

# UNIVERSITY OF PUNE

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

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

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

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

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

### **1. Objectives :**

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

## 2. Duration :

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

## 3. Duration and Structure of Programme:

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

## 4. Eligibility :

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

## 5. Course Structure:

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

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

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

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

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

**The List of Courses Semester I**

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

## Semester II

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

### Semester III

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

### Semester IV

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

## 7. Scheme of Examination:

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

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

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

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

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

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

A student cannot register for the third semester, if she/he fails to complete 50% credits of the total credits expected to be ordinarily completed within two semesters.

## 8. Research project work:

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

<b>Division of marks</b>	<b>Marks</b>	
A. Synopsis with working bibliography (Internal Assessment) Viva Voce (Internal Assessment)	40 marks 10 marks	50 marks
B. A full project Report (Minimum 50-80 pages) (Internal & External Assessment) Viva Voce (Internal & External Assessment)	40 marks 10 marks	50 marks

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

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

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

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

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

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

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

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



## 11. Scheme of Credits:

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

## 12. Structure of Transcript:

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

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

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

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

**13. Distribution of Periods:**

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

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

**14. Standard of Passing.**

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

**15. Award of Class.**

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

The Award of class shall be as under:-

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

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

**16. Medium of Instruction :**

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

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

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

### 18. Qualification of the Teachers :

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

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

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

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

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

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

### Recommended Books

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

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

Unit No.	Topic	Peroids
1.	<b>Nature and Scope of Strategic Management:</b> Characteristics, Dimensions – Approaches to Strategic Decision Making, Strategic Management Process – Components of Strategic Management Model, - Policy & Strategic Management, Strategic role of Board of Directors and Top Management, Strategic Implications of Social and Ethical Issues.	06
2.	<b>Strategy Formulation and Strategic Analysis:</b> Company’s Goals, Mission and Social Responsibility, Vision – Objectives Analysis of Board Environment – External Environment Factors Economic, Social, Political, Ecological, International, Industrial – Competitive Forces and Strategy, Industry Analysis (Michael Porter’s Model) Analysis of Strategic advantage, - Resource Audit, Value Chain Analysis, Core Competencies, SWOT Analysis, Analysis of Stakeholders Expectations.	06
3.	<b>Strategic Planning:</b> Conceptual Understanding of Strategic Plan, - Meaning, Stages (Steps), Alternatives, Advantages and Disadvantages of Strategic Planning, How to make it effective?.	10
4.	<b>Strategic Choices/Options:</b> Generating Strategic Alternatives, Strategic Options at Corporate (Company) Level – Stability, Growth and Defensive Strategies, External Growth Strategies – Mergers, Acquisition, Joint Ventures and Strategic Alliance, Evaluation of Strategic Alternatives, - Product Port Folio Models, Selection of Suitable Corporate Strategy.	06
5.	<b>Strategy Implementation:</b> Implementation Issues, Planning and Allocating Resources, – Financing Planning, Manpower Planning, Organizational Structures, - Factors affecting choice of structure, Degree of Flexibility and Autonomy.	06
6.	<b>Functional Strategy:</b> <ol style="list-style-type: none"> <li>i. Marketing Strategy – Nature, Significance, Formulating Marketing Strategy</li> <li>ii. Production Strategy – Need, Formulation of Production of Strategy for an organization.</li> <li>iii. Research and Development (R&amp;D) Strategy –Need, Formulating R and D Strategy</li> <li>iv. Human Resource (HR) Strategy – Acquisition of Human Resources, motivation and maintenance of HR</li> <li>v. Financial Strategy – Need, Financial Objectives, Making Strategic Financial Decisions</li> <li>vi. Logistics Strategy</li> </ol>	08
7.	<b>Strategic Review:</b> Evaluating the Strategic Performance – Criteria and Problems –Concepts of Corporate Restructuring, Business Process Reengineering, Benchmarking, TQM, Six Sigma	08
<b>Total</b>		

