

University of Pune
Department of Commerce and Research Centre
Master of Commerce degree Programme
M.Com (Semester pattern with Credit System)

Introduction

The M.Com (Semester pattern with Credit System) degree Programme of Department of Commerce & Research Center, University of Pune shall be building on expansion of undergraduate studies on one hand and the other focusing on modern practices and strategies followed in Commerce System, resulting into a 'Commercial professional'; able to operate in any role in commerce and business world wide. This in turn contributes to the advancement of professionalism in trade, commerce and industry. However the specific objectives of the Programme are;

- (a) To acquaint and equip students with the knowledge and understanding of emerging commercial, business practices and professions in India and abroad.
- (b) To help to acquire by students advanced knowledge in select subject areas in Commerce and trade.
- (c) To facilitate the students to learn to seek application of knowledge and be able to challenge/ the knowledge so acquired in practice.

Eligibility and admission

A student who has passed Bachelor's degree from recognized University i.e. B.Com/BBA/BBM/BCA/BA in Commerce or Business Administration or Computer Application or Foreign trade or Economics with minimum 50% marks (45% in case of Reserved Category) shall be held eligible for admission to M.Com degree. The admission will be based on performance in the Entrance Test, consisting of objective type questions in (a) General Commercial Knowledge (b) English (c) Analytical abilities. (d) Business problem solving, to be conducted by the University Department.

Duration and Structure of Programme

The M.Com (Semester pattern with Credit System) degree Programme shall be of 2 years' duration divided into two parts, Part I and Part II, and 4 semesters. At each Part there will be 8 courses of 32 credits (800 marks). The M.Com degree examination Part I & II in aggregate shall be of 64 credits (1600 marks). The Contents of the courses will be subject to change after every 4 years.

Structure of M.Com (Semester pattern with Credit System) Degree

The list of courses prescribed shall be as given below :

M.Com Part I

Semester I

- CM - 1.1 Issues in Economic and Business environment
- CM – 1.2 Statistical Methods
- CM – 1.3 Organizational change and development
- CM – 1.4 Cost and Management Accounting methods

Semester II

- CM – 2.1 Business Finance
- CM – 2.2 Business Analytics and measurement tools
- CM – 2.3 Business strategies
- CM – 2.4 Business and professional skills for excellence

M.Com Part II

Semester III

- CM – 3.1 Corporate Governance and Social responsibility
- CM – 3.2 Project Report
- CM – 3.3 Elective Paper I
- CM – 3.4 Elective Paper II

Semester IV

- CM – 4.1 International Business
- CM – 4.2 Regulatory framework of Commerce
- CM – 4.3 Elective Paper III
- CM – 4.4 Elective Paper IV

List of elective Subjects

1) Corporate Accounting and Financial Management

- 1. Advanced Financial Accounting
- 2. Corporate Financial reporting
- 3. Financial planning and control
- 4. Financial risk management

(2) Business practices and operations

- 1. Modern Retailing operations
- 2. Logistics & supply chain
- 3. Service Business operations
- 4. Agribusiness practices

(3) Banking and Finance

- 1. Indian Financial System
- 2. Monetary and Fiscal Policies
- 3. Operational Banking
- 4. Banking Technology and data Communication Services

Project Work : A student will be allowed to appear for Semester IV examination only after the satisfactory completion of Project work followed by submission of Project Report as per norms laid down by the Department. After completion of II Semester end examination, a student shall be required to work on a project during Summer Vacation. The Project will be based (a) On the problem analysis & solution or actual work related to some establishment, firm or organization or (b) Acquisition of in-depth knowledge of any trade, industry, through visits, field activity, collection of data and information etc.

The project work activities must be duly supported by documentary evidence to be endorsed by the Head or Guide. The objective of the project work is to gain knowledge by the student through exposure to Commercial activities and practices.

Teaching Learning System

There will be a “teaching-learning system” crafted for each course, containing ‘Road map’ as given below indicating where the subject fits into overall Programme :

- (1) **Objectives** – (Prior learning to draw upon from subjects already studied.
Prescription of preparatory courses in basics of the subjects especially in Statistics, Accountancy, English, Computer application.
- (2) **Syllabus** (Unit wise contents for each subject and learning outcomes that are expected to achieve at the end of each unit)
- (3) **Guidance** (On study techniques and study weightage for each unit.)
- (4) **Reading and study resources:** (Core reading, Additional reading, website resource list, research organizations and professional bodies, Govt. Non Govt. associations, firms etc, Broadcasting organizations (TV. Radio etc.)
- (5) **A prescribed list** (Of study assignments, tutorial tests and seminars.) to be completed by the student The medium of instruction, examination and project report evaluation will be English.

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The evaluation of students in each course shall consist of (a) Internal Examination that will be continuous; in the form of study assignments, Class Tests and Seminar carrying 50 marks and (b) External evaluation Semester – end examination consisting of written paper of 2 hour’s duration carrying 50 marks each. For course no. C.M. 3.2-Project Report evaluation will be of 50 marks for Viva-voce based on Project Report and 50 marks for written evaluation of Project Report work. The total marks obtained in each course by the student will be converted into Grade points and credits. Each course will carry 4 credits. The Grades will be determined on the basis of credits earned by the students. The rules as regards Examination, transfer of credits, declaration of result, award of class, ATKT etc will be the same as followed by the University Departments in Social Sciences and Humanities. They are as under :-

1. There will be no separate Passing head for internal & external examination. The marks of internal examination & marks of external examination shall have a 50:50 pattern.

