.  
Evolution of Reserve Bank of India (R.B.I.)
- 2. Functions of Reserve Bank of India** **12**  
**A. The Reserve Bank as currency authority:**  
Issue of currency notes, Asset banking for note- issue, Distribution of currency, Currency chests, Recent developments in currency management.  
**B. The Reserve Bank as banker to Government:**  
Maintenance of Government accounts, Banker to the Central Government and the State Governments, Management of public debt  
**C. RBI as a Banker Bank:** Controller of Credit, Lender of Last Resort  
**D. RBI as a Custodian/Manager of Foreign Reserves**  
**E. Promotional Functions of RBI**
- 3. Regulation and supervision of Reserve Bank over Commercial banks.** **10**  
Regulation and supervision over commercial banks:  
Licensing of banks, Opening of new banks, Branch Licensing, Foreign banks, Cash reserves and liquid assets, Prudential norms, capital and reserves, Control over methods of operation
- 4. Para banking activities** **10**  
Control over management, Annual accounts and audit, Subsidiaries of commercial banks, Credit Information Bureau of India Ltd. (CIBIL) Bank Assurance, Inspection of banks: Board for Financial Supervision (BFS) and system of inspection.
- 5. Non-banking financial companies (NBFCs)** **08**  
Regulatory framework for NBFCs:  
Measures for supervision over NBFCs.

**List of Books Recommended for Study**

- 1) Monetary & Financial Sector Reforms in India – Y. Venugopal Reddy.
- 2) Govt. of India- Economic Survey
- 3) R.B.I.: Functions and Working – R.B.I. Publication.
- 4) R.B.I. Bulletins.
- 5) R.B.I. Annual Reports.
- 6) Trends & Progress of Banking in India- R.B.I. Annual

**M.Com. Part I Semester I**  
**Advanced Marketing Special Paper I.**  
**Subject Title -: Marketing Techniques**  
**Course Code -: 117**

**Objectives :**

To study and critically analyze the basic concepts & techniques of Marketing.

Unit No.	Name of the Topic	Periods
<b>1</b>	<b>Marketing an Introduction:</b> Meaning definition Elements. Objectives Importance Advantages and limitations Evolution and Scope Approaches to the study of Marketing/ Marketing Concepts- Production, Product, Selling, Marketing and Holistic Marketing Concept	<b>08</b>
<b>2</b>	<b>Marketing Organisation and Environment</b> Meaning Definition need and importance of a Marketing Organisation, Different types of Marketing Organisations Marketing Environment: Meaning and Definition, Internal and external environmental factors impacting the marketing environment	<b>08</b>
<b>3</b>	<b>- Product Mix—</b> Meaning and Definition of Marketing Mix Concept of Product, Product Lines, Product line length, depth, width. Product Mix Width. Product Simplification diversification and elimination Product Management: New product development and Product Life Cycle Brand Management: concept definition and history of brand/branding Brand Creation, Rebranding, Brand Positioning, Brand Equity Brand Contract, Brand Factory Labelling	<b>08</b>
<b>4.</b>	<b>Price and Place Mix</b> Price—definition and elements of price mix. Need, importance and objectives of pricing. Factors influencing pricing. Pricing Strategies. Place – Types of Distribution Channels and factors affecting selection of channel.	<b>08</b>
<b>5</b>	<b>Promotion Mix/ Marketing Communication</b> Elements of Promotion Mix—Advertising- Advertising – Setting the advertising objectives – Role of advertising, advertising media – advertising bud get – evaluating advertising effectiveness – profile of advertising agencies in India. Recent trends in modern advertising – Evaluating marketing communication programs Personal Selling – concept and importance, process of personal selling. Understanding and dealing with different types of customers. Sales Promotion: Meaning, Objectives and importance . Tools or techniques of sales promotion. Public Relations—Concept, history and tools of public relations. P.R agencies in Inda. Public Relations Society of India E- Marketing Promotion – E mails, different types of Web advertising, blogspots Online Sponsorships.	<b>08</b>

<b>6</b>	<b>People Process and Physical Evidence --</b> People as a part of Marketing Mix, customer interaction, customer service Process as part of the Marketing Mix, Physical evidence/ Packaging	<b>08</b>
<b>Total</b>		<b>48</b>

<b>Books Recommended</b>
<ol style="list-style-type: none"> <li>1. Philips Kotlers – Marketing Management</li> <li>2. Marketing Management Cravens – Hills – Woodruff</li> <li>3. Marketing – A Managerial Introduction – Gandhi</li> <li>4. Marketing Information System – Davis – Olsan</li> <li>5. Consumer Behavior – Schiffman – Kanuk</li> <li>6. Principles and Practice of Marketing – John Frair</li> </ol>

**M.Com. Part I Semester I**  
**Advanced Marketing Special Paper II.**  
**Subject Title -: Consumer Behavior.**  
**Course Code -: 118**

**Objective :**

To impart knowledge regarding marketing management techniques and process; to develop understanding of the marketing functions techniques and strategies

<b>Unit No.</b>	<b>Name of the Topic</b>	<b>Periods</b>
1	<b>Introduction to Consumer Behaviour and Market Segmentation:</b> Meaning and Definition. Nature Scope and Application of Consumer Behaviour . Difference between consumer and customer. Market Segmentation: Meaning and definition, Market Criteria for effective Segmentation, Process/ Stages of Market Segmentation , Bases of Segmentation,	<b>08</b>
2	<b>Consumer Perception: Definition of Perception, Elements of Perception,</b> Perception Process, Importance of Perception Perception & Brand. Consumer Perception of Risks.	<b>08</b>
3	<b>Consumer Learning and Memory</b> Meaning Definition and elements of Learning Types of Learned Behaviour Behavioural Theory of Learning General Characteristics of Learning Memory Defined Advertising/Marketing Application	<b>08</b>
4	<b>Personality and Self Concept</b> Personality Defined Theories of Personality Measurement of Personality Self- Concept Defined How Self Concept Develop Brand Personality and Marketing Application	<b>08</b>
5	<b>Motivation and Involvement</b> Concept of Motivation and Motives Theory of Motivation Classifications of Motives Role of Motives Motives Arousal Definition of Involvement Dimensions of Involvement Types of Involvement and Marketing Implications	<b>08</b>
6	<b>Attitude Formation and Change</b> Definition of Attitude Attitude Function Characteristics of Attitude	<b>08</b>

	Sources of Attitude Development Structure Models of Attitudes Strategies for Changing Attitudes and Intentions	
<b>TOTAL</b>		<b>48</b>

**Books Recommended**

1. Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
2. Consumer Behaviour – Concepts Applications & Cases – M S Raju & Dominique Xardel
3. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
4. Consumer Behavior In Indian Perspective – Suja Nair – Himalaya Publishers
5. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson,
6. Cross cultural marketing – Robert Rugimbana and Sonny Nwankwo
7. Customer Relationship Management – Peeru Ahamed & Sagadevan – Vikas Publishing
8. Consumer Behaviour- Walker
9. Consumer behaviour- Louden, Delebeta
10. Consumer Behavior - J.Paul Peter
11. Consumer Behaviour – Concepts Applications & Cases – M S Raju & Dominique Xardel.