

# University of Mumbai



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

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

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

***Faculty of Commerce***

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

**M.Com II**

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

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

✓ **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

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

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

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

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

**Semester III**

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

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

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

**1. Advanced Financial Accounting**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Foreign Currency Conversion (As per Applicable Accounting Standards)</b>
	Requirements as per Accounting Standards Foreign Branches
2	<b>Final Accounts &amp; Statutory Requirements for Banking Companies</b>
	Final Accounts of Banking Companies Provisioning of Non- Performing Assets Form & Requirements of Final Accounts
3	<b>Accounting &amp; Statutory Requirements of Insurance Companies</b>
	<ul style="list-style-type: none"> <li>• Accounting Provision for Insurance Act and Insurance Regulation and Development Authorities for               <ol style="list-style-type: none"> <li>1) Life Insurance Business</li> <li>2) General Insurance Business</li> </ol> </li> <li>• Forms and Requirements of Final Accounts for               <ol style="list-style-type: none"> <li>1) Life Insurance Business</li> <li>2) General Insurance Business</li> </ol> </li> </ul>
4	<b>Accounting &amp; Statutory Requirements of Co-operative Societies</b>
	<ul style="list-style-type: none"> <li>• Accounting Provisions of Maharashtra State Co-operative Societies Act and Rules</li> <li>• Forms and Requirements of Final Accounts</li> </ul>

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

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

**2. Direct Tax**

**Modules at a Glance**

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



SN	Modules/ Units
1	<b>Definitions and Basis of Charge</b>
	<ul style="list-style-type: none"> <li>• Definitions: Person, Assessee, Income</li> <li>• Basis of Charge: Previous Year, Assessment Year, Residential Status, Scope of Total Income, Deemed Income</li> </ul>
2	<b>Heads of Income</b>
	<ul style="list-style-type: none"> <li>• Income from Salary</li> <li>• Income from House Property</li> <li>• Profits and Gains from Business and Profession</li> <li>• Income from Capital Gains</li> <li>• Income from Other Sources</li> </ul>
3	<b>Deductions u/s 80 and Exclusions from the Total Income</b>
	<ul style="list-style-type: none"> <li>• Deductions: 80C, 80CCF, 80D, 80DD, 80DDB, 80E, 80U</li> <li>• Exclusions: Exemptions related to Specific Heads of Income to be Covered with Relevant Provisions, Agricultural Income, Sums Received from HUF by a Member, Share of Profit from Firm, Income from Minor Child, Dividend</li> </ul>
4	<b>Computation of Income and Tax of Individual, Firm and Company (Excluding MAT) and Provisions for Filing Return of Income - Sec 139(1) and Sec 139(5)</b>
	<ul style="list-style-type: none"> <li>• Computation of Income &amp; Tax of Individual and Partnership Firm</li> </ul>

**Note:**

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

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

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

**3. Advanced Cost Accounting**

**Modules at a Glance**

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

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

***Note – All Topics include practical sums.***

**Revised Syllabus of Courses of  
Master of Commerce (M.Com) Programme at Semester III  
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**Group A: Advanced Accounting, Corporate Accounting and  
Financial Management**

**4. Advanced Auditing**

**Modules at a Glance**

SN	Modules	No. of Lectures
1	Company Audit	15
2	Special Audits	15
3	Audit under other laws	15
4	Auditing in Computerized Environment	15
<b>Total</b>		<b>60</b>

SN	Modules/ Units
1	<b>Company Audit</b>
	<ul style="list-style-type: none"> <li>• Introduction to Audit - Audit of Ledgers, General Considerations, Scrutiny of Ledgers of Assets, Personal and Revenue Accounts</li> <li>• Company Audit - Audit of Shares, Qualifications and Disqualifications of Auditors, Appointment of auditors, Removal of auditors, Powers and duties of auditors, Branch audit, Joint audit, Special audit, Reporting requirements under the Companies Act, 2013.</li> <li>• Concepts of true and fair and materiality and audit risk in the context of audit of companies.</li> <li>• Audit reports; qualifications, notes on accounts, distinction between notes and qualifications, detailed observations by the statutory auditor to the management vis-a-vis obligations of reporting to the members</li> </ul>
2	<b>Special Audits</b>
	<ul style="list-style-type: none"> <li>• Special points in audit of different types of undertakings, i.e., Educational institutions, Hotels, Clubs and Hospitals.</li> </ul>
3	<b>Audit under other Laws</b>
	<ul style="list-style-type: none"> <li>• Cost audit, Environmental Audit, Energy Audit., Audit under different statutes, viz; income tax, other direct tax laws and indirect taxes</li> </ul>
4	<b>Auditing in Computerized Environment</b>
	<ul style="list-style-type: none"> <li>• Audit under computerised environment: Computer auditing; specific problems of EDP audit, Need for review of internal control especially procedure controls and facility controls; techniques of audit of EDP output; Use of computers for internal and management audit purposes; test packs, computerised audit programmes; involvement of the auditor at the time of setting up the computer system</li> </ul>

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

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

**5. Financial Services**

**Modules at a Glance**

SN	Modules	No. of Lectures
1	Introduction to Financial Services and Merchant Banking	15
2	Venture Capital and Securitization	15
3	Hire Purchase Finance and Housing Finance	15
4	Stock Broking and Depository Services	15
<b>Total</b>		<b>60</b>

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

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

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

**Semester III**

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



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

**Group B: Business Studies (Management)**

**1. Human Resource Management**

***Modules at a Glance***

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

SN	Modules/ Units
1	<b>Human Resource Management</b>
	<ul style="list-style-type: none"> <li>• <b>Human Resource Management (HRM).</b> – Concept, Traditional HRM v/s Strategic HRM , Objectives of HRM, Organisation Structure of HRM Department – Changing Role of H.R. Manager.</li> <li>• <b>Human Resource Planning-</b> Concept, Factors affecting HRP, Information Management in HRP – HRIS (Human Resource Information System), Job Analysis, Psychological and Behavioural Issues in HRP.</li> <li>• <b>Recruitment and Selection of managerial personnel</b> - Factors affecting recruitment process, Role of Recruitment agencies, Online process of selection.</li> </ul>
2	<b>Human Resource Development</b>
	<ul style="list-style-type: none"> <li>• <b>Training and Development</b> - Designing of the effective training programme Evaluation of the effective training programme, Challenges before trainers, Management Development Programme – Techniques.</li> <li>• <b>Performance Appraisal-</b> Process, Guidelines for conducting appraisal Interviews, Ethical aspects in performance appraisal.</li> <li>• <b>Career Advancement and Succession Planning-</b> Self-Development Mechanism and Knowledge enrichment, Managing Promotion and Transfers, Managing dismissal, Succession Planning- Problems and Issues, Culture as a factor in Succession Planning..</li> </ul>
3	<b>Latest Development in H.R.M. And Labour Legislation</b>
	<ul style="list-style-type: none"> <li>• <b>Industrial Relation Act</b> – Prominent features and recent changes in Trade Union Act 2016, Factories Act 1961, Industrial Disputes Act 1950.</li> <li>• <b>Prominent features and recent changes</b> to Child and Women Labour Act 1986, Social Security Act 2016, Prevention of Sexual harassment Act, 2013.</li> <li>• <b>Prominent features and recent changes</b> to Employees Acts like payment of Gratuity Act 2015, Provident Fund Act 1952, Minimum Wages Act 2016 and Payment of Wages Act 1991, Workmen Compensation Act 2014/ESI Scheme.</li> </ul>
4	<b>Emerging Issues In H.R.M</b>
	<ul style="list-style-type: none"> <li>• <b>Health and Safety</b> – Safety measures and safety programmes, Stress and its Impact on Job Performance, Role of organization in ensuring mental and physical health of employees</li> <li>• <b>Work life balance</b> – Need and Importance, Employee Engagement, Managing Millennials (Gen Y)</li> <li>• <b>Talent Management</b> – Concept , Importance, Process, Talent Management and VUCA Environment(Volatility, Uncertainty, Complexity, Ambiguity), H.R. Practices at Global level</li> </ul>

