University of Mumbai

AC 24-6-16
Item No. 4.81

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

Under Choice Based Credit, Grading and Semester *System*

To be implemented from Academic Year- 2016-2017 Progressively

Faculty of Commerce, University of Mumbai

Master of Commerce (M.Com) Programme

Under Choice Based Credit, Grading and Semester System
Course Structure

M.Com I

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

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

M.Com II

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

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

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

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

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

University of Mumbai

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

Semester I and II

Under Choice Based Credit, Grading and Semester System

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

Faculty of Commerce, University of Mumbai

Master of Commerce (M.Com) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

M.Com I

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

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

Master of Commerce (M.Com) Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

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

Semester I

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

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

Core Courses (CC)

1. Strategic Management

Modules at a Glance

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

Objectives

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

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

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

Core Courses (CC)

2. Economics for Business Decisions

Modules at a Glance

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

Objectives

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

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

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

Core Courses (CC)

3. Cost and Management Accounting

Modules at a Glance

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

Objectives

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

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

Core Courses (CC)

4. Business Ethics and Corporate Social Responsibility

Modules at a Glance

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

Objectives

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

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

Master of Commerce (M.Com) Programme

Under Choice Based Credit, Grading and Semester System
Course Structure

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

Semester II

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

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

Core Courses (CC)

1. Research Methodology for Business

Modules at a Glance

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

Objectives

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

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

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

Core Courses (CC)

2. Macro Economics Concepts and Applications

Modules at a Glance

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

Objectives

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

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

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

Core Courses (CC)

3. Corporate Finance

Modules at a Glance

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

Objectives

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

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

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

Core Courses (CC)

4. E-Commerce

Modules at a Glance

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

Objectives

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

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

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

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

Reference Books

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

Reference Books
Economics for Business Decisions
• *Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)* • *Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)* • *Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)* • *Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)* • *Hirchey .M., Managerial Economics, Thomson South western (2003)* • *Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)* • *Koutsyiannis, A., Modern Microeconomics, Macmillan Press Ltd (1998 Reprint).* • *Varian, Micro-Economic Analysis (ed. 3), Norton, 1992.* • *Dean, Joel: Managerial Economics (Prentice Hall of India, N. Delhi, 2002)* • *Gupta, G.S.: Managerial Economics (Tata McGraw Hill, N. Delhi, 1997)* • *Sen Anindya, Micro -Economics: Theory and Applications, Oxford University Press, New Delhi, 1999.* • *Economic and Political Weekly* • *Indian Economic Review* • *Financial Dailies*
Cost and Management Accounting
•
Business Ethics and Corporate Social Responsibility
• *Sharma J.P ' Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi* • *Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi* • *S.K.Bhatia, Business Ethics and Corporate Governance* • *William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publishing Company.* • *Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India* • *R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi* • *Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.* • *Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.* • *Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi* • *Blow field ,Michael and Alan Murray, Corporate Responsibility, Oxford University Press,* • *Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005* • *Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978* • *Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 2007* • *Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997* • *Francesco Perrini, Stefano and AntanioTencati, Developing CSR- A European Perspective , Edward Elgar.* • *William B. Werther, Jr. David Chandler, Strategic Corporate Social Responsibility, stakeholders' a global environment, Sage Publication, 2009.* • *Ellington. J. (1998), Cannibals with forks: The triple bottom line of 21st Century business, New Society Publishers.* • *Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.*

Revised Syllabus of Courses of

Master of Commerce (M.Com) Programme at Semester II

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

Reference Books

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

Reference Books
E-Commerce

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

Scheme of Examination:

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

Internal Assessment:

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

Question Paper Pattern

(Internal Assessment)

Maximum Marks: 40 marks

Questions to be set: 03

Duration: 1½ hours

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

Question Paper Pattern

(Practical Courses)

Maximum Marks: 60

Questions to be set: 04

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

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

Note:

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

Question Paper Pattern

(Theoretical Courses)

Maximum Marks: 60

Questions to be set: 04

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

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

Note:

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

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