2. A Student shall have to score 40% marks out of 100 together in internal & external examinations taken together .
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The Tuition and Other fees shall be prescribed by the University as per norms laid down for P.G. Courses. The M.Com. (Semester. Pattern with Credit System) will be introduced as follows – M.Com. Part I w.e.f. year 2008-09 and M.Com Part II w.e.f. year 2009-10.

Dr. Sanjay S. Kaptan
Head

**M.Com I
Semester I**

CM- 1.1

Issues in Economic and Business Environment

Objective	To have clear and in-depth understanding of various Environmental factors affecting Business.	
Unit No.	Topic	Instructional hours
1	Indian economy – Overview of Indian economy, major problems of Indian economy, public sector and Indian planning, privatization, liberalization of Indian economy.	12
2	Social and political system of India Social environment of India. Elements of social change business as social system.	09
3	The world bank and IMF conditionality leading to the liberalization, privatization – globalization exercise and beyond.	09
4	The business cycle and how it is perceived to behave in the immediate future. What business decision hinge on this analysis.	09
5	Technology and economy growth of technology and its impact on economy and industry. Automation and computerization. New work culture.	09
Books Recommended	<ol style="list-style-type: none"> 1. Indians Economic Future – V.V Bhanoji Rao 2. Liberalization and Globalization of Indian economy – K.R. Gupta 3. Indian economy – Ruddar Datt and K.P.M Sundharam 4. Indian Economy – S. K. Mishra and V. K. Puri 5. Indian Economy – A. N. Agarwal 6. International economics – D. M. Mithan 7. Business Environment – Francis Cherunilum 8. Business environment – Aswathappa. HPH 9. Macro Economics – Dr. Abha Mittal, Taxman's 10. India in Transaction Policy Option – S. Chand, Taxman's 11. Business Environment – P. Chigandram 12. Economic Environment of Business- B. Ghosh 	

Journals:

1. Yojana
2. Facts for you
3. Economic and political weekly
4. World of work
5. Vanijy

Website:

1. <http://www.econolib.org>
2. www.getfirefox.com
3. <http://carriers.getcapital.India.com>

Objective	The objective of this course is to make the student learn the application of statistical tools and techniques for business analysis and research.	
Unit No.	Topic	Instructional hours
1	Sampling and data collection. Sampling and non-sampling (profitability and non-profitability) method, Sampling and non-sampling Errors.	12
2	Non parametric tests and association of attributes: Chi-square, Test and Goodness of Fit, Meaning of Degree of Freedom, Uses	08
3	Association of attributes: Meaning, Difference Between Correlation and Association, Class Frequency, Order of Classes and class frequencies, Ultimate class frequencies, Yule's Co-efficient of Association, Consistency of Data.	12
4	Index Number Meaning and Types, Problems in the Construction of Index Numbers, Methods of Constructing Index Numbers. Test of Adequacy of Index Numbers Formulate.	08
5	Analysis of time series: Utility of time series analysis, components of time series, preliminary, adjustments before analysis of time series, methods of measuring trend with merits and limitations, selecting the type of trend with merits and limitations, methods of measuring seasonal variations with merits and limitations. Last square to fit straight-line trend, moving average method.	08

Reference Books:

1. Statistics for business and economics: by Hood R.P (Publisher: Mac million, New Delhi)
2. Statistics for management: by Levin Richard I and Devid S. Rubin (Publisher – Prentice Hall, Delhi)
3. Fundamentals of statistics: by D. N. Elhance.
4. Statistics: theory, methods and application: by D. C. Sancheti, V. K. Kapoor (Publisher – S Chand)
5. Statistical methods: by S. C. Gupta & V. K. Kapoor. Applied Statistics by Bowley.

6. Business Statistics – Gupta & Gupta
7. Statistics for Management - Wilson M
8. Comprehensive Statistical Method – P. N. Arora, Sumeet Arora, S. Arora & Amit Arora

M.Com I
Semester I
Organizational Change and Development

CM- 1.3

Objective	To familiarize the students with basic organizational process to bring about organizational effectiveness and change.	
Unit No.	Topic	Instructional hours
1	Concept of organizational change: effectiveness and development of skills of change agent.	10
2	Organizational climate and culture, power and policies. The process of empowerment creativity and innovation.	10
3	Training for development – concept of training and development, need for training, importance of training difference between training and development, principals of training and areas of training methods – on the job and off job methods, electronic training – computer based training, Electronic Performance Support System (EPSS), distance and internet based training – tele training, video conferencing, training via internet, learning portals.	06
Books Recommended	<ol style="list-style-type: none"> 1. Training Manual on Human resource Management and Organizational learning, - V. N. Srivastava & Giridhar J. Ghyni 2. Human Resource Management by Gary Dessler 3. Human Resource Management by Robbins 4. Human Resource Management – P. Subha Rao 5. Human Resource Management and Personal Management – Aswathappa (Tata MaGraw Hill, New Delhi) 6. Organizational Behavior: A new look- Niraj Kumar, Himalya Publishing 7. Change Management – Murthy, C. S. V. 8. How to study an Organization – Prof. Giuseppe Bonazzi 	