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

**Group B: Business Studies (Management)**

**2. Rural Marketing**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Rural Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Rural Marketing:</b> Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics.</li> <li>• <b>Indian Rural Market:</b> Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets.</li> <li>• <b>Problems of Rural Consumer:</b> Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing</li> </ul>
2	<b>Consumer Behaviour and Rural Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Consumer Behaviour:</b> Characteristics of Buying Behaviour- Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence.</li> <li>• <b>Government Schemes:</b> Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of <a href="#">Khadi and Village Industries Commission</a> (KVIC).</li> <li>• <b>Role of Banks in Rural Marketing:</b> Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing</li> </ul>
3	<b>Agricultural Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Agricultural Marketing-</b> Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing</li> <li>• <b>Commodity Boards:</b> Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India.</li> <li>• <b>Agricultural Exports:</b> Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural &amp; Processed Food Products Export Development Authority (APEDA)</li> </ul>
4	<b>Recent Trends in Rural Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>E- Commerce:</b> Importance of E-Commerce and Impact of E- Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing.</li> <li>• <b>Information Technology:</b> Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.</li> <li>• <b>Online Marketers:</b> Role of Online Marketers, Growth and Challenges</li> </ul>

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

**Group B: Business Studies (Management)**

**3. Entrepreneurial Management**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Entrepreneurship Development Perspective</b>
	<ul style="list-style-type: none"> <li>• <b>Entrepreneurship</b> – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Requirements of Entrepreneurial structure.</li> <li>• <b>Entrepreneurial Culture</b> -Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture.</li> <li>• <b>Theories of Entrepreneurship</b>- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness</li> </ul>
2	<b>Creating Entrepreneurial Venture</b>
	<ul style="list-style-type: none"> <li>• <b>Entrepreneurial Environment</b>- Significance, SWOC Analysis, Problems of Entrepreneurship</li> <li>• <b>Financial Analysis of Entrepreneurial Venture</b>- Significance, Tools of Financial Analysis, Sources of development finance</li> <li>• <b>Social Entrepreneurship</b>- Features, Importance, Arguments (for and against) Social Entrepreneurship, Women Entrepreneurs – concept and special Government schemes for women entrepreneurs in India.</li> </ul>
3	<b>Project Management</b>
	<ul style="list-style-type: none"> <li>• <b>Project</b> - Concepts and Classification of Project, Search of Business Idea, Project Cycle.</li> <li>• <b>Project formulation</b>-----Steps for project formulation, Project Design and network analysis – concept and network analysis techniques: PERT/ CPM.</li> <li>• <b>Project Management</b> – Concept, Phases, Project Identification and Project Feasibility Analysis.</li> </ul>
4	<b>Assistance and Incentives for Promotion and Development of Entrepreneurship</b>
	<ul style="list-style-type: none"> <li>• <b>Incentives</b> – Need, Promotion and development Entrepreneurship-Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organisational.</li> <li>• <b>NPSD</b> - National Policy for Skill Development and Entrepreneurship 2015.</li> <li>• <b>Institutions in aid of Entrepreneurship Development</b> - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs</li> </ul>

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

**Group B: Business Studies (Management)**

**4. Marketing Strategies and practices**

***Modules at a Glance***

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

SN	Modules/ Units
1	<b>Introduction to Marketing Strategies</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction:</b> Marketing Strategies – Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps</li> <li>• <b>Marketing Opportunities and Plan:</b> Analysing Marketing Opportunities, Future of Marketing, Effective Marketing Plan.</li> <li>• <b>New Marketing Strategies:</b> Holistic, New Brand, Service, Green and Guerrilla Marketing Strategies</li> </ul>
2	<b>Developing Marketing Strategies &amp; Plans</b>
	<ul style="list-style-type: none"> <li>• <b>Marketing Mix:</b> Marketing Strategy Implementation - Steps, Marketing Mix 4 P's – Importance, Alternative Marketing Mix Propositions- Profit, People, and Planet.</li> <li>• <b>Marketing Plans:</b> Marketing Planning- Importance, Types and Content, Strategic Business Unit - Structure, SWOT Analysis.</li> <li>• <b>Defensive Marketing Strategies:</b> Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defense Strategies.</li> </ul>
3	<b>Market Environmental Trends &amp; Building Customer Value</b>
	<ul style="list-style-type: none"> <li>• <b>Environmental Analysis:</b> Analysing the Macro Environment, Theories of Marketing- PESTLE Analysis, VRIO Analysis, Porter's Competency Model, and Customer Perceived Value (CPV).</li> <li>• <b>Customer Value:</b> Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques</li> <li>• <b>Customer Loyalty:</b> Importance, Consumer Behaviour – Impact of Personal, Cultural, Social and Psychological Factors.</li> </ul>
4	<b>Recent Trends in Marketing Strategies</b>
	<ul style="list-style-type: none"> <li>• <b>Emerging Strategies:</b> 21<sup>st</sup> Century Marketing Strategies, Global Marketing Strategies, and Strategies for Entering Emerging Market.</li> <li>• <b>E-Marketing:</b> Concept, Pros and Cons, Digital Marketing – Concept and features, Experiential Marketing – Concept and features, Hospitality Marketing Management.</li> <li>• <b>Social Marketing:</b> Social Marketing - Importance, Barriers, Trends in Marketing Practices in India and across Globe.</li> </ul>



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**Group B: Business Studies (Management)**

**5. Organizational Behaviour**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Organisational Setting</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Organisational Behaviour (OB)</b> – Concept, Nature, Foundation, Disciplines and Scope of OB.</li> <li>• <b>Evolution of OB</b>–Evolution – Stages, Human Relations Approach – Hawthorne Experiments, Models of OB.</li> <li>• <b>Organisation Design</b> – Key factors, Steps in Organisation Structure, Organisations for future - Types.</li> </ul>
2	<b>Foundation of Individual Behaviour</b>
	<ul style="list-style-type: none"> <li>• <b>Factors affecting Individual behaviour</b>- Personal, Psychological, Organisation System, Environmental.</li> <li>• <b>Personality &amp; Perception</b> – Nature of personality, Determinants of personality, Personality Traits., Factors Influencing Perception, Managing perception Process, Perception and OB</li> <li>• <b>Attitude</b> – Nature , components , work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change.</li> </ul>
3	<b>Group Dynamics and Behaviour</b>
	<ul style="list-style-type: none"> <li>• <b>Group</b> – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems.</li> <li>• <b>Work place behaviour</b> – Determinants of Group Behaviour, Power and Politics –Sources of Power, Types of Organisational politics.</li> <li>• <b>Conflict</b> – Levels of Conflict, Strategies for resolving Conflict, Guidelines for effective negotiation.</li> </ul>
4	<b>Emerging Challenges</b>
	<ul style="list-style-type: none"> <li>• <b>Stress Management</b> – Sources, Effects, Strategies, Stress and Performance.</li> <li>• <b>Organisation culture</b> – Cultural Dimensions, Creating Organisational Culture, Maintaining Organisational Culture.</li> <li>• <b>Workforce Diversity</b> – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.</li> </ul>

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

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

**Semester III**

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

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**Group C: Banking and Finance**

**Commercial Bank Management**

**Modules at a Glance**

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

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

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**Group C: Banking and Finance**

**Financial Markets**

**Modules at a Glance**

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

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

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**Group C: Banking and Finance**

**Accounting of Banking Sector**

**Modules at a Glance**

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



SN	Modules/ Units
1	<b>Introduction of Banking Companies</b>
	<ul style="list-style-type: none"> <li>• Definition and features of banking companies</li> <li>• Types of banks</li> <li>• Different types of accounts maintained by banks</li> <li>• Bank products &amp; services</li> <li>• Cash Management Services and its Importance</li> </ul>
2	<b>Accounting Systems &amp; Provisions in Banking Companies</b>
	<ul style="list-style-type: none"> <li>• Significant Features of Accounting Systems of Banking Companies</li> <li>• Books required to be maintained by banks</li> <li>• Income recognition, Classification of assets and advances, Provisions, Classification of investments</li> <li>• Provisions of Banking Regulation Act- 1949 applicable to banking companies:- Business, Capital and Reserve, Reserve funds, Dividend, Cash reserves, Loans and advances, Unclaimed deposits, Accounts and auditing</li> </ul>
3	<b>Calculation of Interest and Annuities</b>
	<ul style="list-style-type: none"> <li>• Calculation of Simple Interest &amp; Compound Interest; Calculation of Equated Monthly Instalments; Fixed and Floating Interest Rates;</li> <li>• Calculation of Annuities, Interest Calculation using Products/Balances; Amortization of a Debt; Sinking Funds</li> </ul>
4	<b>Preparation of Final Accounts and Reporting</b>
	<ul style="list-style-type: none"> <li>• Disclosure Requirements of Banks and Additional Disclosures prescribed by RBI</li> <li>• Disclosures required under BASEL norms.</li> <li>• Preparation of Financial Statements of Banking Companies as per regulatory requirements</li> </ul>

