

S.P. Mandali's

**R. A. PODAR COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS),**

Matunga, Mumbai-400019

Course Structure

For

Post Graduate Program

M.Com. (Business Management)

Semester I & II

www.rapodar.ac.in

POs for Postgraduate Programmes (Business Management):

After finishing a Postgraduate program, the student will have the ability to:

PO#	PO	Description of PO
PO1	Subject Matter Expertise	<ul style="list-style-type: none"> • Acquire comprehensive knowledge and expertise in their respective fields of specialization. • Assess and construct domain-specific knowledge in the realms of learning, research, and industry. • Apply and adapt acquired knowledge to real-life situations and competitive examinations. • Cultivate a self-directed learning mindset to excel in their chosen area of study within the domain.
PO2	Practical Knowledge and Innovative Thinking	<ul style="list-style-type: none"> • Bridge the gap between theoretical understanding and practical knowledge by conducting experiments and gaining hands-on experience, effectively solving complex problems using Systems/Design Thinking methodologies. • Utilize advanced knowledge and approaches to address both concrete and abstract problems within domain-specific and multidisciplinary contexts. • Demonstrate the ability to solve problems using unconventional and innovative approaches, thinking outside the box.
PO3	Cutting-edge Innovation and Advanced Research	<ul style="list-style-type: none"> • Foster a propensity for innovation and entrepreneurship. • Identify current research problems, analyze data, and generate solutions.
PO4	Scientific Communication Proficiency	<ul style="list-style-type: none"> • Prepare, document, and present scientific work in the form of reports and research articles for academic forums. • Critically evaluate, review, and present theories, principles, and concepts.
PO5	Technological Competence	<ul style="list-style-type: none"> • Utilize advanced software resources, computational skills, and digital tools specific to the domain for tasks such as data analysis, visualization, and interpretation. • Apply digital skills ethically to creatively communicate a broad spectrum of ideas and address issues related to academic experiences.
PO6	Ethical Conduct	<ul style="list-style-type: none"> • Apply ethical principles and practices specific to the domain in academic, professional, and social interactions.
PO7	Professional Preparedness and Higher Education	<ul style="list-style-type: none"> • Explore a wide range of career opportunities available locally, nationally, and internationally. • Engage in further research or pursue higher education both within the country or abroad.

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Syllabus
And
Question Paper Pattern of Course
Post Graduate Program
M.Com. (Business Management)
Semester I & II

Syllabus as per National Education Policy 2020
To be implemented from Academic Year 2023-2024

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**Master of Commerce (M.Com) Business Management Program Under
ChoiceBased Credit, Grading and Semester System
Course Structure
M.Com I**

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
	MANDATORY			MANDATORY	
1	Strategic Management	06	1	E-Commerce	06
2	Cost and Management Accounting	06	2	Corporate Finance	06
3	Economics for Business Decision	04	3	Macro Economics concepts and Applications	04
	ELECTIVES			ELECTIVES	
4	Business Ethics	02	4	Corporate Social Responsibility	02
	Research Methodology			Research Methodology	
5	Research Methodology for Business	04		-----	-----
	ON Job Training/Field-based Project			ON Job Training/Field-based Project	
	-----	---	5	Finance Based Projects	04
	Total Credits	22		Total Credits	22

M.Com II

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
	MANDATORY (Any Two)			MANDATORY (Any Two)	
1	Human Resource Management	06	1	Supply Chain Management and Logistics	06
2	Rural Marketing	06	2	Advertising and Sales Management	06
3	Marketing Strategies and Practices	06	3	Retail Management	06
4	Organizational Behavior	06	4	Tourism Management	06
	ELECTIVES			ELECTIVES	
5	Entrepreneurial Management	04	5	Management of Business Relations	04
	Research Methodology			Research Methodology	
6	Research Publication and Ethics	02			
	Research Project			Research Project	
7	Research Project / Internship	04	6	Research Project	06
	Total Credits	22		Total Credits	22

□ **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

Master of Commerce (M.Com) Business Management
Program Under Choice Based Credit, Grading, and Semester

System Course Structure

Semester I

No. of Courses	Semester I	Credits
	<i>COURSES</i>	
1	Strategic Management	06
2	Economics for Business Decisions	04
3	Cost and Management Accounting	06
4	Business Ethics	02
5	Research Methodology for Business	04
	Total Credits	22

Revised Syllabus of Courses of Master of Commerce (M.Com) Business Management Program in semester I

**1. Strategic Management
Modules at a Glance**

SN	Modules/ Units	
1	Introduction to Strategic Management	
	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

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

Course Outcomes SN.	Course Outcomes.
CO1	Understand the concept and importance of strategic management.
CO2	Identify the key components of the strategic management process. Recognize the role of environmental analysis in strategic management.
CO3	Analyze the internal and external factors that influence strategy formulation.
CO4	Evaluate the success of implemented strategies and make necessary adjustments.
CO5	Recognize the importance of innovation and entrepreneurship in strategic decision-making. Analyze the role of sustainability and social responsibility in strategic management.