Journals:

1. World of work
2. Business perspectives
3. I.S.T.D. Journal

Website:

1. <http://www.sun.com/executive/reading>
2. <http://curious.cat.com/management>

M.Com I
Semester I
Cost and Management accounting methods

CM- 1.4

Objective	The objective of this course is to enable students understand cost and management accounting tools and techniques used in modern business.	
Unit No.	Topic	Instructional hours
1	Introduction to cost and management accounting: Management accounting as a area of accounting, cost accounting and management accounting. Management accounting and managerial decisions, management accountant's position, role and responsibilities.	06
2	Analyzing financial statements: 1. Funds flow statement 2. Cash flow statement	15
3	Standard Costing: Standard costing as a control technique, method of cost control, objects of standard costing method. Analysis of variance: Meaning importance, kinds of variances and their uses material, Labour and overhead variances.	10
4	Marginal Costing: Concept of marginal costing and absorption costing, marginal costing versus direct costing, cost – volume – profit – analysis, break even analysis, assumptions and practical applications of break even analysis. Budgeting: Definitions of budget, essential of budgeting, types of budget, functional, master etc. fixed and flexible budget, problems on cash budget and flexible budget. Z.B.B.	12
5	On Cost ascertainment and classification: Allocation of on cost, special revenue items. Machine – hour – rate. Operating costing.	05

<p>Books Recommended</p>	<ol style="list-style-type: none"> 1. Management Accounting: By Anthony, Robert (Publisher – Tarapore – Wala, Mumbai) 2. Introduction to Management Accounting: By Homgram, C.T. Gary, I. Sunderm and William O. Stration. (Publisher – Orentic Hall, Delhi) 3. Cost Accounting: A Managerial Emphasis: by Homgran, Charies T. George Foster and Shikant M. Dallar (Publisher – Prentince Hall Delhi) 4. Management Accounting, By Pandy I. M. (Publisher – Vani Publication, Delhi) 5. Principals of Management Accounting: By Manmohan, S. N. Goyal. 6. Management Accounting by Hingorani. 7. Fundamental of Management Accounting – By R. K. Ghosh and G. S. Gupta. 8. Cost Accounting – M. C. Shukla, T. S Grewal & M. P. Gupta 9. Advanced Management Accounting (Text and Cases) - Jawahar Lal 10. Principal Costing – B. S. Khanna, I. M. Pandey, G. K. Ahuja & S. C. L Batra 	
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Journals:

1. Taxman Journal of costing and management
2. British accounting review
3. International Journal of accounting
4. Management of accounting

Website:

1. <http://www.sun.com/executives/reading>
2. www.aif.
3. www.hbr.org
4. www.mb2000.com

**M.Com I
Semester I
Business Finance**

CM- 2.1

Objective	To help student to understand the various issues involved handling finance function in business.	
Unit No.	Topic	Instructional hours
1	Objectives of Financial Management scope and relevance. Finance function. Wealth and profit maximization.	04
2	Sources of finance – short term / long term, domestic / foreign, equity / borrowings mixed etc.	12
3	Cost of capital and capital – structure planning, capital budgeting and investment decision analysis (Using time value for money theory)	12
4	Working Capital management – estimation and financing <ul style="list-style-type: none"> a. Inventory Management b. Receivable Management c. Cash Management 	12
5	Dividend policy / Bonus – theory and practice	08
Books Recommended	<ol style="list-style-type: none"> 1. Financial Management - Brigham 2. Financial Management – Khan & Jain 3. Financial Management - Prasanna Chandra 4. Financial Management - S. C. Pandey 5. Financial Management - Maheshwari 6. Fundamentals of Financial Management - Van Home & Wachowiz 7. Fundamentals of Financial Management - Sharon 	

Journals:

1. Journal of International financial management and accounting
2. Taxman
3. International Journal of accounting
4. Management of accounting
5. Chartered Secretary

Website:

1. <http://www.investmart.core.uge.edu>
2. <http://www.core.gecapital,india.com>

M.Com I
Semester I
Business Analytics and Measurement Tools

Objective:

1. To enhance knowledge and understanding of learners towards 'age of analytics' as a way of activities necessary for success in a knowledge economy.
2. To help to identify and to create situation by students to use and to study application of analytics and measurement tools.

CM- 2.2 (Background of statistical techniques and internet essential)

Unit No.	Topic	Instructional hours
1	Conceptual understanding of terms: Business intelligence, Business Analytics, Managerial spread sheet analysis and modeling – History – Applications and Challenges in Business analytics – Marketing and Financial analytics.	10
2	Business data mining – Methods and tools - Decision tree analysis – Linear programming formulations - Applications	08
3	Quality Control: Tools and methods – Quality Control Charts Flow charting, check sheet – Cross Functional management cause and Effect diagram, Run chart, Gap analysis, Histogram, Scatter diagram – ISO: 9001 – 2000 monitoring requirements	14
4	Characteristics and application statistical Decision theory – Game theory – PERT Queuing theory – Simulation Probabilistic inventory models.	08
5	Tools techniques and metrics used in business for measurement evaluation and revalidation	08