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**Group C: Banking and Finance**

**Treasury Management**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Treasury Management</b>
	<ul style="list-style-type: none"> <li>• Concept &amp; Evolution of Treasury [Including other important terminology in treasury:- Arbitrage; Bank Rate; Options; Capital Adequacy; Capital Fund; CRR; CDSL; Clearing House; DP; Hedging; LAF; OMOs; RTGS; Refinance; SLR; SWIFT; T-Bills; Tier-I &amp; II Capital]</li> <li>• Objectives &amp; Role of Treasury</li> <li>• Structure of Treasury &amp; Functions of Treasurer</li> <li>• Scope &amp; Functions of Treasury Management</li> <li>• Internal Treasury Control System</li> <li>• Role of Information Technology in Treasury Management [Negotiated Dealing System(NDS); Straight-Through-Processing(STP)]</li> </ul>
2	<b>Treasury Operations</b>
	<ul style="list-style-type: none"> <li>• Liquidity Management [Objectives-CRR-SLR-RTGS-CCIL]</li> <li>• Treasury Management in Commercial Banks [NPA &amp; Capital Adequacy Norms (CRAR); Investment Policy Statement; Back office support &amp; Accounting]</li> <li>• FOREX Market Operations [International Financial System &amp; FOREX Market; Instrument traded; Exchange Rate mechanism; Indian FOREX market; RBI &amp; Exchange Market]</li> <li>• Risk Management in Market Operations [Gilt-edged Markets; Exchange Rate &amp; Currency Risk; Interest Risk Management]</li> <li>• Impact of Treasury Operations [Structural &amp; Statutory changes; Need for Regulation; Development in Markets]</li> <li>• Practical Problems on FOREX Valuation [FEDAI Guidelines &amp; Valuation]</li> </ul>
3	<b>Risk Analysis &amp; Control</b>
	<ul style="list-style-type: none"> <li>• Interest Rate risk: Investment /Trading Book</li> <li>• Value at Risk [VaR]</li> <li>• FOREX (Market ) Risk</li> <li>• Risk Management in banks [RBI Guidelines]</li> <li>• Treasury &amp; Asset-Liability Management(ALM) [Meaning &amp; Objectives of ALM; Market Risk-Liquidity &amp; Interest Risk; Role of Treasury in ALM; Use of Derivatives in ALM; Policy Environment]</li> </ul>
4	<b>Regulatory, Supervising &amp; Compliance Framework</b>
	<ul style="list-style-type: none"> <li>• Ethics, Morals &amp; Code of Conduct- The Dealing Room [General Principles from FIMMDA]</li> <li>• RBI guidelines &amp; Policy [Organizational set up; Industrial Sickness; NPAs in Scheduled Commercial banks]</li> <li>• Tax Environment in treasury [Corporate Taxation; Need for Tax Planning; Tax changes during 2004 to 2007 &amp; at Present; Tax on Investments; Tax Compliance]</li> <li>• MIS for Treasury Operations [Current Monetary &amp; Credit Policies; Fiscal &amp; Budgetary Policies; Foreign Trade &amp; Exchange Policies; Financial Market Trends; International Developments]</li> <li>• Global framework in Treasury Operations</li> </ul>

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**Group C: Banking and Finance**

**Debt Market**

**Modules at a Glance**

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

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

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**Course Structure**

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

**Semester III**

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

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

**Group D: E-Commerce**

**1. Database Management System**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Database Management System (DBMS)</b>
	<ul style="list-style-type: none"> <li>• Concept of Database, Database Management System: Concept, features, Importance and Evolution</li> <li>• Environment, Classifications, Advantages and Issues of using DBMS, Functional component</li> <li>• Three Level of Architecture, Implications of the Database Approach, Database Languages and Interfaces, The Database System Environment</li> </ul>
2	<b>Relational Database Design</b>
	<ul style="list-style-type: none"> <li>• Codd's rule, Entity relationship model, Entity Types, Attributes, Keys,</li> <li>• Roles and Structural Constraints, Constraints on Relationship Types, Basic Relational Algebra Operations • Additional Relational Operations</li> <li>• Roles and functional Dependencies, Normalization, <a href="#">Mapping the ER model to Relational DB</a></li> </ul>
3	<b>Transaction Management and Recovery System</b>
	<ul style="list-style-type: none"> <li>• Transaction Management: Transaction Concept, Transaction State, Implementation of Atomicity and Durability, Implementation of Isolation - Testing for serializability.</li> <li>• Recovery System: Failure Classification, Storage Structure, Recovery and Atomicity - Log - Based Recovery - Recovery with Concurrent Transactions</li> <li>• Buffer Management - Failure with loss of non-volatile storage, Advance Recovery systems, Remote Backup systems.</li> </ul>
4	<b>SQL Concept</b>
	<ul style="list-style-type: none"> <li>• Basics of SQL: Form of Basic SQL Query - Examples of Basic SQL Queries, Multi table Queries,</li> <li>• Introduction to Nested Queries, Correlated Nested Queries</li> <li>• NULL values - Comparison using Null values - Disallowing NULL values, Complex Integrity Constraints in SQL Triggers and Active Data bases.</li> </ul>



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**Group D: E-Commerce**

**2. Internet & Web-Designing (skill based)**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Internet</b>
	<ul style="list-style-type: none"> <li>• Concept, Evolution of internet, Significance, Limitations, Types of Network</li> <li>• Internet Network Services and functions of internet, current trends on internet,</li> <li>• Internet Technology and Protocol, Internet Connectivity, TCP/IP, Router, Internet Addressing Scheme</li> </ul>
2	<b>Internet Security Management</b>
	<ul style="list-style-type: none"> <li>• Management Concepts and Information Privacy and Copyright Issues, Network etiquettes</li> <li>• Overview of Internet Security, Firewalls, Internet Security, basics of asymmetric cryptosystems.</li> <li>• Governance on internet, impact of internet on society, Internet Applications,</li> </ul>
3	<b>Web designing</b>
	<ul style="list-style-type: none"> <li>• WWW- Concept, Web technology, Functioning of websites, Creating a Basic Web Page, Web Page Layout Techniques,</li> <li>• Type of websites, Hypertext Markup Language (HTML)-Essential HTML for content, Cascading Style Sheets (CSS)-Selector Type, Common Properties, Photoshop Elements and Principles of Design</li> <li>• Interactivity tools, Difference between web designer and web developers, web graphics</li> </ul>
4	<b>New trends</b>
	<ul style="list-style-type: none"> <li>• Multimedia and Graphics, JavaScript, Adobe Dreamweaver, Facebook Page Designing, You Tube Videos</li> <li>• Utilities: Gif Animation, On-Page Search Engine Optimization, Google Webmasters Tools, Mobile website development</li> <li>• Email Network and server, Email Protocol,</li> </ul>