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 Environmental Scanning. ETOP- Environmental Threat and Opportunity Profile
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, 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
	Start-up Business Strategies and Make in India Model: Process of business startups 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 Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering Three new Dimensions- Holistic performance score card (HPC) – moon ocean strategy- CINE Matrix for VUCA Context Business continuity Management – Coping strategy

Suggested Readings

- 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 Privatization – Laxmi Narain Published by S.Chand & Company Ltd, New Delhi
- Business Organization – 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

Revised Syllabus of Courses of Master of Commerce (M.Com) Business Management Program at Semester I

2.Economics for Business Decisions

Modules at a Glance

SN	Modules	No. of Lectures
1	Demand and Supply Analysis	15
2	Production Decisions and Cost Analysis	15
3	Market Structure Analysis	15
Total		45

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 familiarizing the students with the understanding of the economic aspects of current affairs and thereby prepares them to analyze the market behavior 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

Course Outcomes SN.	Course Outcomes.
CO1	Understand the concept of demand and supply and their determinants.
CO2	Evaluate the factors that affect supply elasticity and its implications for production and pricing decisions. Interpret and analyze the market equilibrium using demand and supply curves.
CO3	skills will enable learners to make informed business decisions based on economic principles, understand market dynamics, and analyze the implications of different market structures on pricing and production strategies.

Sr.No.	Modules/Units
1	Demand and Supply analysis
	<p>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</p> <p>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</p> <p>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.</p>
2	Production decisions and Cost analysis
	<p>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</p> <p>Economic analysis of Cost: Classification of costs, short run and long run cost functions.</p>
3	Market structure analysis
	<p>Difference between perfectly and imperfectly competitive markets -Perfect competition and Monopoly as limiting cases of market imperfections - Sources of market power - profit maximization of simple and discriminating monopolist- methods of measuring monopoly power - Public policy towards monopoly power.</p> <p>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 analyze strategic decisions - application of model of prisoner’s dilemma in market decisions.</p>

Suggested Readings**Core Readings**

- Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore)
- Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill)
- Gregory Mankiw., Principles of Economics, Thomson Southwestern
- Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi)
- Hirchey .M., Managerial Economics, Thomson South western
- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N.Delhi)

Additional Readings

- Koutsoyiannis, A., Modern Microeconomics, Macmillan Press Ltd
- Varian, Micro-Economic Analysis, W. W. Norton & Company
- Dean, Joel: Managerial Economics (Prentice Hall of India, N. Delhi,
- Gupta, G.S.: Managerial Economics (Tata McGraw Hill, N. Delhi,
- Sen Anindya, Micro -Economics: Theory and Applications, Oxford University Press, New Delhi.

Current Readings

- Economic and Political Weekly ,Indian Economic Review , Financial Dailies

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business Management
Program at Semester I**

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

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

Course Outcomes SN.	Course Outcomes.
CO1	Analyze the impact of using marginal costing or absorption costing on pricing decisions, product profitability, and financial reporting.
CO2	Evaluate the advantages and limitations of marginal costing and absorption costing in various decision-making scenarios.
CO3	Calculate and analyze variances between actual costs and standard costs. Interpret the significance of variances and take appropriate corrective actions.
CO4	These learning outcomes aim to equip learners with the knowledge and skills required to understand and apply different costing techniques, budgetary control, and operating costing in various decision-making scenarios.

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

Text Book: 1. Cost Accounting - A Managerial Emphasis, 14th Edition, Hongren, Datar & Rajan,
Reference Books:

1. Cost and Management Accounting , 7th Edition, Colin Drury, Cengage
2. Cost And Management Accounting And Control, Hansen & Moven, Thomson
3. Cost Accounting, Rajshekar & Lalitha, Pearson
4. Cost Management Accounting, Ravi Kishore, 5th Edition, Taxxman
5. Cost Accounting Principles & Practices, Nigam & Jain, Latest Edition, PHI
6. Management Accounting, Khan & Jain, Latest Edition, TMH
7. Management Accounting, R C Sekhar & A V Rajagopalan, Oxford Uni. Press
8. Managerial Accounting, Bamber, Braun & Harrison, Latest Edition, Pearson
9. A Textbook on Cost and Management Accounting, M. N. Arora, 10th Edition, Vikas Publications
10. Cost Accounting, K Alex, Pearson

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business Management
Program at Semester I**

4. Business Ethics

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
Total		30

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

Course Outcomes SN.	Course Outcomes.
CO1	Recognize ethical dilemmas and challenges faced in business decision-making. Analyze the ethical implications of different business actions and practices.
CO2	Examine the legal and regulatory framework governing ethical practices in India. Evaluate the challenges and opportunities associated with implementing ethical practices in Indian organizations.
CO3	Develop an understanding of the ethical responsibilities of businesses towards stakeholders and society.
CO4	Recognize ethical dilemmas and challenges faced in business decision-making. Analyze the ethical implications of different business actions and practices.

