



**Vivekanand Education Society's  
College of Arts, Science and Commerce  
(Autonomous)**

**Sindhi Society, Chembur, Mumbai, Maharashtra – 400 071.**

*Accredited by NAAC "A Grade" in 3<sup>rd</sup> Cycle - 2017  
Best College Award – Urban Area, University of Mumbai (2012-13)  
Recipient of FIST Grant (DST) and STAR College Grant (DBT)*

**Affiliated to the  
University of Mumbai**

**Syllabus for  
Since 1962  
Program: M.COM**

**(Program code: VESPCMC)**

**As per Choice Based Semester and Grading System (CBSGS)  
with effect from Academic Year 2022 - 2023**

### **Program Outcomes (PO):**

A learner completing M.Com. will be able to:

**PO-1** Get acquainted with conventional as well as contemporary areas in the discipline of Commerce.

**PO-2** Develop an ability to apply knowledge acquired in Accountancy and Management for problem solving in practical life.

**PO-3** Work in different domains like Accounting, Taxation, HRM, Teaching, Research Banking and Administration.

**PO-4** Develop managerial and analytical skills to meet the challenges of ever changing business environment at national and global level.

**PO-5** Improve competency to make eligible and employable in the job market.

**PO- 6** Recognize different value systems and ethics and develop a sense of social service.

**PO-7** Become a responsible and dutiful citizen

### **Program Specific Outcomes (PSO's)**

On completion of M.COM program, learners will be enriched with knowledge and be able to:

**PSO1** - Understand new forms of Strategic Management concepts and their use in business

**PSO2** - Inculcate research attitude and encourage research publications based on research projects.

**PSO-3** - Providing an insight into application of economic principles in business decisions and develop analytical ability of the students to provide them a foundation for further study of economics

**PSO-4** - Develop the skills in the cost assessment of all facets of a business, including the cost of products, processes and contracts.

**PSO-5** - Understand computation of Income Tax of individuals and registration and level of Goods and Service Tax.

**PSO-6** - Understand the concepts of Business, Entrepreneurship, Human Resource Management, E-Commerce, Business Ethics, CSR, Retail Management and apply in current business scenario.

**PSO-7** - Equip the students with requisite knowledge, skills and right attitude necessary to provide effective leadership in a global environment.

**Semester – I**  
**Core Courses (CC)**  
**Strategic Management**

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

**Course title: Strategic Management**

**Course code: VESPCMC101**

**Learning Outcomes (LO):**

On successful completion of this course students will be able to:

**LO-1** - Understand new forms of Strategic Management concepts and their use in business

**LO-2** - Provide information pertaining to Business, Corporate and Global Reforms.

**LO-3** - Develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions.

**LO-4** - Acquaint the learners with recent developments and trends in the business corporate world.



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Unit No.	Modules	No. of Lectures
1	<b>Introduction to Strategic Management</b>	15
	<ul style="list-style-type: none"> <li>• Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Benefits and Risks of Strategic Management.</li> <li>• Levels of Strategies: Corporate, Business and Operational Level Strategy</li> <li>• Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy, Operational Strategy</li> <li>• Business Environment: Components of Environment- Micro and Macro and</li> <li>• Environmental Scanning</li> </ul>	
2	<b>Strategy Formulation, Implementation and Evaluation</b>	15
	<ul style="list-style-type: none"> <li>• Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.</li> <li>• Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix,</li> <li>• ETOP- Environmental Threat and Opportunity Profile, Strategic Choice- Factors and Importance.</li> <li>• Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance &amp; Challenges</li> <li>• Strategic Evaluation and Control: Importance, Limitations and Techniques</li> <li>• Budgetary Control: Advantages, Limitations</li> </ul>	
3	<b>Business, Corporate and Global Strategies</b>	15
	<ul style="list-style-type: none"> <li>• Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors and Causes.</li> <li>• Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances and International Businesses</li> <li>• Public Private Participation: Importance, Problems and Governing Strategies of PPP Model.</li> <li>• Information Technology Driven Strategies: Importance, Limitations and</li> <li>• Contribution of IT sector in Indian Business</li> </ul>	