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**Group D: E-Commerce**

### **3. Network Infrastructure and Payment System**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Network infrastructure for E-Commerce</b>
	<ul style="list-style-type: none"> <li>• Requirements for Network infrastructure for e-commerce, Market forces influencing I-way, Component of I-way, Global Information distribution Network,</li> <li>• Network Access equipment, Strategic Alliances and I-Way Infrastructure, Public policy issues shaping I-way</li> <li>• Telephone based infrastructure, Cable/ TV based infrastructure, Wireless infrastructure, Commercial online infrastructure, Narrow band V/S Broad band Network,</li> </ul>
2	<b>Internet Protocol, Security and Protection</b>
	<ul style="list-style-type: none"> <li>• TCP/IP Internet protocol for Network Infrastructure, Wireless Access Protocol (WAP), Mobile Network Infrastructure</li> <li>• Internet, Intranet and extranet as E-commerce infrastructure, Network Infrastructure Security- External and Internal Attack</li> <li>• Integrated Services Digital Network (ISDN), Protecting Network infrastructure - Steps in hacking Network Infrastructure, A new model to protect Network infrastructure</li> </ul>
3	<b>E-payment System</b>
	<ul style="list-style-type: none"> <li>• E-Payment System- Concept, Online Payment System – prepaid e-payment service, postpaid e-payment system;, Advantages and Limitations of Payment System, Role of E-payments,</li> <li>• Classification of Payment System, Scope of Payment system, Payment meditation services V/S Payment system</li> <li>• Payment processing Network, Payment Processing Settlement, Payment Gateway</li> </ul>
4	<b>Security Protocol, Threats and Measures</b>
	<ul style="list-style-type: none"> <li>• Security Protocol, Digital certificates, Security threats in E-com environment, Credit &amp; legal risk of e-payment system.</li> <li>• Credit Card based Payment System, Electronic Payment security- Encryption, Digital signatures, Digital Certificate, Public Key Infrastructure (PKI)</li> <li>• Secure Socket Layer (SSL), 3D SET and Secure, Case studies in E- payment system.</li> </ul>

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**Group D: E-Commerce**

**4. Logistic & supply chain Management in  
E-Commerce**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Logistic in E-Commerce</b>
	<ul style="list-style-type: none"> <li>• Logistic in E-commerce – Features, Significance, Evolution, E-Commerce logistics in developed market,</li> <li>• ICT infrastructure for future logistics, E- logistics for transport modes and nodes, Airfreight, Rail-freight, Road-freight, Sheep-Freight</li> <li>• Automating E-logistics- B2C E-commerce fulfillment, E-fulfillment dimension, Inventory Management</li> </ul>
2	<b>Warehouse and E-logistics</b>
	<ul style="list-style-type: none"> <li>• Warehouse Management System (WMS)- Functions, Connectivity of WMS solution into ERP, Warehousing challenges of e-commerce,</li> <li>• Radio Frequency Identification (RFID)- Cost and benefits, RFID to enhance data capture processes in warehouse environment</li> <li>• GS1 keys used in logistics and E-procurement, The Global Data Synchronization Network (GDSN), Electronic Product Code Information System (EPCIS)</li> </ul>
3	<b>Introduction to Supply Chain Management (SCM)</b>
	<ul style="list-style-type: none"> <li>• SCM- Concept, Significance, IT applications, Evolution of global SCM</li> <li>• Value Chain Management- Concepts and features, Challenges, Sustainability</li> <li>• E-Supply Chain planning(Component); E-Supply chain fusion; Channel Management and Channel Integration</li> </ul>
4	<b>Logistics/Supply Chain Management in the Global Environment-</b>
	<ul style="list-style-type: none"> <li>• Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management,</li> <li>• Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management.</li> <li>• New trends in logistics and SCM- Technology in SCM, Artificial intelligence, Single window system for Global SCM</li> </ul>

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**Group D: E-Commerce**

**5. Business Models in E-Commerce & ICT  
Applications**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to E-enterprise and Business Models</b>
	<ul style="list-style-type: none"> <li>• E-Commerce and E-enterprise- Concepts, Features, types of Business models, Difference between E-commerce and E-business,</li> <li>• Eight key elements of a business model, E-tailing Business Models, Primary revenue Models in e-commerce.</li> <li>• e-Commerce Process Models: E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model, selection of E-commerce business model</li> </ul>
2	<b>E-commerce Business Models</b>
	<ul style="list-style-type: none"> <li>• E-commerce Business Models: Business models in emerging E-commerce areas, Business to Consumer (B2C)- Characteristics, Process.</li> <li>• Business to Business (B2B)- Characteristics, Importance, Alternative models of B2B, Features of C2C and C2B</li> <li>• Marketing and Business strategies: B2C and B2B E-commerce, Role of Websites in B2C</li> </ul>
3	<b>Introduction to Information Communication Technology(ICT)</b>
	<ul style="list-style-type: none"> <li>• Evolution of computers – Features and design – Managing Hardware, Software, Computer Languages . Operating Systems – DOS</li> <li>• Information Communication Technology(ICT)- Concept, Importance, Components, Use of ICT in E-commerce,</li> <li>• Role of ICT in driving E-commerce business, ICT and E-commerce relationship, ICT Infrastructure and E-commerce</li> </ul>
4	<b>Vital ICT Applications</b>
	<ul style="list-style-type: none"> <li>• E-Governance: Models – G2G, G2B, G2C, Benefits and risks of E-Governance, ICT in manufacturing – overview of CAD in conjunction with CAM,</li> <li>• E-environment- Geographical Information System (GIS) weather forecasting, E-education- statistical packages (SPSS), Computer aided learning/e-learning in schools and over the Internet.</li> <li>• E-health –Stress, Repetitive Strain Injury (RSI), Eyestrain, Extremely Low Frequency (ELF) radiation. Computers, health and the law.</li> </ul>



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

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

**Semester IV**

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

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

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

**1. Corporate Financial Accounting**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Corporate Financial Reporting</b>
	<ul style="list-style-type: none"> <li>• Introduction of Financial Reporting</li> <li>• Need for reporting</li> <li>• Contents of Financial Report</li> <li>• Recent trends in Financial reporting</li> </ul>
2	<b>International Financial Reporting Standards (IFRS) &amp; Ind - AS</b>
	<ul style="list-style-type: none"> <li>• Accounting Standards (AS) – applicability, interpretation, scope and compliance in India</li> <li>• Introduction to I.F.R.S</li> <li>• Ind – AS</li> <li>• Specific Ind AS: <ul style="list-style-type: none"> <li>Borrowing Costs</li> <li>Operating Segments</li> <li>Earning per share</li> <li>Income Taxes</li> <li>Accounting for fixed assets</li> </ul> </li> </ul>
3	<b>Valuation of Business for Amalgamation &amp; Merger</b>
	<p>Meaning, Need &amp; Approach</p> <p>Methods of valuation</p>
4	<b>Consolidated Financial Statement</b>
	<p>Meaning, Stand Alone Financial Statements</p> <p>Consolidated Financial statements – Applicability, Advantages &amp; Disadvantages</p> <p>Procedure of Consolidation of Balance-sheet &amp; Profit &amp; Loss Account (Excluding cross holding, Chain Holding &amp; Foreign Subsidiary)</p>

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

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

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

**Modules at a Glance**

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

SN	Modules/ Units
<b>1</b>	<b>Overview of Goods and Service Tax</b>
	Introduction and Meaning of GST and IGST Scope of GST Present/old Tax Structure v/s GST GST in Other Countries Existing taxes proposed to be subsumed under GST Principles adopted for subsuming the taxes Dual GST Benefits of GST GST Council GST Network (GSTN) and GST regime Integrated Goods and Services Tax Act, 2017: title and definitions, administration.
<b>2</b>	<b>Registration Under GST</b>
	Rules and Procedure of registration Special provisions relating to casual taxable person and non-resident taxable person Amendment of registration Cancellation of registration Revocation of cancellation of registration
<b>3</b>	<b>Collection of Tax under Integrated Goods and Services Tax Act, 2017</b>
	Sec 5 and Sec 6
<b>4</b>	<b>Place of supply of goods or services or both under Integrated Goods and Services Tax Act, 2017</b>
	Sec 10 and Sec 12
<b>5</b>	<b>Payment of GST</b>
	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Time of GST Payment</li> <li>• How to make payment</li> <li>• Challan Generation &amp; CPIN</li> <li>• TDS &amp; TCS</li> </ul>