SN	Modules/ Units
1	Introduction to Business Ethics
	<p>Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics, and Values, Work Ethos.</p> <p>Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</p> <p>Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory</p> <p>Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.</p>
2	Indian Ethical Practices and Corporate Governance
	<p>Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,</p> <p>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.</p> <p>Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences</p>

Suggested Readings

- 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.

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business Management
Program at Semester I**

5. 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

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

Course Outcomes SN.	Course Outcomes.
CO1	Understand the concept and importance of research in various fields. Identify the key elements and characteristics of research.
CO2	Recognize different types of research, such as quantitative, qualitative, and mixed methods. Understand the ethical considerations in research and the importance of research integrity.
CO3	Interpret statistical results and draw meaningful conclusions. Use statistical software packages for data analysis, such as SPSS or R.
CO4	Understand the modern practices in research, such as open-access publishing, pre-registration, and reproducibility.

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

Suggested Readings

1. Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
2. Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
3. Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
4. Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
5. Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
6. Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
7. SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
8. Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
9. Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
10. Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
11. Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
12. 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 Curtis
13. Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
14. Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
15. Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009

EXAMINATION PATTERN**(Under Choice Based Credit, Grading and Semester System)****(With effect from Academic Year: 2023-2024)****(Evaluation pattern)****1. Continuous Internal Evaluation System:**

Continuous Internal Evaluation (CIE)	40 Marks
<p>The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.</p>	

2. Question Paper Pattern (Theory/Practical Courses) :

Maximum Marks: 60

Questions to be Set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No.	Particulars	Marks
Q1	A) Theory/Practical Question OR	15 Marks
	B) Theory/Practical Question	15 Marks
Q2	A) Theory/Practical Question OR	15 Marks
	B) Theory/Practical Question	15 Marks
Q3	A) Theory/Practical Question OR	15 Marks
	B) Theory/Practical Question	15 Marks
Q4	A) Theory/Practical Question OR	15 Marks
	B) Theory/Practical Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.

Master of Commerce (M.Com) Accountancy Program
Under Choice Based Credit, Grading and Semester System

Course Structure

Semester II

No. of Courses	Semester II	Credits
1	Macro Economics Concepts and Applications	04
2	Corporate Finance	06
3	E-Commerce	06
4	Corporate Social Responsibility	02
5	Finance Based Projects	04
	Total credits	22

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business Management
Program in Semester II**

1. 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	International Monetary Institutions and Monetary Policy	15
	Total	45

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 and working of monetary policy and RBI.
3	Learners are expected to understand the importance of maintaining equilibrium in the balance of payments.
4	Analyse the importance of international monetary institutions and understand about the foreign exchange market.

Course Outcomes SN.	Course Outcomes.
CO1	Understand the concept of aggregate income and its measurement in an economy. Identify the key components of aggregate income, including consumption, investment, government spending, and net exports.
CO2	Understand the Keynesian perspective on aggregate demand and its determinants, such as consumption, investment, government spending, and net exports.
CO3	Interpret the concept of the aggregate demand-aggregate supply (AD-AS) model and its implications for output and price levels.
CO4	Identify and understand the roles and functions of international monetary institutions, such as the International Monetary Fund (IMF) and the World Bank.

Sr. No.	Modules/Units
1	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 Economics
	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	International Monetary Institutions and Monetary Policy
	Monetary Policy in a Developing Economy with special reference to India. The working of Reserve Bank of India and its credit policy. The Financial and credit system Money and capital markets. Balance of Payment, Use of Monetary Policy for adjustments in BOP. Theories of Exchange Rate Determination. Devaluation. International Currency Experience. International liquidity and SDR. Working of the IMF and World Bank

Suggested Readings

- 1) Dornbusch. R, Fisher.S., Macroeconomics, Tata McGraw-Hill
- 2) D’Souza Errol., Macroeconomics, Pearson Education
- 3) Gupta G.S., Macroeconomics Theory and Applications, Tata McGraw-Hill, New Delhi
- 4) Dwivedi D.N., Macroeconomics theory and policy, Tata McGraw-Hill, New Delhi
- 5) M.L.Jhingam : Monetary Economics.
- 6) H.L.Bhatia : Monetary Theory

Current Readings

1. Economic and Political Weekly
2. Indian Economic Review
3. Financial Dailies

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business Management
Program in Semester II**

2. 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

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 analyze the financial statements

Course Outcomes SN.	Course Outcomes.
CO1	Understand the scope and objectives of financial management in organizations. Apply the time value of money principles to analyze investment opportunities.
CO2	Apply ratio analysis techniques to assess the financial health and performance of a company. Make informed financial decisions based on financial analysis and evaluation.
CO3	Analyze and evaluate different financial decisions, such as investment decisions, financing decisions, and dividend decisions.
CO4	This knowledge will enable learners to contribute to the financial success and sustainability of organizations and support effective financial planning and decision-making.