Books recommended

1. Competing on Analytics:
The new science of winning – Davenport Thomas H. Harvard Business School Press (2007)
2. Introduction to Business Data Mining David Olson, Young Shi McGrew Hill – 2005
Quality Management:
3. Howard Gitlow, Alan Oppenheim McGrew Hill – 2005
4. Statistical Quality Control Eugene Grant McGrew Hill – 2000

5. Measuring Business Performance Economist (2006)
6. Introduction to Operation Research Gillett – McGrew Hill 2007 SIM.CRM (Manual) Tata. McGrew Hill – 2003
7. Managerial Spread modeling & Analysis Rick Hesse McGrew Hill (1997)
8. Towards personal excellence - psychometric Test and self improvement techniques Dy Seema Sanghi, Sage Publications (2002)
9. Compressive Statistical Methods – P. N. Arora, Sumeet Arora, S. Arora & Arora
10. Practical Statistics – R. S. N. Pillai & Bhagavati

Journals:

1. The Indian Management Business week
2. HB Review
3. MIT Sloan Management Review

Website: [http: mhhe.com](http://mhhe.com)

Objective	To enhance decision making abilities of students in situation of uncertainty in dynamic business environment.	
Unit No.	Topic	Instructional hours
1	Concept of strategy <ol style="list-style-type: none"> 1. Definition of strategy, objective goals 2. Approaches to strategic decision making 3. Mission and purpose 4. Functional levels strategies 	10
2	Environmental analysis and diagnosis <ol style="list-style-type: none"> 1. Concepts of environment and components of environment 2. Environment scanning and appraisal 3. Organization appraisal 4. Strategic advantage analysis and diagnosis 5. SWOT analysis 	10
3	Strategy formulation and choice <ol style="list-style-type: none"> 1. Integration, merger and take over 2. Factor affecting strategic choice 	10
4	Functional Strategies <ol style="list-style-type: none"> 1. Marketing policies 2. Production policies 3. Personal policies 4. Financial policies 	10
5	Implementation of evaluation of strategies <ol style="list-style-type: none"> 1. Issue in strategy Implementation 2. Inter relationship between strategy formulation and implementation. 3. Strategic control – techniques of strategic evaluation of control 	08

Books Recommended	<ol style="list-style-type: none">1. Johnson & Scholes, Exploring Corporate Strategies, PHI, 6th Ed, 20032. Bowman Cliff, Essence of Strategic Management, PHI, 20033. John Pearce, Strategic Management, TMH4. Byars, Strategic Management TMH5. Rastogi, Management Constant Change, McMillan India6. Ulrich, managing Corporate Culture, McMiian India7. Prasad organizational development for excellence8. Business Policies and Strategic Management – Azhar Kazmi, Tata McGrew Hill9. Strategic Management – Cherunilam, Francis	
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Journals:

1. Management review
2. Paradigm
3. Smart Manager

Website:

1. <http://www.sun.com/executives/reading>
2. www.aif
3. www.hbr.org

**M.Com I
Semester I
Business and Professional skills**

CM- 2.4

Objective	To help acquire proper understanding and practice by students in various professional skills required for excelling in Commercial world.	
Unit No.	Topic	Instructional hours
1	The foundation of excellence – <ol style="list-style-type: none"> a. Strategy (customer, competitors and company) and culture (Commitment, competence and consistency) b. Using strategic thinking, the essence of strategic planning with strategic thinking. c. Culture awareness and culture building, assessing an organization's culture. d. How to match strategy and culture. 	10
2	Necessary skills to achieve excellence: <ol style="list-style-type: none"> a. Creative insight – importance of insight in selecting the successful strategy, how to become a insightful executive. b. Sensitivity – importance of sensitivity initiating strong cultures, how to become a sensitivity executive. c. Vision – importance of vision in uniting strategy and culture, how to become a visionary executive. 	14
3	<ol style="list-style-type: none"> a. Versatility – importance of versatility in converting threats in to opportunities, how to become a versatile executive. b. Focus – importance of focus in exploiting the change, how to become a focused executive c. Patience – importance of patience in lasting the excellence, how to become a patient executive. 	

4	<p>Creating excellence:</p> <ol style="list-style-type: none"> a. Start up – organizing strategy and culture b. Growth – holding strategy and culture together and determining appropriate strategy c. Crisis – holding altering strategy and culture d. Evaluation – fine tuning strategy and culture i.e. carefully evolving strategy – culture alloy 	10
5	<p>Listening and speaking, meeting speeches and techniques of electing response, probing questions, recording and closing, observations, methods. Group discussion and interviews.</p> <p>Non-verbal expressions: body languages, gestures, postures, facial expressions, and dress codes.</p>	14
<p>Books Recommended</p>	<ol style="list-style-type: none"> 1. Basic Business Communication: Robert Ma Archer 2. Effective Business Communication: Murhy 3. Excellence in Business Communication: Thill 4. Business Communication: Pradhan & Thakur 5. Business Communication: Balsubramanium M. 6. Handbook of case writing: Culliton & James W. 7. Creating excellence – Craig R. Hickman & Michael A. Silva – George, Allen & Unwin, London Universal book stall, New Delhi\ 8. Organizational Behavior – Stephen Robbins – PHI, New Delhi 9. Managing Creativity for corporate excellence – P. N. Ristogi 10. The EQ Edge – Steven J. Stein and Howard E. Book 11. Achieving managerial excellence – S. K. Bhattacharya – published by S. G. Waswani for Macmillan India Ltd., New Delhi. 	