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

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

**3. Financial Management**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Types of Financing</b>
	<p>Introduction  Needs of Finance and Sources: Long Term, Medium Term, Short Term  Long Term Sources of Finance  Owners Capital / Equity Capital  Preference share capital  Retained Earning  Debentures or Bonds  Loans from Financial Institutions / Banks  Short Term Sources of Finance  Trade Credit  Accrued Expenses and Deferred Income  Advances From Customers  Commercial Papers  Bank Advances:Loans, O/D, Clean O/Ds, Cash Credit, Advances against goods, Bills Purchased, Discounted, Advances against documents of title of goods, Advances against supply of bills, Term Loans  Inter Corporate Deposits  Certificate of Deposits  Public Deposits</p>
2	<b>Investment Decisions : Capital Budgeting</b>
	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Nature of Capital Budgeting</li> <li>• Purpose of Capital Budgeting</li> <li>• Capital Budgeting Process</li> <li>• Types of Capital Investment</li> <li>• Decisions Project Cash Flows and Net profit Approval</li> <li>• Basic Principle of Measuring Project Cash Flows</li> <li>• Increment principle, Long Term Funds Principle, Exclusion of Financial Cost Principle, Post Tax Principle</li> <li>• Probability technique for measurement of cash flow</li> <li>• Capital Budgeting Techniques : Net Return Value; Internal Rate of Return; Profitability Index Methods</li> <li>• A Comparison; Project Selection Under Capital Rationing</li> <li>• (Note: Problems on computation of cash flow, ranking of projects on various techniques, selection and analysis with / without capital rationing. Comparison of IRR with Required rate of return i.e. cut off rate, IRR and mutually exclusive projects with unequal lives, multiple IRR)</li> </ul>

SN	Modules/ Units
3	<b>Management of Working Capital</b>
	Meanings, Concepts and policies of working capital Management of working capital Issues in working capital Estimating working capital needs (only Theory) Operating or working capital cycle (only Theory) <b>Management of components of working capital</b> <ul style="list-style-type: none"> <li>• <b>Management of Cash and Marketable Securities:</b> Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India.</li> <li>• <b>Receivable Management:</b> Objectives; Credit Policies; Credit Terms; and Collection Policies.</li> <li>• <b>Inventory Management:</b> Objectives; and Techniques.</li> </ul>
4	<b>Financial Planning</b>
	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Meaning of Budget</li> <li>• Essentials of a budget,</li> <li>• Types of Budgets</li> <li>• Advantages of Budgeting</li> <li>• Zero Based Budget</li> <li>• (Note: Practical Questions on Sales Budget, Production Budget, Material Budget, Cash Budget and Master Budget)</li> </ul>
5	<b>Financial Policy and Corporate Strategy</b>
	<ul style="list-style-type: none"> <li>• Meaning of strategic financial management</li> <li>• Strategic financial decision making framework</li> <li>• Functions of Strategic Financial Management</li> <li>• Financial Planning</li> </ul>



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

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

## 4. International Financial Reporting Standards

### *Modules at a Glance*

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

SN	Modules/ Units
1	<b>Conceptual Foundations of Financial Statements</b>
	<ul style="list-style-type: none"> <li>• The objective of financial reporting;</li> <li>• The main assumptions;</li> <li>• Qualitative characteristics of financial reporting;</li> <li>• Elements of Financial Statements: recognition and measurement</li> </ul>
2	<b>Presentation of Financial statements</b>
	<p><b>Presentation of financial statements</b>  Accounting standards: Role/objectives of accounting standards, Development of accounting standards in India - Requirements of international accounting standards - International organizations engaged in accounting harmonization - IASB - FASB - Role of IASB in developing IFRS  IFRS :- Introduction, scope  Indian Accounting standards (Ind AS) :  Introduction  Road map  Comparison of Ind AS, IFRS and AS  Conceptual framework  Definition of financial elements  Principles of recognition, measurements, presentation and disclosure.  <b>( Theory and Practical )</b></p>
3	<b>Indian Accounting Standards for Assets, Liabilities and Revenue</b>
	<p>Valuation of Inventories  Cash flow statement  Accounting for tangible non-current assets  Accounting for intangible assets  Accounting for impairment of assets  Accounting for borrowing costs  Investment property  Revenue from contracts with customers  Income tax  Employee benefits  Provisions, contingent liabilities and contingent assets  <b>( Theory and Practical )</b></p>
4	<b>Presentation of Single Entity Financial Statements Covered by IFRS Convergence</b>
	<p>Ind AS 1: Accounting policies, Accounting estimates  IAS 8 and Ind AS 8- Events after reporting date  IAS 10 and Ind AS 10 - Structure and contents of financial statements  Preparation of financial statements: Statement of Financial Position (SOFP) - Statement of Profit or Loss (SOPL) - Statement of Changes in Equity (SOCE) - Cash Flow Statement (SOCF) (IAS 7 and Ind AS 7).  <b>( Theory and Practical )</b></p>

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

**5. Personal Financial Planning**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Understanding Personal Finance</b>
	Introduction <ul style="list-style-type: none"> <li>• Time value of money applications</li> <li>• Personal financial statements, Cash flow and debt management, tools and budgets</li> </ul> Money Management <ul style="list-style-type: none"> <li>• Tax planning</li> <li>• Managing Checking and Savings Accounts</li> <li>• Maintaining Good Credit</li> <li>• Credit Cards and Consumer Loans</li> <li>• Vehicle and Other Major Purchases</li> <li>• Obtaining Affordable Housing</li> </ul> Income and Asset Protection <ul style="list-style-type: none"> <li>• Managing Property and Liability Risk</li> <li>• Managing Health Expenses</li> </ul>
2	<b>Risk Analysis &amp; Insurance Planning</b>
	<ul style="list-style-type: none"> <li>• Risk management and insurance decision in personal financial planning,</li> <li>• Various Insurance Policies and Strategies for General Insurance, Life Insurance, Motor Insurance, Medical Insurance.</li> </ul>
3	<b>Retirement Planning &amp; Employees Benefits</b>
	Retirement need analysis techniques, Development of retirement plan, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Other Pension Plan and Post-retirement counselling.
4	<b>Investment Planning</b>
	Risk Return Analysis Investing in Stocks and Bonds ,Mutual Fund, Derivatives, Investing in Real Estate, Asset Allocation, Investment strategies and Portfolio construction and management.

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**Course Structure**

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

**Semester IV**

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

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

**Group B: Business Studies (Management)**

**1. Supply chain management and logistics**

***Modules at a Glance***

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

SN	Modules/ Units
1	<b>Introduction to Supply Chain Management (SCM)</b>
	<ul style="list-style-type: none"> <li>• <b>Supply Chain Management:</b> Concept, Features, Evolution, Importance, Process and Barriers of Supply Chain Management.</li> <li>• <b>Principles and Strategies:</b> Principles, Supply Chain Strategies – Organizations, Coordination, Innovation and Forecasting.</li> <li>• <b>Participants in SCM:</b> Supply chain intermediaries- Concept and Types, Channels of Distribution for Industrial Goods and Consumer Goods, Channel of Distribution at Services Level, Factors for selection of suitable channels.</li> </ul>
2	<b>Perspectives of Supply Chain Management</b>
	<ul style="list-style-type: none"> <li>• <b>Global perspectives:</b> Measuring and analyzing the value and efficiency of global Supply Chain Networks, Global market forces, Types of global supply chain.</li> <li>• <b>Indian Perspectives:</b> Measuring and Analyzing the value and efficiency of domestic Supply Chain Networks, Economic effects of supply chains.</li> <li>• <b>Customer Perspectives:</b> Customer values, Role of customers and Ways of improving customer services in SCM.</li> </ul>
3	<b>Introduction to Logistics</b>
	<ul style="list-style-type: none"> <li>• <b>Logistics Management:</b> Concept and Process, Competitive Advantages and Three C's, Changing Logistics Environment, Reverse Logistics, Importance of Inventory Control, Bull-whip effect</li> <li>• <b>Transportation and Warehousing:</b> Transport Functions and Participants in Transportation Decisions, Transport Infrastructure- Forms, Warehouse Functions and Operations</li> <li>• <b>Packaging and Materials Management-</b> Consumer and Industrial Goods Packaging - Importance, Factors influencing Materials Planning, Preservation Safety and Measures of Materials Handling</li> </ul>
4	<b>Design of SCM, Logistics and Use of Internet</b>
	<ul style="list-style-type: none"> <li>• <b>SCM Plan-</b> Demand Planning, Source of Procurement, Production or Assembly Steps, Sales return of defective or excess goods</li> <li>• <b>Use of Internet in SCM-</b> E-market places, E-procurement, E-logistics, E-fulfilment,</li> <li>• <b>Operative Systems in SCM:</b> Enterprise Resource Planning (ERP), Performance Modelling of supply chains using Markov chains, Inventory Control-Importance, Pareto's Law</li> </ul>