### **Recommended Books**

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

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

**Objectives:**

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

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

**Note:**

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

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



**References:**

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

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

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

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

**Objectives:**

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

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

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

**Areas of Practical Problems (Advanced)**

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

**References:**

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

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

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

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

	<b>No. of Lectures</b>	<b>Credit 04</b>
<b>1. Introduction to Production &amp; Operations Management</b> Meaning & Functions, Types of Production Systems Mass Production/Flow line, Continuous, Intermittent, Batch production, Job Lots etc, Service Systems, - Recent trends in production and service system Plant layout – Objectives, basic principles, types, Safety considerations and environmental aspects.	12	01
<b>2. Product Design and Development</b> Product Design – Meaning – Responsibility, factors, determining the design characteristics of good design, Production Department Stages of Product Design, Factor responsible for product development, tools of product development, product planning, standardization, simplification and diversification. Techniques of Product Development.	12	01
<b>3. Production Planning &amp; Control</b> Production Planning and Control – Meaning, objectives, important procedures, Production Planning, Routing, Scheduling, ERP integrated system Dispatch, follow up, production control -meaning, objectives – factors – factors affecting production control, problems and cases	12	01
<b>4. Quality Management and Productivity</b> Meaning, measurement, techniques, factors affecting productivity measures to boost productivity – ISO 9000 to ISO -4000 – role of NPC Effects of liberalization & globalization on operations management Problems of rationalization, automation, and computerization. Preventive Maintenance, Inspection and Quality Control, Kizen five s'-GMP (Good Manufacturing Practices) Quality Circles, TQM	12	01
	<hr/>	<hr/>
	<b>48</b>	<b>04</b>
<b>List of Books Recommended: -</b>		
1. Production and operation Management – By B. S. Goel (Pragati Prakashan) 2. Production and Operations Management – By S. N. Chary (Tata Mcgraw Hill) 3. Modern Production and Operation Management –By Elword Buffa 4. Production Planning and Inventory Control –By Magee Budman (Tata Mc Graw Hill) 5. ISO 9000 – A manual for TQM – By Suresh D. Saurabh (S. Chand Publication) 6. Essentials of Business Administration By K. A. Shantappa 7. A Key of Production Management – By Kalyani Publication, Lundhiyana		

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

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

# UNIVERSITY OF PUNE

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

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

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

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

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

#### **1. Objectives :**

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

## 2. Duration :

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

## 3. Duration and Structure of Programme:

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

## 4. Eligibility :

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

## 5. Course Structure:

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

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

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

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

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

**The List of Courses Semester I**

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

## Semester II

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



### Semester III

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

### Semester IV

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

## 7. Scheme of Examination:

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

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

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

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

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

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

A student cannot register for the third semester, if she/he fails to complete 50% credits of the total credits expected to be ordinarily completed within two semesters.

## 8. Research project work:

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

<b>Division of marks</b>	<b>Marks</b>	
A. Synopsis with working bibliography (Internal Assessment) Viva Voce (Internal Assessment)	40 marks 10 marks	50 marks
B. A full project Report (Minimum 50-80 pages) (Internal & External Assessment) Viva Voce (Internal & External Assessment)	40 marks 10 marks	50 marks

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

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

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

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

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

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

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

CGPA in (4.00, 4.99)	- Pass Class
CGPA in (5.00, 5.49)	- Second Class
CGPA in (5.50, 5.99)	- Higher Second Class
CGPA in (6.00, 7.99)	- First Class
CGPA in (8.00, 10.00)	- First Class with Distinction

## 11. Scheme of Credits:

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

## 12. Structure of Transcript:

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

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

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

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

### 13. Distribution of Periods:

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

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

### 14. Standard of Passing.

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

### 15. Award of Class.

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

The Award of class shall be as under:-

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

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

### 16. Medium of Instruction :

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

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

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

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

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

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

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

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**M.Com. Part I Semester II**  
**Compulsory Paper**  
**Subject Name -: Financial Analysis & Control.**  
**Course Code -: 201.**

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

UNIT	TOPIC	No. of Lectures in hours
<b>I</b>	<b>LONG TERM INVESTMENT DECISIONS:</b> Capital budgeting - Meaning- Importance - Evaluation technique and methods - Pay back, rate of Return, Discounted Pay Back Period- Discounted Cash flow - Net present value - Internal Rate of Return, Modified Internal Rate of Return- Profitability Index. Relationship between risk and returns.	<b>10</b>
<b>II</b>	<b>COST OF CAPITAL:</b> Meaning - Definition and assumptions - Explicit and implicit cost - Measurement of specific cost - Cost of debt - Preference Shares - Equity shares - Retained earnings - Weighted average cost of capital	<b>10</b>
<b>III</b>	<b>MARGINAL COSTING:</b> Meaning of Marginal Cost and Marginal Costing, advantages, limitations. Fixed and Variable cost, Contribution, Break-even analysis, Profit volume ratio, Limiting factor.	<b>08</b>
<b>IV</b>	<b>SHORT RUN MANAGERIAL DECISION ANALYSIS:</b> Introduction-Analytical Framework. Decision Situations:- Sales Volume related Decisions-Sale or further process-Make or buy - Product Line/divisions/departments - Short run use of scarce resources - Operate or shut down.	<b>08</b>
<b>V</b>	<b>BUDGET AND BUDGETARY CONTROL:</b> Meaning, Definition and scope of budget and budgetary control- Types of budgets - Financial budget - Master budget, Flexible budget - Capital budget.	<b>06</b>
<b>VI</b>	<b>STANDARD COSTING:</b> Concept, Advantages; Types of Standards-Variance analysis: Materials, Labour, Overhead - Managerial uses of Variances	<b>06</b>
<b>TOTAL -</b>		<b>48</b>