Journals:

1. kaleidoscope
2. Paradigm
3. Indian Management

Website:

1. <http://www.bookwatch.com>
2. [www.aif.](http://www.aif.com)
3. www.hbr.org

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Dr. Sanjay S. Kaptan
Head

M.Com Part II
Semester III

CM – 3.1 Corporate Governance and Social responsibility

Objectives :

- 1) To understand socio economic implications of various corporate decisions on business society.
- 2) To examine the different issues related corporate policy formulation as they influence long term planning & profitability of business.

Unit - I Corporate Governance – An Introduction – Country and Company Governance Aspects – Corporate Citizenship.
a) Corporate Governance in the Twenty First Century – Values – Stakeholders – Governance Mechanism – Historical Perspective.
b) Risk Management – Strategic Competitive Advantage - Code of Best Practice Monitoring Committees.

Unit - II Role of CEO in Corporate Governance – Personal Action – Politics – Action Politics in Firm – Time Management.
a) Corporate Governance and the Stakeholders – The Business Scene –
b) Profits; Bottom Line – Corporate Styles) Corporate Governance – Leadership Strategies.

Unit – III Politics and Ethics in Business : Corporate Code of Ethics.
a) Environment
b) Accountability
c) Responsibility
d) Leadership
e) Diversity

Lectures 10

Unit – IV Corporate Social Responsibility. Arguments for and Against; Strategic Planning an Corporate Social Responsibility ; Corporate Philanthropy.

Lectures 6

Unit – V Case of corruption, Corporate Scandals, Whistle Blowing, Insider Trading, Discrimination, Advertising, Consumer Rights etc.

Lectures 8

Books and prescribed for study

Books

1. Social Responsibility of Business Enterprises : C.R.Sarkar (Publisher : New Century Publications, New Delhi)
2. Social and Quantitative aspects of Project Management : N.P.Agarwal, B.K.Mishra (RBSA Publishers)
3. Corporate Social Responsibility : Philip Kotler (Publisher : Wiley India Pt.Ltd.)
4. Corporate Governance – Company Secretary of India- Taxmann, New Delhi

Semester IV

CM – 4.1 International Business

Objective : The objective of the course is to expose students to the concept, importance and dynamics of international business and India's involvement with global business operations. The Course also discusses theoretical foundations of international business to the extent these are relevant to understand the mechanics of global business operations and development.

Unit – I Introduction to International Business : Globalization and its growing importance in world economy; Impact of globalization; International business contrasted with domestic business – complexities of international business; Modes of entry into international business.

Unit – II International Business ; National and foreign environments and their components – economic cultural and political – legal environments; Global trading environment – recent trends in world trade in goods and services Trends in India's foreign trade.

Unit –III International Organizations and Arrangements: WTO – Its objectives, principles, organizational structure and functioning; An overview of other organizations – UNCTAD, World Bank and IMF; Commodity and other trading agreements.

Unit –IV Theories of International Trade – an overview; Commercial Policy Instruments – tariff and non-tariff measures; Balance of payment account and its components.

Unit –V Regional Economic Co-operation: Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia.

Books prescribed for study

Books

1. Bennet, Roger International Business, Financial Times, Pitman Publishing, London,1999.
2. Danoes, John D. and Radebaugh, Lee H. International Business : Environment and Operations, 8th ed Addison Wesley, Readings, 1998.
3. Griffin, Ricky W.and Pustay, Michael W.International Business : A Managerial perspective, Addison Westley, Readings, 1999.
4. Hill, Chartles,W.L.Intrnational Business, MCGraw Hill Company, New York 2000
5. Tung Rosalie L. (Ed.) The IEBM Handbook of International Business, International Thomson Business Press, London.
6. International Business- Shenkar – Willey- International Students edition-2009.

CM – 4.2 **Regulatory framework of Commerce**

Objectives :

- 1) To understand functioning of different regulatory services working in India.
- 2) To examine the scope & activities of these acts & bodies as they influence the corporate decision making.

Unit I **SEBI** : The role & functioning of SEBI purpose scope of activities, guidelines issued and different control mechanisms adopted by SEBI to protect investment and financial markets.

Unit II **RBI** : The role & functioning of central bank. History, development, functions of RBI. Policy guide lines, measures to control and guide monetary, & fiscal policies.

Unit III **Stock Exchanges** : BSE NSE, DTICE, BOLT – Functioning & scope, modus operandi of stock exchanges.

Unit IV **IRDA** : Genesis, role & functioning of IRDA policies & functions to control insurance related activities.
TRAI : The scope of activities powers, regulatory functions & guidelines issued by TRAI.