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**Group B: Business Studies (Management)**

**2. Advertising and sales Management**

**Modules at a Glance**

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



SN	Modules/ Units
1	<b>Advertising Fundamentals and Media</b>
	<ul style="list-style-type: none"> <li>▪ <b>Basics of Advertising</b> : Concept and Features, Significance, Classification of Advertising, Integrated Marketing Communication (IMC) - Elements, Behavioural Model (E.K. Strong AIDA), DAGMAR Model (Russell Colley), Hierarchy of Effects (Lavidge and Steiners)</li> <li>▪ <b>Ad Agency</b> : Various Functional Department, Types, Measures for gaining and reasons for losing clients, Evaluation Criteria for Selecting an Advertising Agency,</li> <li>▪ <b>Media</b> : New Media Options, Forms of Digital Media, Media Objectives, Criteria for Selecting Suitable Media, Methods of Setting Advertising Budget</li> </ul>
2	<b>Creativity, Social and Regulatory Framework of Advertising</b>
	<ul style="list-style-type: none"> <li>▪ <b>Creativity &amp; Research</b>: Developing advertising copy - print, broadcast and digital media, Pre-test and post-test methods.</li> <li>▪ <b>Society</b>: Socio-economic contribution and criticisms of advertising, professional courses and careers in the field of advertising</li> <li>▪ <b>Regulatory framework of advertising</b>: Legal Framework of Advertising, Role of Information and Broadcasting Ministry (IBM), Self-Regulatory Bodies – Advertising Standards Council of India(ASCI) and Indian Broadcasting Foundation(IBF)</li> </ul>
3	<b>Sales Management</b>
	<ul style="list-style-type: none"> <li>▪ <b>Introduction</b> : Sales Management - Features, Functions and Importance, Art of Selling – Types, Process, Qualities of an Effective Salesman.</li> <li>▪ <b>Sales force management</b> : Selection Procedure, Training Methods, Motivational Factors and Compensation methods of sales personnel</li> <li>▪ <b>Sales organization</b> : Concept, Objectives, Structure and Steps in Developing a Sales Organisation</li> </ul>
4	<b>Sales Planning and Controlling</b>
	<ul style="list-style-type: none"> <li>▪ <b>Sales planning</b> : Concept, Process, Sales Forecasting - Methods and Limitations</li> <li>▪ <b>Sales controlling</b> : Concept of Sales Budget and Sales Audit, Sales Quota - Methods and Types, Objectives and Factors Determining and Designing Sales Territory</li> <li>▪ <b>Recent trends</b> - Importance of Customer Feedback, Sales Management - Data Mining, Role of IT</li> </ul>

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

**Group B: Business Studies (Management)**

**3. Retail Management**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Retail Management</b>
	<ul style="list-style-type: none"> <li>• <b>Retailing:</b> Concept, Scope and Importance of Retailing and Retail Management, Retail Formats, Theories of Retail change, Retail Environment- Economic, Legal, Technological &amp; Competitive</li> <li>• <b>Retail sector in India:</b> Size, and Drives of Retail changes, FDI in Retailing in Indian Context</li> <li>• <b>Recent Trends in Retailing:</b> Modern Retail Formats, Mall System, Challenges Faced by the Retail Sector, Ethics in Retailing.</li> </ul>
2	<b>Retail Management Strategy</b>
	<ul style="list-style-type: none"> <li>• <b>Retail Strategies:</b> Promotional Strategies, Retail Planning Process, Retail - Market Segmentation - Concept and Significance</li> <li>• <b>Relationship Marketing Strategies:</b> CRM in Retailing, Retail Value Chain, Retail life Cycle, HRM in retailing- Growing importance of HR and Challenges faced by HR in retailing</li> <li>• <b>Consumer Strategies:</b> Consumer Behaviour in Retail Context, Buying Decision Process, Customer Service as a Part of Retail Strategy.</li> </ul>
3	<b>Retail Location, Layout and Merchandising</b>
	<ul style="list-style-type: none"> <li>• <b>Retail Location &amp; Merchandising:</b> Importance, Types, Steps involved in choosing a Retail Location.</li> <li>• <b>Merchandising:</b> Concept and Merchandising Planning Process, Retail Branding, Merchandising Buying, Visual Merchandising</li> <li>• <b>Store Design and Layout:</b> Store Design - Elements, Store Layout - Importance, Steps for Designing</li> </ul>
4	<b>Use of Technology and Career options</b>
	<ul style="list-style-type: none"> <li>• <b>Technologies:</b> Use of Technologies in retailing - Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management system</li> <li>• <b>E-Retailing:</b> Formats, Challenges, Green Retailing - Concept and Importance</li> <li>• <b>Retail as a Career:</b> Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager</li> </ul>

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

**Group B: Business Studies (Management)**

**4. Tourism Management**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Tourism Management</b>
	<ul style="list-style-type: none"> <li>• <b>Tourism</b> – Concept, Characteristics Importance and Types of Tourism</li> <li>• <b>Tourism Industry:</b> Concept, Nature, Structure and Components, Career options in Tourism.</li> <li>• <b>Tourism Destination:</b> Concept, Elements, Tourism Destination Planning – Process and Importance.</li> </ul>
2	<b>Tourism Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Tourism Product:</b> Concept, Characteristics, Types, Tourism Product Planning- Need and Importance.</li> <li>• <b>Tourism Pricing:</b> Influencing factors, Pricing objectives, Tourism Pricing Policies</li> <li>• <b>Tourism Promotion:</b> Importance, Elements of Tourism Promotion, Role of Advertising, Promotional Plan – Implementation Procedure</li> </ul>
3	<b>Tourism Practices</b>
	<ul style="list-style-type: none"> <li>• <b>Travel Intermediaries:</b> Travel Agency and Tour operators – Definition and Differentiation, Types, Importance and Functions.</li> <li>• <b>Setting up of Travel Agency and Tour Operations and their Approval:</b> Business setting Procedure and process, Types of organization to be set up- Proprietorship, Partnership, Franchise, Approval from Ministry of Tourism and IATA</li> <li>• <b>International Tourism:</b> Concept, Importance, Role of Institutions and organizations in promoting International Tourism -WTTC , IATO, TAAI, ITDC.</li> </ul>
4	<b>Tourism Development</b>
	<ul style="list-style-type: none"> <li>• <b>Sustainable Tourism Development:</b> Concept, Principles, Approaches to Sustainable Tourism, Code of Conduct for safe and sustainable Tourism in India</li> <li>• <b>Government Policies:</b> National Action Plan, National Tourism Policy, Government incentives for Tourism Development and Promotion.</li> <li>• <b>Future Growth and Development of Indian Tourism</b> - Factors influencing growth of Tourism Industry in India, Major Tourism schemes of Government of India- Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Incredible India Campaign.</li> </ul>

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**Group B: Business Studies (Management)**