**List of Books Recommended for Study:-**

1. R. N. Anthony , G. A. Walsh: Management Accounting
2. M. Y. Khan. K. P. Jain: Management Accounting
3. I. M. Pandey: Management Accounting (Vikas)
4. J. Betty: Management Accounting
5. Dr. Kishor N. Jagtap: Management Accounting (Success)
6. Sr. K. Paul: Management Accounting
7. Dr. Jawaharlal: Management Accounting

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

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

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## M.Com. Part I Semester II

### Optional Paper

**Subject Name :- Industrial Economics**

**Course Code :- 202 - A.**

#### Objectives:

- 1) To study the basic concepts of Industrial Economics.
- 2) To study the significance and problems of Industrialization.
- 3) To study the impact of Industrialization on Indian Economy.

<b>Chapter No.</b>	<b>Particulars</b>	<b>Total Lectures (48)</b>
<b>1.</b>	<b>Introduction</b> 1.1 Meaning, Definition, Nature, Scope and Limitations of Industrial Economics. 1.2 Need and Significance of Industrial Economics. 1.3 Relationship between Industrial Development and Economic Development.	<b>8</b>
<b>2.</b>	<b>Industrial Location.</b> 2.1 Meaning of Industrial Location. 2.2 Factors Influencing Industrial Location. 2.3 Alfred Weber's Theory of Location. 2.4 Sargent Florences Theory of Location. 2.5 August Losch's Theory of Location.	<b>8</b>
<b>3.</b>	<b>Industrial Productivity.</b> 3.1 Meaning, Definition and Measurement of Industrial Productivity. 3.2 Factors Influencing Industrial Productivity. 3.3 Industrial Productivity. 3.4 Measures adopted by the Indian Government to Improve Industrial Productivity.	<b>8</b>
<b>4.</b>	<b>Industrial Efficiency and Profitability.</b> 4.1 Meaning, Definition and Measurement of Industrial Efficiency. 4.2 Factors affecting Industrial Efficiency. 4.3 Measures adopted by Indian Government, Industries and other agencies to Improve Industrial Efficiency. 4.4 Meaning, Definition and Measurement of Industrial Profitability.	<b>8</b>
<b>5.</b>	<b>Industrial Profile and Problems.</b> 5.1 Structure and Organisation of Large Industries in India. 5.2 Private Sector Enterprises: Role, Functions and Problems. 5.3 Public Sector Enterprises: Role, Functions and Problems. 5.4 Disinvestment Policies. 5.5 Micro, Small and Medium Enterprises (MSME) Role and Problems.	<b>8</b>
<b>6.</b>	<b>Industrial Imbalance.</b> 6.1 Meaning of Industrial Imbalance. 6.2 Causes and Effects of Industrial Imbalances. 6.3 Measures adopted by the Indian Government to reduce Industrial Imbalance 6.4 Regional Industrial imbalance - Special focus on Maharashtra	<b>8</b>