4	<b>Emerging Strategic Trends</b>	15
	<ul style="list-style-type: none"> <li>• Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India.</li> <li>• Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering</li> <li>• Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies.</li> <li>• Start-up Business Strategies and Make in India Model: Process of business start ups and its Challenges, Growth Prospects and government initiatives in Make in India Model with reference to National manufacturing, Contribution of Make in India</li> <li>• Policy in overcoming industrial sickness</li> </ul>	

**References:**

- Managing Business Enterprises – Bhattacharya and Venkataramni – Vikas Publicaiton, New Delhi
- Strategic Management : the Indian Context – By R.Srivivasan
- Strategic Management – By Dinesh Madan
- Concepts in Strategic Management and Business Policy – By Thomas L. Wheelen, J. David Hunger, Alan Hoffman, Charles E. Bamford
- Strategic Management – By Fred R. David , Forest R. David
- Strategic Management – By Dr.C.B.Gupta
- Introduction to Strategic Management – Dr. Arun Ingale, Success Publications.
- Case studies on strategic management – Budhuiraja and Athreya – Tata McGraw Hill, New Delhi
- Strategic management in action – Coulter and Mary – Prentice Hall, new Jearsey
- Business policy – Kazmi and Azhar – Tata McGraw hill, New Delhi

**Semester – I  
Core Courses (CC)**

**Economics for Business Decisions**

Sr. No.	Modules	No. of Lectures
1	Basic Principles in Business Economics	15
2	Demand and Supply Analysis	15
3	Production Decisions and Cost Analysis	15
4	Market Structure Analysis	15
<b>Total</b>		<b>60</b>

**Course title: Economics for Business Decisions**

**Course code: VESPCMC102**

**Learning Outcomes (LO):**

On successful completion of this course students will be able to:

**LO-1** - Students will be able to understand the basic tools of economic theory and its practical applications.

**LO-2** – Get familiarized with the understanding of the economic aspects of current affairs and thereby prepare them to analyse the market behaviour with economic way of thinking.

**LO-3** – Gain insight into application of economic principles in business decisions,

**LO-4** – Develop analytical ability of the students and provide them a foundation for further study of economics.

**LO-5** – Enable students to discuss of cases involving the use of concepts of business economics.

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SN	Modules/ Units
1	<b>Basic Principles in Business Economics</b>
	<ul style="list-style-type: none"> <li>• Meaning and scope of Business Economics - twin principles of scarcity and efficiency; incremental and Marginal principle; profit maximisation principle; market economy and invisible hand; production possibility frontier; Opportunity cost - accounting profit and economic profit; market failure, externality, public goods and economic role of Government</li> </ul>

<b>2</b>	<b>Demand and Supply Analysis</b>
	<ul style="list-style-type: none"> <li>• Determinants of demand - market demand function - theory of attributes, snob appeal, band wagon and Veblen effect and demand function. Law of supply-elasticity of supply</li> <li>• Applications of elasticity of demand and supply to economic issues: Paradox of bumper harvest- tax on price and quantity - minimum floor and maximum ceilings: minimum wages controversy and Administered price control</li> <li>• The theory of consumer choice - Consumer preference and budget constraint - equilibrium position of tangency with the help of Indifference curve analysis-effect of changes in price and income on consumer equilibrium</li> </ul>
<b>3</b>	<b>Production decisions and Cost analysis</b>
	<ul style="list-style-type: none"> <li>• Production function - short run and long run - Law of variable proportion, returns to scale, scale economies, scope economies- least cost factor combination for a given output- Expansion path and Multiproduct firm- cost reduction through experience - learning curve</li> <li>• Economic analysis of Cost: Classification of costs, short run and long run cost functions.</li> </ul>
<b>4</b>	<b>Market structure analysis</b>
	<ul style="list-style-type: none"> <li>• Difference between perfectly and imperfectly competitive markets -Perfect competition and Monopoly as limiting cases of market imperfections - Sources of market power - profit maximisation of simple and discriminating monopolist-methods of measuring monopoly power - Public policy towards monopoly power</li> <li>• Different forms of imperfect competition - Monopolistic competition and Oligopoly <ul style="list-style-type: none"> <li>- Strategic decision making in oligopoly markets- collusive and non-collusive oligopoly- colliding oligopoly : rivalry among few, price war and kinked demand curve- collusive oligopoly models of price leadership and cartel - basic concepts of game theory - Using Game theory to analyse strategic decisions - application of model of prisoner's dilemma in market decisions</li> </ul> </li> </ul>