**5. Management of Business Relations**

***Modules at a Glance***

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

SN	Modules/ Units
1	<b>Introduction to Management of Business Relations</b>
	<ul style="list-style-type: none"> <li>• <b>Business Relations</b> - Need , Importance of Business relations, Business Relationship Management (BRM) Competencies.</li> <li>• <b>Business Relation Manager</b>- Role, qualities, Skills.</li> <li>• <b>Business Relations</b>- Principles, Steps , Trends, Impact of Communication on Business Relations.</li> </ul>
2	<b>Customer and Channel Relationship Management</b>
	<ul style="list-style-type: none"> <li>• <b>Customer Relations Management:</b> Concept, Characteristics of an empowered customer, Approaches &amp;Types, Role of Customer Relations Manager.</li> <li>• <b>Designing and developing customer Value-</b> Turning customers to loyal clients, Strategic Framework for CRM, E-CRM: Concept and Benefits, Steps, Successful CRM implementation.</li> <li>• <b>Channel Relationship</b> - Concept, importance , Challenges, Elements contributing to effective channel relationships.</li> </ul>
3	<b>Employee Relationship Management</b>
	<ul style="list-style-type: none"> <li>• <b>Employee Relationship Management</b> - Concept, Objectives of Employee Relations , Approaches to Employee Relations,</li> <li>• <b>Role of Employee Relations Manager</b>, Prospects &amp; Importance of Industrial Relations, Problems &amp; Challenges of Employee Relations, Key Drivers for shifting from Industrial Relations to Employee Relations,</li> <li>• <b>Strategic Framework for ERM</b>,Factors influencing ERM, Essentials of an effective ERM, ERM strategy.</li> </ul>
4	<b>Supplier, Investors and Community Relationship Management</b>
	<ul style="list-style-type: none"> <li>• <b>Supplier Relations</b> – Concept, Supplier Segmentation Pyramid, Supplier Improvement Process for better relations, Challenges.</li> <li>• <b>Investors Relations</b> –Concept, Focus, Keys to successful investors relations, Enhancing shareholders loyalty and retention.</li> <li>• <b>Stakeholder relations</b>- Types of stakeholders, Role of business in social development, strategies to improve community relations, impact of community relations on business.</li> </ul>

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

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

**Semester IV**

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



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

**Group C: Banking and Finance**

**International Finance**

**Modules at a Glance**

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

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

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

**Group C: Banking and Finance**

**Financial Services**

**Modules at a Glance**

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

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

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

**Group C: Banking and Finance**

**Auditing of Banking Sector**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Auditing Concepts</b>
	<ul style="list-style-type: none"> <li>• Nature, Scope and Significance of Auditing</li> <li>• Audit Engagement, Audit Program, Audit Working Papers, Audit Note Book, Audit Evidence</li> </ul>
2	<b>Auditing of Banks</b>
	<ul style="list-style-type: none"> <li>• Meaning and Appointment of Bank Auditors</li> <li>• Internal control system in Banks</li> <li>• Categories of Bank Audit: Concurrent audit, Internal Audit/ Information Systems Audit and Statutory audit</li> <li>• Banking Regulation Act in pursuant to accounts and auditing of banking companies - Sec 29 to Sec 34A</li> <li>• Guidance Note on Audit of Banks by ICAI</li> </ul>
3	<b>Verification of Assets and Balances of Banking Companies</b>
	<ul style="list-style-type: none"> <li>• Cash, bank balances, money at call and short notice</li> <li>• Investments</li> <li>• Advances</li> <li>• Fixed assets</li> <li>• Other assets</li> <li>• Capital</li> <li>• Reserves and surplus</li> <li>• Deposits</li> <li>• Borrowings</li> <li>• Other liabilities and provisions</li> </ul>
4	<b>Introduction to Concurrent audit</b>
	<ul style="list-style-type: none"> <li>• Concurrent audit system : Meaning, scope, coverage, Types of activities, Appointment of auditors and reporting</li> <li>• Internal Audit/ Information Systems Audit – Meaning, Scope</li> <li>• Statutory audit of banks/bank branches</li> <li>• Audit of bank branch and reporting</li> </ul>

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

**Group C: Banking and Finance**

**Investment Management**

**Modules at a Glance**

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

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



**Revised Syllabus of Courses of  
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(To be implemented from Academic Year- 2017-2018)**

**Group C: Banking and Finance**

**Currency Derivatives**

**Modules at a Glance**

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

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

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

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

**Semester IV**

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

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

**Group D: E-Commerce**

**1. E-Commerce Security and Law**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to E-Commerce Security</b>
	<ul style="list-style-type: none"> <li>• E-commerce security: Concept, Need/Importance, Security Issues in E-Commerce- Security risks of e-commerce,</li> <li>• Threats and Risk Management: Type of threats, Sources of threats, Security tools &amp; Risk – Types of security, management approach</li> <li>• Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server</li> </ul>
2	<b>Security Threats and Measures</b>
	<ul style="list-style-type: none"> <li>• Current threats, Cryptography, public key certificates and infrastructures, authentication and authorization certificates,</li> <li>• Mobile code security, security of agent-based systems, secure electronic transactions, electronic payment systems, intellectual property protection,</li> <li>• Symmetric and Asymmetric Cryptosystem, Role of electronic signature, EDI Security</li> </ul>
3	<b>Introduction to Cyber Law</b>
	<ul style="list-style-type: none"> <li>• Introduction to Cyber Laws-World Scenario, Cyber-crime&amp; Laws in India and their limitations,</li> <li>• Threats in Computer Systems: Virus, Cyber Crime, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents.</li> <li>• The problems of internet jurisdictions, Law relating to Electronic records, Importance of Electronic Records as Evidence.</li> </ul>
4	<b>Cyberspace Laws</b>
	<ul style="list-style-type: none"> <li>• Cyberspace and Internet in India- Penalties, Offences and Compensation</li> <li>• Protection of Cyber Consumers in India and CPA 1986, International efforts related to cyberspace laws, Trace an IP address,</li> <li>• Security Tools, Client server network security, Encryption and concepts of public and private key infrastructure</li> </ul>

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**Group D: E-Commerce**

**2. Advance technology for E-Commerce**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Advanced technology for E-commerce</b>
	<ul style="list-style-type: none"> <li>• Advanced technology for E-commerce: Concept of E-commerce, Internet &amp; WWW, Functions,</li> <li>• Types of technology, Electronic Data Interchange (EDI)- Benefits, Transaction and examples, Multimedia technology – desktop Video Conferencing</li> <li>• Securing Network Transaction: Cryptology, Digital Signature, E-mail security</li> </ul>
2	<b>TCP/IP and Information Publishing Technology</b>
	<ul style="list-style-type: none"> <li>• Internet Protocols – OSI Model, TCP/IP, FTP; LAN, WAN</li> <li>• Information Publishing Technology - HTML, URL, HTTP, HTML FORM, CGI SERVICES,</li> <li>• eXtensible Markup Language (XML) – Application and Architecture, Data Mining and Web Mining</li> </ul>
3	<b>Mobile Agents&amp; WAP</b>
	<ul style="list-style-type: none"> <li>• Mobile Agents- Concept, Mobility and security issues, Client Server Approach v/s Mobile Agent based approach,</li> <li>• Mobile computing, Mobile users in Global E-commerce, Coalition Formation</li> <li>• Wireless Application Protocol (WAP) - Benefits and Architecture, Web Server and client (Web Browser).</li> </ul>
4	<b>New Trends</b>
	<ul style="list-style-type: none"> <li>• New E-commerce Technology Trends, Broadband technologies, Affiliate Marketing, Content marketing - challenges,</li> <li>• Key performance indicators (KPIs),Complex Server and Network Infrastructure, transitioning to Virtualization &amp; Cloud Computing, use of fully or partially outsourced IT support</li> <li>• Supercharged Kiosks, Role of Instant Messaging (IM), Digital literacy and multimedia design</li> </ul>

**Revised Syllabus of Courses of  
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(To be implemented from Academic Year- 2017-2018)**