### Recommended Books

1. S.C. Kuchal – Industrial Economy of India.
  2. D.R. Gadgil – Industrial Evolution in India, Oxford. 1948
  3. K.V. Sivayya and V.B.M.Das – Indian Industrial Economy, Chand and Co. Ltd. New Delhi 1999 Publishing House.
  4. S.C. Kuchal – Major Industries in India, Chaitanya Publishing House, Allahabad.
  5. Bagchi and banerjee : change and choice in Indian industry, centre for studies in social science in culcatta.
  6. A. Donald Hay Dereck, Mouris : Industrial Economics : Theory and Evidence, Oxford
  7. K.N.Prasad : Indian Economy Since Independence.
  8. Solman Fabucant : A premier on Productivity, Prentice Hall.
- 
- i. [www.newagepublishers.com/samplechapter/000386.pdf](http://www.newagepublishers.com/samplechapter/000386.pdf)
  - ii. [www.indecon.com/](http://www.indecon.com/)
  - iii. [Www.tudyingeconomics.ac.uk/industrial-economics](http://Www.tudyingeconomics.ac.uk/industrial-economics)
  - iv. [http://en.wikipedia.org/wiki/Industrial\\_economics](http://en.wikipedia.org/wiki/Industrial_economics)
  - v. <http://encyclopedia2.thefreedictionary.com/Industrial+Economics>
  - vi. <http://studyingeconomics.ac.uk/industrial-economics/>
  - vii. [www.aiu.edu/publications/student/.../industrial%20economics.html](http://www.aiu.edu/publications/student/.../industrial%20economics.html)
  - viii. [www.investopedia.com/terms/i/industrial-organization.asp](http://www.investopedia.com/terms/i/industrial-organization.asp)

### Suggested format of Continuous assessment along with allocation of Periods

Sr.No.	Assessment Chart	Periods Alloted
1.	Tests	3
2.	Quizzes	3
3.	Presentation Seminars	3
4.	Assignments	3

**M.Com. Part I Semester II**  
**Advanced Cost Accounting and Cost System Special Paper III.**  
**Subject Title -: Application of Cost Accounting.**  
**Course Code -: 207**

**Objectives:**

1. To provide knowledge on advanced cost accounting practices.
2. Relevant Cost Accounting Standard are to be studied.

Unit No.	Name of the Topic	Periods
1.	<b>Cost Book Keeping and Reconciliation between Cost and Cost financial Accounts –</b> Book - keeping, Cost Ledgers, interlocking and integral Accounts. Reconciliation of Cost and Financial Accounts, Reasons, needs, Methods.	<b>12</b>
2.	<b>Product Life Cycle Costing:</b> Introduction, Product Life cycle, Phases and Characteristics of Product Life Cycle, Stages of Product Life Cycle, Product Life Cycle Costing Features and benefits of Product Life Cycle Costing.	<b>12.</b>
3.	<b>Value Chain Analysis</b> Introduction - Definition – Role of Management Accountant – Value Chain Analysis – approach for assessing competitive advantages – value chain analysis v/s conventional management accounting.	<b>12.</b>
4.	<b>Productivity &amp; Concept and Measurement</b> <b>i) Productivity</b> Meaning, Measurement of Material, Labour, Capital and Management Productivity. Productivity V/s Efficiency. Capacity - Theoretical, Practical and idle capacity, Capacity utilization and effect of same on cost. <b>ii) Concept and Measurement</b> Measures to improve productivity - Technical, Financial, Operational Measures. Restructuring of activities - Business Process Re-engineering elementary knowledge. Human aspect of productivity.	<b>12.</b>
	<b>Total</b>	<b>48</b>

**Note:** 50% Marks for Theory and 50% Marks for practical problems. Areas of Practical Problems :

1. Reconciliation of Cost and Financial Profit
2. Measurement of Productivity.

**References:**

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

### List of Learning Activities and Allocation of Periods

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

**M.Com. Part I, Semester II**  
**Advanced Cost Accounting and Cost System Special Paper IV.**  
**Subject Title :- Cost Control and Cost System.**  
**Course Code :- 208**

**Objectives:**

1. To equip the students for designing and implementing cost control, cost reduction programme and different cost systems.
2. Relevant Cost Accounting Standards are to be studied.

Unit No.	Name of the topic	Periods
1	<b>Marginal Costing, Cost – Volume – Profit Analysis And Differential Costing :-</b> Marginal Costing- Meaning –Concept of Variability of Cost, Contribution P/V Ratio, Break :- Even – Analysis, Margin of Safety Cost- Volume, Profit Analysis – Procedure And Practical, Application. Differential Costing, Differential Costs, Differential Cost Analysis, Features of Differential Costing, Practical Application.	12
2	<b>Pricing Decision:</b> - Introduction – Pricing of Finished Product- Theory of Price – Pricing Policy – Principles of Product of Pricing – New Product Pricing – Pareto Analysis.	10
3	<b>Cost Control and Cost Reduction :-</b> Introduction, Process of Cost Control and Cost Reduction, Cost Reduction Programme and its Implementation – Methods and Techniques <b>Costing System Design and Installation :-</b> Study of Production Process, Objective. Selection of Methods of Costing, Creating Cost Center And Cost Codes – Deciding Basis of Apportionment of Various Overheads, Deciding Methods of Absorption. Fixing Responsibility And Designing Suitable MIS. Designing And Installing Cost System In Computer Environment	20
4	<b>Value Analysis and Value Engineering :-</b> Just-In-Time [JIT], Activity Based Costing (ABC)	06

Note: 50% Marks for Theory and 50% Marks for practical Problems.