Unit V Various other regulatory bodies governing business like

- NASCOM.
- Pollution control Board
- Chambers of Commerce

Books and Journals prescribed for study

Books

1. Ramaiya A., Guide to Company Law, Wadhwa, Nagpur, 2000
2. Shah, S.M., Lectures on company Law, N.M. Tripathi, Mumbai 2000
3. Gulshan, S.S. and G.K.Kapoor, Corporate and Other Laws, New Age International (Paper) Ltd., New Delhi, 7th ed. 2000
4. Kapoor,G.K. Industrial and other Laws, new Age International (Paper) Ltd., New Delhi.
The Acts relevant to above mentioned Units.
5. Ganesh Kumar Legal Aspects of Business (HPH)

Journals

1. Tax and Corporate Law Weekly
2. The Journal of ICAI
3. Business Law Journal
4. Law Reporter

Elective Subject (1) : **Corporate Accounting and financial reporting**

Objective: - The main objective of the four courses of study prescribed is to enhance knowledge and understanding of the students in the area of 'Financial Accounting and reporting' at corporate level. It may equip them to gain competencies for exposure to corporate level accounts & finance function, so as to seek ever-expanding opportunities as financial professionals.

CM 3.3 **Paper I Course title – Advanced Financial Accounting**

- Unit I** Financial statements of Joint Stock Companies: Balance Sheet, Profit & Loss Account, Cash Flow Statement - Business Performance Analysis
- Unit II** Holding Company Accounts, Insolvency Accounts, Government Accounting, Forensic Accounting
- Unit III** International Accounting - Norms and Standards – Intercorporate Acquisition and Investment in other entities
- Unit IV** Industry specific accounting practices - Extractive industries, Banking and insurance, non-profit institutions, Software & Business Process Outsourcing, Hotels and Restaurants
- Unit V** Miscellaneous-
- a) Valuation and accounting of intellectual property rights
 - b) Commodity derivatives accounting
 - c) H.R. Accounting
 - d) E-Accounting
 - e) Agricultural Accounting

CM-3.4 **Paper II Corporate Financial Reporting**

- Unit I** Corporate Annual Reports: analysis of annual reports of public limited cos., in terms the following aspects – identification of corporate operations, familiarity with financial data presentation - study of Balance sheet and other annual statements.
- Unit II** Calculation of ratios to understand trends at the company level, industry level companies between the competitors etc.
- Unit III** Financial reporting for segments – Taxation, Equity, Merchandizing operations, Debtors, Group structure
- Unit IV** International reporting for – foreign exchange transaction – hiding - accounting disclosure and transactions - financial statements of foreign operations etc.
- Unit V** Accounting and reporting for Corporate Social Responsibility.

CM 4.3 **Paper III Financial Planning & Control**

Unit I Financial Planning – Concept and goals – Long term planning and growth – short term financial planning – Cash and Liquidity management – Credit and inventory management

Unit II Cost management – Activity based costing – cost-volume – Profit analysis – Cost planning – Cost control – Cost reduction

Unit III Capital Budgeting – Principles, techniques – management of cost of capital – operating, financial and combined leverage - Hybrid financing instruments – Working Capital decisions

Unit IV Financial analysis – mechanism and models – cash flow, Return on Investment - prospective analysis - credit analysis – equity analysis and valuation

Unit V Excel application for financial planning and control (with spreadsheet) Bringing data into Excel – calculating present and future values – Loan amortization – Risk & return – Cost of capital – Estimating future cash flows – scenario analysis & sensitivity analysis

CM 4.4 **Paper IV Financial Risk Management**

Unit I Theories of interest – capital, risk and return - derivatives trading – behavioral aspects of finance – Understanding the financial markets – Financial and investment service industry: Banking insurance, capital, and investment intermediaries.

Unit II Risk management – meaning – Risk identification and Measurement - Risk based supervision and audit – diversification of risk – Types of risks Global Association of Risk Professionals – strategic of risk management.

Unit III Corporate risk management : Factors affecting – taxation – regulatory & accounting factors – commercial insurance contracts -Global Association of risk professionals – Strategies of Risk management

Unit IV – Alternatives risk transfers – Analytical tools used in risk management Financial innovation – strategic risk management – Theory of risk capital in financial firms – Value at risk: uses and abuses

Unit V Theory of stock market efficiency - Personal finance and investment management – Financial planning for life’s situations – Household planning – portfolio management – sterilized planning – Tax and estate planning – Money managerial skills

Books and Journals prescribed for study

Books

1. Global data service of India Ltd. Financial Analysis of Indian Companies (selected case studies) Taxman
2. J.Lal Corporate Financial Reporting (Theory and Practice) Taxman
3. D.G.Sharma (Accounting Standards Taxman)
4. Dr. Shehagal ,Advanced Accounting – Financial Accounting Taxman
5. John Larsen, Modern Advanced Accounting (International Edition) Tata McGraw Hill
6. David A Guenther, Financial Reporting and Analysis, Tata Mc Graw Hill
7. William Pasewark, Understanding Corporate Annual Repoerts, Tata McGraw Hill
8. Financial Manangment ,Tata Mc Graw Hill,John Wild
9. Financial statement, Tata McGraw Hill
10. Scott Harrington, Risk Management Tata Mc Graw Hill
11. S.N.Maheshwari, S.K.Maheshwari, Corporate Accounting, Vikas, New Delhi
12. Anil Agashe, Financial services, Markets and Regulations, Himalaya, Mumbai
- 13.G.Sudarsana Reddy, Financial Management, Himalaya, Mumabi
14. Keran Berman ,Joe Knight, Financial Intelligence, Harvard
15. Simbalvo, Magerial Accounting- Willey Academics
16. Damodavan : Corporate Finance & Theory Willey

Journals

1. Management Accountant
2. Chartered Accountant
3. Journal of Accounting & Finance
4. Risk Analysis – an International Journal

Objectives: The objective is to enable students to gain advanced knowledge of business practices and operations in emerging sectors viz Retailing, Logistics, Services and Agribusiness. The students are expected to gain better insight and understanding of career opportunities available as commercial professionals in these core Sectors.