**Group D: E-Commerce**

**3. Management Information System**

**Modules at a Glance**

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



SN	Modules/ Units
1	<b>Introduction to Management Information System (MIS)</b>
	<ul style="list-style-type: none"> <li>• MIS: Concept, Characteristics, Components, Strategic uses, Challenges of Global information system</li> <li>• Information System Resources: Selection of Business Software and Hardware, Business Network and Data Warehouses</li> <li>• Business Intelligence, Knowledge Management, System Planning and Development</li> </ul>
2	<b>Business &amp; Designing Information System</b>
	<ul style="list-style-type: none"> <li>• Classification of MIS: Transaction Process System (TPS), Process Control System (PCS), Enterprise Collaboration System (ECS), Business information system,</li> <li>• System Design: Conceptual Design, Objectives, Methods</li> <li>• Structuring Data of MIS: Pyramid structure, Querying, Aggregating and Visualizing Data</li> </ul>
3	<b>Information and System Concept</b>
	<ul style="list-style-type: none"> <li>• Information: Concept, Types, Dimensions of Information, Information Quality</li> <li>• System: Kinds, Elements of system, Human as information processing system</li> <li>• Need of IT Industry, Scope of Infrastructure Management, Attributes of Computing System</li> </ul>
4	<b>Decision Support System &amp; Development of MIS</b>
	<ul style="list-style-type: none"> <li>• Decision Making: Concept, Types, Simon's Model, Decision Making and MIS</li> <li>• Supporting Management Decision: Key Performance Indicators (KPI), Planning and Implementation.</li> <li>• Development of MIS: Steps in developing a right MIS, System Development Approaches, System analysis and design- Determinants and requirement</li> </ul>

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

**Group D: E-Commerce**

**4. Digital Marketing**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Introduction to Digital Marketing &amp; SEO</b>
	<ul style="list-style-type: none"> <li>• Digital Marketing - Introduction, Features, Strategies, Types, Aligning Internet with Business Objectives,</li> <li>• User Behaviour &amp; Navigation, Branding &amp; User Experience, Customer Insights</li> <li>• Search Engine Optimization(SEO) – Search Engines Basics, Functioning of Search Engines, On&amp;off-page Optimization,</li> </ul>
2	<b>Google analytics and SMO</b>
	<ul style="list-style-type: none"> <li>• Google Analytics–Concepts, steps, Accounts-profiles and users navigation, Basic metrics,</li> <li>• The main sections of Google Analytics reports-Traffic Sources, Direct referring and search traffic;</li> <li>• Social Media Optimization (SMO) - Concepts, Pros &amp; Cons, bookmarking &amp; aggregating, content, content sharing, knowledge sharing; connecting to social networking</li> </ul>
3	<b>SEM and Social Media</b>
	<ul style="list-style-type: none"> <li>• Search Engine Marketing (SEM) - Concept, Understanding Google search - Organic &amp; Paid, Overview of Google Adwords, Google Adsense, Microsoft AdCenter and Yahoo Search Marketing,</li> <li>• Campaign Management, Pay Per Click (PPC) Management, Conversion Tracking, Targeting &amp; Analytics, Keyword Selection,</li> <li>• Conversion Metrics- CPA, CTR, Campaigns - Google PPC Campaigns, LinkedIn Campaigns, Facebook Campaign, YouTube Advertising</li> </ul>
4	<b>Email and Mobile Marketing</b>
	<ul style="list-style-type: none"> <li>• E-mail Marketing - User Behaviour, Segmentation, Key Metrics, Best Practice Case Studies, E-marketing strategies,</li> <li>• Tracking landing pages, Choosing your metrics, A/B and Multivariate testing, Analyzing test results, Setting your budgets;</li> <li>• Mobile Marketing - Concept, SMS Strategy, Mobile Advertising, Mobile Optimized Websites, Mobile Apps, Proximity Marketing,</li> </ul>

**Revised Syllabus of Courses of  
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(To be implemented from Academic Year- 2017-2018)**

**Group D: E-Commerce**

**5. International Business, Law and Taxation**

**Modules at a Glance**

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

SN	Modules/ Units
1	<b>Use of Internet in the International Business</b>
	<ul style="list-style-type: none"> <li>• International Business: Concept, Features, External and Internal Factors of International business</li> <li>• Internet and International business: Significance, Use of Internet, Impact of E-commerce and Barriers</li> <li>• International E-commerce business: Concept of E-business, Features, Evolution,</li> </ul>
2	<b>International Outsourcing and Ethics</b>
	<ul style="list-style-type: none"> <li>• Global outsourcing: Concept, Forms, Drivers, Development in IT-BPO Sector</li> <li>• International Outsourcing in India: Benefits, Growth Drivers of India, Limitations</li> <li>• Ethics in International e-Business, Constraint in e-Business in India, International e-Commerce Benchmarking,</li> </ul>
3	<b>International Law and Taxation</b>
	<ul style="list-style-type: none"> <li>• International Legal environment in E-commerce, European Community Law, Intellectual Property Law, Pillaging Patent</li> <li>• United States Taxation of International e-Commerce, Law and Policy of Organisation for Economic Co-operation and Development (OECD)</li> <li>• International Taxation and e-Commerce: Direct and Indirect taxation, Relevance of E-commerce, Effect of E-commerce on consumption taxes, Emerging Tax Policy,</li> </ul>
4	<b>Government Intervention in International Business</b>
	<ul style="list-style-type: none"> <li>• Instruments of Government Intervention: Tariff and Non- Tariff Barriers, Investment Barriers,</li> <li>• Policies regarding e-commerce: FDI Policy, Foreign Trade Policy, Export-Import Policy- Methods of E-payment, e-Documentations</li> <li>• Rationale for Government Intervention: Defensive and offensive rationale, Economic Freedom and Government Support</li> </ul>

**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. <i>(*Multiple choice/ True or False/ Match the columns/ Fill in the blanks)</i>  <b>OR</b>  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 <i>(*Multiple choice/ True or False/ Match the columns/ Fill in the blanks)</i>	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.

<b>Question No</b>	<b>Particular</b>	<b>Marks</b>
Q-1	Practical Question	15 Marks
	<b>OR</b>	
Q-1	Practical Question	15 Marks
Q-2	Practical Question	15 Marks
	<b>OR</b>	
Q-2	Practical Question	15 Marks
Q-3	Practical Question	15 Marks
	<b>OR</b>	
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
	<b>OR</b>	
Q-4	Short Notes (Any three out of five)	15 Marks

**Note:**

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

## **Question Paper Pattern (Theoretical Courses)**

Maximum Marks: 60

Questions to be set: 04

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

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

**Note:**

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



# University of Mumbai



**Master of Commerce (M.Com)  
Programme  
Guidelines for Project Work  
at  
Second Year  
Semester III and IV**

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

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

***Faculty of Commerce***

## **Introduction**

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

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

## **Guidelines for preparation of Project Work**

### **Work Load**

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

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

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

# Format

*1<sup>st</sup> page (Main Page)*

*Title of the problem of the Project*

A Project Submitted to  
University of Mumbai for partial completion of the degree of  
Master in Commerce  
Under the Faculty of Commerce

By

*Name of the Learner*

Under the Guidance of

*Name of the Guiding Teacher*

*Name and address of the College*

*Month and Year*

*2<sup>nd</sup> Page*

*This page to be repeated on 2<sup>nd</sup> page (i.e. inside after main page)*

*On separate page*

## **Index**

Chapter No. 1 (sub point 1.1, 1.1.1, .... And so on)	Title of the Chapter	Page No.
Chapter No. 2	Title of the Chapter	
Chapter No. 3	Title of the Chapter	
Chapter No. 4	Title of the Chapter	
Chapter No. 5	Title of the Chapter	

**List of tables, if any, with page numbers.**

**List of Graphs, if any, with page numbers.**

**List of Appendix, if any, with page numbers.**

**Abbreviations used:**

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

## *(Model Structure of the Project Work)*

- **Chapter No. 1: Introduction**

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

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

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

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

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

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

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

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

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

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

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

*On separate page*

*Name and address of the college*

## ***Certificate***

This is to certify that Ms/Mr has worked and duly completed her/his Project Work for the degree of Master in Commerce under the Faculty of Commerce in the subject of \_\_\_\_\_ and her/his project is entitled, “\_\_\_\_\_” under my supervision.

*Title of the Project*

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

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



Name and Signature of  
Guiding Teacher

Date of submission:

*On separate page*

## ***Declaration by learner***

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

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

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

Name and Signature of the learner

Certified by

Name and signature of the Guiding Teacher

*On separate page*

## ***Acknowledgment***

*(Model structure of the acknowledgement)*

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

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

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

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

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

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

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

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



## 2. Guidelines for Internship based project work

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

## Evaluation pattern of the project work

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

**Note:**

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

### Passing Standard

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