Areas of Practical Problems:

- 1) Marginal Costing- Application oriented
- 2) Pricing Decisions

Level of knowledge will be advance and Practices

**References:**

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

### List of Learning Activities and Allocation of Periods

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

**M.Com. Part I Semester II**  
**Business Administration Special Paper III.**  
**Subject Title :- Business Ethics and Professional Values**  
**Course Code :- 213**

	<b>No. of Lectures</b>	<b>Credit 04</b>
<b>Unit I Introduction</b> Nature , concept and definition of term Business Ethics , Profession and Values, Indian Ethos, Ethics and Values – Work Ethos – Importance of Human Values. Guidelines of Socio Ethical System at General Level. Meaning of Social Ethics, Issues related to Socio Ethics Factors affecting Social Ethics.	12	01
<b>Unit II –Indian Ethical Practices in</b> A ) Marketing and Advertising : B ) Copy rights and Patents C ) Employment D ) Gender Discrimination E ) Accounting Disclosures	12	01
<b>Unit III Dilemmatic situations in Professional Ethics, Code of Ethics and conduct</b> 1. Corporate Governance 2. Corporate Social Responsibility 3. Corporate Citizenship	12	01
<b>Unit- IV</b> Indian Approach to Business Ethics Gandhian Approach in Management and Trusteeship Gandhi’s Doctrine of Satya and Ahinsa , Concept , importance and relevance of trusteeship Principle in Modern Business, Emergence of new values in Indian Industries after economic reforms of 1991.	12	01
	<hr/> 48	<hr/> 04
<b>Books Recommended</b> Reference Books 1.Wg- Cdr – B.R.Chavala , Swastik Publishers . 2.Management by Values 3.S.K.Chakraborti , Oxford University Press 4FOUNDATIONS TO Managerial Work – Contribution from Indian Thought – S. K.Chakraborti , Himalaya Publications 5.A Study in Business Ethics Rituparna Raj 6.Ethics in Management S.A. Sherlekar , Himalaya Publication 7. Business Ethics and Corporate Governance S. K. Bhatia		



**M.Com. Part I Semester II**  
**Business Administration Special Paper IV.**  
**Subject Title :- Elements of Knowledge Management**  
**Course Code :- 214**

	No. of Lectures	Credit 04
<b>1. Introduction to Knowledge Management Process</b> Knowledge management :- an integrated approach Meaning knowledge management, Difference between data, information, knowledge and wisdom, Early forms of Knowledge Management and Evolution of Knowledge Management	<b>12</b>	<b>01</b>
<b>2. Organizational Learning</b> Individual learning, Team learning, Drives of organizational learning, Organizational learning frameworks, Knowledge acquisition, Information distribution, Information interpretation, Organizational memory, Unlearning, Organizational routines	<b>12</b>	<b>01</b>
<b>3. Knowledge Management Tools &amp; Change Management</b>  Organizing knowledge tools, Capturing knowledge tools Evaluating knowledge sharing knowledge, Storing and presenting knowledge, The nature of change, Personal response to change, welcome and resistance, Leadership and, Change management strategies, Gaining commitment for change, Reward and recognition. Cultural change management, Politics of change	<b>12</b>	<b>01</b>
<b>4. Knowledge Management Culture</b> Understanding of organizational culture and climate Norms, artifacts and symbols, Value, beliefs, attitudes and assumption, Typologies of organizational culture, Measuring organizational cultural creating knowledge –sharing cultural stickiness.	<b>12</b>	<b>01</b>
	<b>4</b>	<b>04</b>

**Books Recommended**

Sr.No.	Author	Title	Publisher
01	Elias Award and Hassan Gazai	Knowledge Management	Pearson
02	Arpita Gopal and Chandranii Singh	E-world Emerging Education Pvt. Ltd.	
03	Amrit Tiwan	Knowledge Management Toolkit	Pearson Education Pvt.Ltd.
04	Bukowitz W R Williams R.I.	Knowledge Management Field Work	London Pearson Education
05	Egaallo C F	Building the Knowledge Management Network	Willey Dream tech India Ltd
06	Pettigrew A , Whipp R	Change Management for Competitive Success	Infinity Books