### References:

- Managerial Economics- A Problem Solving Approach By *Luke M. Froeb, Brian T. McCann, Michael R. Ward, and Mikhael Shor*
- Managerial Economics By *Christopher Thomas and S. Charles Maurice*
- Managerial Economics And Business Strategy By *Michael Baye and Jeff Prince*
- Managerial Economics -Theory, Applications, And Cases By *W. Bruce Allen, Keith Weigelt, Neil A. Doherty, and Edwin Mansfield*
- Managerial Economics in a global economy (Thomson South Western Singapore, 2001) by Salvatore, D.



- Principles of Economics by Frank Robert.H, Bernanke. Ben S. (Tata McGraw Hill (ed.3)
- Economics by . Samuelson & Nordhas.: (Tata McGraw Hills, New Delhi, 2002)
- Managerial Economics, by Hirchey .M., Thomson South western (2003)
- Managerial Economics– Analysis, Problem and Cases by Mehta, P.L. (S. Chand & Sons, N. Delhi, 2000)

### Semester – I

#### Core Courses (CC)

**Course title: Cost and Management Accounting**

**Course code: VESPCMC103**

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

#### Learning Outcomes(LO):

On successful completion of this course students will be able to:

- LO1 - Understand the nature, scope and utility of cost accounting, management accounting and cost accounting standards.
- LO2 - Understand how cost accounting arises out of the need to make business decisions.
- LO3 - To familiarize with costing terminology

Unit no.	Details of topics	No of lectures
<b>1</b>	<b>Marginal Costing, Absorption Costing and Management Decisions</b>	15 Lectures
	<ul style="list-style-type: none"> <li>• Meaning of Absorption Costing - Distinction between Absorption Costing and Marginal Costing - Problems on Breakeven Analysis - Cost Volume Profit Analysis - Breakeven Charts - Contribution Margin and Various Decision Making Problems</li> <li>• Managerial Decisions through Cost Accounting such as Pricing Accepting Special Offer - Profit Planning - Make or Buy Decisions -</li> </ul>	

	Determining Key Factors -Determining Sales Mix - Determining Optimum Activity Level – PerformanceEvaluation - Alternative Methods of Production, Cost Reduction & Cost Control	
<b>2</b>	<b>Standard Costing</b>	15
	• Standard Costing as an Instrument of Cost Control and Cost Reduction - Fixation ofStandards - Theory and Problems based on Analysis of Variances of Materials,Labour Overheads and sales including Sub-variances	Lectures
<b>3</b>	<b>Budgetary Control</b>	15
	• Budget and Budgetary Control - Zero Based Budget - Performance Budgets - Functional Budgets Leading to the Preparation of Master Budgets - Capital Expenditure Budget - Fixed and Flexible Budgets - Preparation of Different Types of Budgets	Lectures
<b>4</b>	<b>Operating Costing</b>	15
	• Meaning of Operating Costing - Determination of Per Unit Cost - Collection ofCosting Data - Practical Problems based on Costing of Hospital, Hotel and Goods &Passenger Transport	Lectures

#### References:

- N.S. Zad: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- Deepak Jain: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- S.P. Jain & K.L. Narang : Cost and Management Accounting; Kalyani Publishers, 23, Daryaganj, New Delhi-110 002.
- V.K. Saxena& C.D. Vashist : Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Delhi -110 002.
- M.N. Arora : Cost and Management Accounting (Theory and Problems); Himalaya Publishing House, Ramdoot, Dr. BhaleraoMarg, Kelewadi, Girgaon, Mumbai-400 004.
- S.N. Maheshwari : Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Delhi -110 002.
- I.M. Pandey : Management Accounting; Vikas Publishing House (P) Ltd. A-22, Sector 4, Noida – 201 301
- Ravi M. Kishore : Advanced Management Accounting; Taxmann’s, Taxmann Publication (P) Ltd. 59/32, New Rohtak Road, New Delhi – 110 005.
- M.Y. Khan & P.K. Jain: Theory and Problems of Management and Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, Gautam Budh Nagar, Noida – 201 301.
- JawaharLal : Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, GautamBudh Nagar, Noida – 201 301.