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

Recommended Books:

1. Charles T Horngren –Introduction to Management Accounting - Pearson/PHI
2. P C Tulsian – Practical Costing- Vikas Publishers
3. Jawaharlal -Cost Accounting – TMH
4. Robert N Anthony & Vijay Govindrajana –Management Control system-(TMH)
5. Khan & Jain- Cost Accounting-(TMH)
6. Bhattacharya –Cost Accounting: Principles and Practice - PHI
7. Cost Accounting – M.N Arora – Vikas Publishers
8. P. Saravanavel-Management Control System- (HPH)

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3.E-Commerce

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

SN	Objectives
1	To provide an analytical framework to understand the emerging world of ecommerce
2	To make the learners familiar with current challenges and issues in ecommerce
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

Course Outcomes SN.	Course Outcomes.
CO1	Recognize the role of the World Wide Web in facilitating e-commerce and understand the components of e-enterprise. Apply e-marketing strategies and understand electronic payment systems in e-commerce.
CO2	Analyze the legal and regulatory environment and security issues in e-commerce.
CO3	Analyze and evaluate different financial decisions, such as investment decisions, financing decisions, and dividend decisions.

S/N	Modules
1	Introduction to Electronic Commerce – Evolution and Models
	<p>Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E-Commerce.</p> <p>Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.</p> <p>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.</p> <p>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</p>
2	World Wide Web and E-enterprise
	<p>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.</p> <p>EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce.</p> <p>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-organization, Organization of Business in an E-enterprise, Benefits and Limitations of E- enterprise</p>
3	E-marketing and Electronic Payment System
	<p>E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.</p> <p>E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiatives, The pros and cons of online shopping, Justify an Internet business.</p> <p>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.</p> <p>Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment</p>
4	Legal and Regulatory Environment and Security issues of E-commerce
	<p>Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents.</p> <p>Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.</p> <p>Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.</p> <p>Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure</p>

Suggested Readings

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

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4. Corporate Social Responsibility

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Corporate Social Responsibility	15
2	Areas of CSR and CSR Policy	15
Total		30

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

Course Outcomes SN.	Course Outcomes.
CO1	Develop knowledge and skills in formulating and implementing a comprehensive CSR policy. Recognize the importance of stakeholder engagement and collaboration in CSR initiatives.
CO2	Evaluate the impact and effectiveness of CSR initiatives on organizational performance and social outcomes.
CO3	Understand the ethical considerations and values that underpin CSR practices.
CO4	Learners will be equipped with the knowledge and skills necessary to understand and implement CSR principles and practices in organizations. They will develop a holistic understanding of CSR areas, policy formulation, stakeholder engagement, and the ethical dimensions of CSR.

SN	Modules/ Units
1	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 –legislation in India and world. Sec 135. Organization citizenship Behaviour in the work place. Role of NGO's and International Agencies in CSR, Integrating CSR into Business
2	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

Suggested Readings

- 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 Antonio Tencati, 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.

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Business Management Based Project

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.

General guidelines for preparation of project work based on Finance:

- The project topic may be undertaken in any area of Elective Courses.
 - Each of the learners 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:
 - a. Font type: Times New Roman
 - b. Font size: 12-For content, 14-for Title
 - c. Line Space : 1.5-for content and 1-for in table work
 - d. Paper Size: A4
 - e. Margin : in Left-1.5, Up-Down-Right-1
 - f. The Project Report shall be bounded.
 - g. The project report should be 60 to 80 pages
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EXAMINATION PATTERN

**(Under Choice Based Credit, Grading and Semester System)
 (With effect from Academic Year: 2023-2024)
 (Evaluation pattern)**

1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
<p>The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.</p>	

2. Question Paper Pattern (Theory /Practical Courses) :

Maximum Marks: 60

Questions to be Set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No.	Particulars	Marks
Q1	A) Theory/Practical Question	15 Marks
	OR B) Theory/Practical Question	15 Marks
Q2	A) Theory/Practical Question	15 Marks
	OR B) Theory/Practical Question	15 Marks
Q3	A) Theory/Practical Question	15 Marks
	OR B) Theory/Practical Question	15 Marks
Q4	A) Theory/Practical Question	15 Marks
	OR B) Theory/Practical Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.