CM 3.3 Paper I Modern Retailing operations

- Unit I** Retailing – formats and theories - Understanding retail consumer – Trends in modern retailing
- Unit II** Retailing strategies – retail locations – HR –IT. Systems – CRM – Retail organization – Organized Vs Unorganized retail
- Unit III** Merchandise Management – basics of retail merchandising – Buying – Pricing and performance
- Unit IV** Retail marketing and communication: servicing the retail customer – retail store design – Supply Chain management – visual merchandising
- Unit V** Problems and Case studies in Retail organizations - Wal-mart, Bharti, Aditya Brila Group, Reliance, Hero and other similar organizations.

CM 3.4 Paper II Logistics and Supply chain

- Unit I** Logistical operations – Integration – Supply chain relationships – customer service – Global logistics – e-logistics
- Unit II** Log information systems and Technology – Logistical resources / Purchasing - inventory management
- Unit III** Models for supply chain businesses – Demand forecasting – finances – capacity management – Quality – Economic order
- Unit IV** Supply Chain and logistics operations – Inventory – Transportation – warehousing – Packaging – material handling – e-purchasing and system contracting – Global Sourcing – Price determination
- Unit V** Miscellaneous:
Make or buy In sourcing and Outsourcing
- a) Supplier relationship
 - b) Healthcare purchasing & supply management
 - c) Cases in logistics and supply chain

CM 4.3 Paper III Services Business Operations

- Unit I** Services Sector - economic and social aspects – Technological requirements – New dimensions – diversity – integration of manufacturing and services

- Unit II** Designing of services business processes – designing service facilities – new service development - facility location – service quality
- Unit III** Managing services businesses – strategies – manpower requirements – capacity planning and queuing models – Growth and globalization of services
- Unit IV** Professional services – managing Knowledge and Learning – careers in Professional service firms

- Unit V** Case studies in -
- a) Hospitality
 - b) Health care
 - c) Advertising, media and marketing research
 - d) IT and IT enabled services
 - e) Travel and Tourism

CM 4.4 **Paper IV - Agribusiness practices**

- Unit I** Growth of agribusiness sector in India after Green Revolution – Economic reforms and Agriculture – Commodities Markets and Extension services dimensions - Role of Government agencies Zilla Parishad, ICAR, WTO, NABARD, Cooperatives, APMCs. Joint Stock companies etc. Green business movement – Agribusiness formats – Corporatisation of Agriculture
- Unit II** Productivity and Supply Chain management – Grading, standardizations transportations, packaging etc. of major commodities
- Unit III** Agricultural marketing and processing operations - Branding –Insurance – forward trading – Govt. model – entry of private players – Food industry
- Unit IV** Agribusiness research and consultancy – Areas - Banking, Credit and insurance – Transportation, Equipments leasing – Agricultural tourism – Agricultural Journalism
- Unit V** Miscellaneous:
- a) Careers and courses in agribusiness sector – National Institute of Agricultural Marketing Jaipur, Agricultural Universities National stock exchange
 - b) Corporate Training Programmes at HUL, ITC, Adani, IRMA
 - c) Study of following Institutions, Agencies, NCDEX, MCX Commodities
 - d) Factory vs. Farm - struggle and state policy

Books and Journals prescribed for study

Books

1. Bowersox Logistics Management, Tata McGraw hill
2. Lamberty, Fundamentals of Logistics management
3. Opertions NowByron Finch, Tata McGraw hill
4. Swapna Pradhan, Retailing management – text & cases, Tata McGraw hill
5. Mohanty Deshmukh, Supply Chain Management ,Theories and Practices Biztantra, New Delhi
6. Ronald H. Ballov, Samir Srhivastav, Business Logistics/ Supply Chain Management
7. Person Education, Arif Shaikh , K.Fatima, Retail Management Himalaya, Mumbai
8. Dr. S.K. Bhattacharya, Logistics Management , S. Chand, New Delhi
9. T.P.Gopal Swamy, Rural Marketing, Vikas, Delhi
10. Biswanath Ghosh, Tourism & Travel Management, Vidya Vikas, Delhi
11. Dr. Mukesh Pandey, Contemporary Indian Cases in Marketing, Biztantra, New Delhi

Journals

1. The Journal of Indian Management
2. HBR
3. The Economic Times (Periodicals)
4. Business Today
5. Business India
6. Business Standard (Periodicals)

Elective Subject (3) **Banking and Finance**

Objectives : (a) to promote and update studies in banking operations, products and process. (b) to facilitate and to develop professionals required for Banking and Financial institutions

CM 3.3 **Paper I – Indian Financial System**

Unit I Overview – Structure and functions of financial system – The Indian currency system – Banking system – Insurance and pension funds – Recent development in Indian Financial system.

Unit II Evolution and Progress of Banking and Financial institutions in India- Development Banking – Social Banking – Reform of Banking system in India. – Reports of the various Commercial /Committees .

Unit III Money and Capital markets in India – features of Monetary-reforms – markets, Constituents of the Indian capital market- evolution and growth – new financial intermediaries : merchant banking leasing and hire purchase cos, mutual funds, venture capitalists – stock exchanges – Trends in Indian capital markets in recent years.

Unit IV Development Financial Institutions – working of IFCI – SFCs – IDBI – SIDBI – EXIM Bank – NABARD – Role of DFIs.

Unit V Emerging Financial intermediaries – Risk capital and Technology corporation Ltd. – CRISIL- Stock Holding Corporation of India Ltd. – SCICI Ltd – Housing Finance – Tourism Finance corpn of India.

CM 3.4 **Paper II – Monetary and Policies Fiscal**

Unit I Overview of Indian Public Finance System – Revenues – Expenditure – Budgets – Trends in taxation – Finance commissions

Unit II Functions and Role of Reserve Bank of India – analysis and appraisal.

Unit III Aims and objects of Indian monetary & Fiscal Policies Credit control measures – Bank rate, CRR, SLR – credit authorization and credit monitoring – evaluation of monetary policies.

Unit IV Banking Insurance and pension regulations – Restrictions on lending – Retail Banking – Wholesale and International Banking – ADR, GDR and Participatory notes – Universal Banking.

Unit V Case Studies of Banks or monetary and fiscal policy actions/ reactions.

CM 4.3 **Paper III - Operational Banking**

Unit I Organization structure and features of management of a Bank (Public Sector, Co. operative, Private Sector) functions – Banker customer relationship Agent prim pal relationship – Bank as trustee – Documentation – Anti money laundering – risk perception – Bankers’ special relationship.

Unit II Payment & collection of cheques – provisions under Negotiable Instruments Act – Opening of accounts – ancillary services - support services – marketing of banking products/ and services – Bank pricing consumer behavior studies – CRM system for Banks.

Unit III Lending principles – working capital assessment credit monitoring – priority sector advances – Agricultural finance – Advances to Micro small & medium enterprises. Government sponsored schemes. Self help groups – credit cards – Home loans – personal loans, consumer loans – Documentation.

Unit IV Different modes of creating securities –types of charges –assignment –self off- collaterals and their characteristics – Land & Buildings, Govds document of title, Life Insurance Policies shares Book debts Term deposits, Gold, Supply bills etc.

Unit V Prudential norms or income recognition, asset classification and provisioning NPA- provisions – Up gradation of loan accounts classified as NPAs – Financial inclusion – models.

CM 4.4 **Paper IV Banking technology and Data Communication Services.**

Unit I Bank computerization – multi user systems – LANs and WANs – Centralized Bank computerization – business components – benefits and requirements.

Unit II Payment systems and Electronic banking : objectives – payment systems : ATM – networking of ATMs - customer interface HWAK (Intelligent Auto Teller and Netware Management System – PIN electro magnetic purse

- Unit III** Electronic Banking : Any time, any where banking – home banking (corporate and personal) Tele-banking – Internet banking –Mobile banking – signature storage and retrieval system- cheque Truncation – Note and coin counting machines – Microfiche.
- Unit IV** Data Communication network and EFT systems – IT in banking – an overview – components of data communication networks : transmission devices, interface equipments, transmission medium, processors modes – Major networks used in India : INET, NICNET, INDONET, BANKNET RBINET, INDONET, BANKNET, RBINET, VSAT (INFINET) – Internet access – EFT System - Telex communication for message transfer – SWIFT –Automated clearing services – Electronic clearing system – National Electronic Fund Transfer system- digital signature.
- Unit V** Technology up gradation and developments – Global trends – Impact of IT : on HR, on Customers – Privacy and confidentiality – Risks involved in computerized environment – Threats and damages - Control mechanism – computer system audit – system security – Legal framework of electronic transactions.

Books and Journals/periodical prescribed for study

Books

1. Principles and Practice of Banking , Indian Institute of Banking and Finance, Mumbai
2. Financial Inclusion, Indian Institute of Banking and Finance, Mumbai
3. Ruddar Dutt, K.P.M. Sundharam ,Indian Economy, S.Chand & Co.
4. Publications by, RBI, Planing Commission, Ministry of Finance Govt. of India, World Bank, UNDP, IMF, IDA, IFC, ADB
5. Gunnar Myrdal, Asian drama
6. Reports of the Committees on Banking, Financial and monetary system: Narasimham, Chakravarthy, Janakiraman, L.C.Gupta Impandey Fiancial Management (Vikas)
7. S.L.N. Sinha, The Capital Market of India
8. Union Budget documents, (Finance Bills) Government of India
9. Jean Dreze, Amartya Sen, India – Economic Development and Social Opportunity
10. Ross Corporate Finance- MCG Raw Hill C

Journals / Periodical

1. The Economic and political weekly
2. The Economic Times (periodical)
3. RBI Bulletin
4. The Journal of NIBM
5. The Political Economy Journal of India
6. Yojana