#### Semester – I

### Core Courses (CC)

**Course title: Business Ethics and Corporate Social Responsibility**

**Course code: VESPCMC104**

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

**Learning Outcomes (LO):**

On successful completion of this course students will be able to:

LO1- Get familiarized with the concept and relevance of Business Ethics in the modern era.

LO2- Understand the scope and complexity of Corporate Social responsibility in the global and Indian context.

LO3- Get acquainted with the Concept, Importance, Evolution, Principles of Corporate Governance and Regulatory Framework of Corporate Governance in India.

LO4- Acquire knowledge relating to the legal provisions and specification of CSR in India.

SN	Modules/ Units
<b>1</b>	<b>Introduction to Business Ethics</b>
	<ul style="list-style-type: none"> <li>• Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos,</li> <li>• Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee.</li> <li>• Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economictheory, Kant’s Deontological theory, Mill &amp; Bentham’s Utilitarianism theory</li> <li>• Gandhian Approach in Management and Trusteeship, Importance and relevance oftrusteeship principle in Modern Business, Gandhi’s Doctrine of</li> </ul>

	<p>Satya and Ahimsa,</p> <ul style="list-style-type: none"> <li>• Emergence of new values in Indian Industries after economic reforms of 1991</li> </ul>
<b>2</b>	<b>Indian Ethical Practices and Corporate Governance</b>
	<ul style="list-style-type: none"> <li>• Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</li> <li>• Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,</li> <li>• Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.</li> <li>• Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences</li> </ul>
<b>3</b>	<b>Introduction to Corporate Social Responsibility</b>
	<ul style="list-style-type: none"> <li>• Corporate Social Responsibility: Concept, Scope &amp; Relevance and Importance of CSR in Contemporary Society.</li> <li>• Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.</li> <li>• CSR and Indian Corporations- Legal Provisions and Specification on CSR, A ScoreCard, Future of CSR in India.</li> <li>• Role of NGO's and International Agencies in CSR, Integrating CSR into Business</li> </ul>
<b>4</b>	<b>Areas of CSR and CSR Policy</b>
	<ul style="list-style-type: none"> <li>• CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</li> <li>• CSR and environmental concerns.</li> <li>• Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR</li> <li>• Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.</li> <li>• CSR and Sustainable Development</li> <li>• CSR through Triple Bottom Line in Business</li> </ul>

References:

- Business Ethics 2nd Edition by Andrew Ghilly,2009
- Ethics for Managers- Philosophical Foundations and Business Realities by Joseph Gilbert, 2016
- Business Ethics: Best Practices for Designing and Managing Ethical Organizations by Denis Collins
- Business Ethics: Ethical Decision Making & Cases by O.C. Ferrell And John Fraedrich
- Corporate Social Responsibility: Doing the Most Good for Your Company and Your Causeby Philip Kotler and Nancy Lee
- Business Ethics and Corporate Social Responsibility – Is There a Dividing Line? by Dr. Goel Mridula
- Corporate Social Responsibility: Balancing Tomorrow's Sustainability and Today's Profitability by David E. Hawkins
- Globalisation of Corporate Social Responsibility and Its Impact on Corporate Governance by Jean J. du Plessis; Umakanth Varottil; Jeroen Veldman
- The Goals of Sustainable Development : Responsibility and Governance by Crowther, David; Seifi, Shahla; Moyeen, Abdul.



**Semester II**  
*Since 1962*  
**Core Courses (CC)**

**Course title:** Research Methodology for Business

**Course code:** VESPCMC201

SN	Modules	No. of Lectures
1	Introduction to Research	15

2	Research Process	15
3	Data Processing and Statistical Analysis	15
4	Research Reporting and Modern Practices in Research	15
<b>Total</b>		<b>60</b>

**Learning Outcomes (LO):**

On successful completion of this course students will be able to:

**LO1-** Gain abilities of learners to undertake research in business & social sciences.

**LO2-** Understand, develop and apply the fundamental skills in formulating research problems.

**LO3-** Get acquainted with the understanding and development of the most appropriate methodology for their research

**LO4-** Acquire knowledge relating to the basic statistical tools and techniques applicable for research.

SN	Modules/ Units
1	<b>Introduction to Research</b>
	<ul style="list-style-type: none"> <li>• Features and Importance of research in business, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research.</li> <li>• Formulation of research problem, Research Design, significance of Review of Literature</li> <li>• Hypothesis: Formulation, Sources, Importance and Types</li> <li>• Sampling: Significance, Methods, Factors determining sample size</li> </ul>
2	<b>Research Process</b>
	<ul style="list-style-type: none"> <li>• Stages in Research process</li> <li>• Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey,</li> <li>• Limitations of Primary data</li> <li>• Secondary data: Sources and Limitations,</li> <li>• Factors affecting the choice of method of data collection.</li> <li>• Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire</li> </ul>
3	<b>Data Processing and Statistical Analysis</b>

	<ul style="list-style-type: none"> <li>• Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation</li> <li>• Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis.</li> <li>• Testing of Hypotheses – <ul style="list-style-type: none"> <li>▪ Parametric Test-t test, f test, z test</li> <li>▪ Non-Parametric Test -Chi square test, ANOVA, Factor Analysis</li> </ul> </li> <li>• Interpretation of data: significance and Precautions in data interpretation</li> </ul>
<b>4</b>	<b>Research Reporting and Modern Practices in Research</b>
	<ul style="list-style-type: none"> <li>• Research Report Writing: Importance, Essentials, Structure/ layout, Types</li> <li>• References and Citation Methods: <ul style="list-style-type: none"> <li>▪ APA (American Psychological Association)</li> <li>▪ CMS (Chicago Manual Style)</li> <li>▪ MLA (Modern Language Association)</li> </ul> </li> <li>• Footnotes and Bibliography</li> <li>• Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research</li> </ul>

References:

- Research Methodology : Methods And Techniques By Dr R K Jain
- Levin, R.I. and D.S. Rubin, Statistics for Management, Prentice-Hall of India
- Research Methods in Social Sciences First Edition by Veena Tucke
- Research Methodology -Methods and Techniques by C.R Kothari
- Introducing Research Methodology : A Beginner's Guide to Doing a Research Project- By Saunders
- Business Statistics by Gupta S. CB -S. Chand and Company, Delhi
- Research Methodology in Management by Michael VP HIMALAYA PUBLISHING HOUSE Jaipur
- Research Methodology — C. R. Basotia, K. K. Sharma, Mangal Deep Publications, Jaipur.
- Methodology and Techniques of Social Research — Wilkinson and Bhandarkar, Himalaya Publication
- Research Methods in Social Sciences — Dr. Ramchandran, TISS, Mumbai
- Research Methodology in Social Sciences — P. C. Tripathi
- Research Methodology in Social Sciences — Sadhu Singh
- Research Methodology in Social Sciences — Dr. D. C. Pande
- Methodology of Research in Social Sciences — Dr. O. R. Krishnaswami.

**Course title: Macro Economics Concepts and Applications**

**Course code: VESPCMC202**

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

### Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1 - Grasp fully the theoretical rationale behind economic policies at the country as well as corporate level.

LO2 – Acquire a firm grounding on the basic macroeconomic concepts that strengthen analysis of crucial economic policies.

LO3 – Analyse current readings and related articles in the dailies and journals related to economic policies.

SN	Modules/ Units
<b>1</b>	<b>Aggregate Income and its Dimensions</b>
	<ul style="list-style-type: none"> <li>Aggregate Income and its dimensions: National income aggregates - and measurement; - GNP, GDP, NDP, Real and nominal income concepts, measures of inflation and price indices - GDP deflator, - Nominal and real interest rates- PPP income and HDI</li> </ul>
<b>2</b>	<b>Keynesian concepts of Aggregate Demand (ADF), Aggregate Supply (ASF)</b>
	<ul style="list-style-type: none"> <li>Keynesian concepts of Aggregate Demand (ADF), Aggregate Supply (ASF), Interaction of ADF and ASF and determination of real income; Inflationary gap</li> <li>Policy trade- off between Inflation and unemployment – Phillips’ curve – short run and long run</li> </ul>
<b>3</b>	<b>Economic Policy Implications in the IS-LM framework</b>
	<ul style="list-style-type: none"> <li>The IS-LM model: Equilibrium in goods and money market; Monetary and real influences on IS-LM curves, Economic fluctuations and Stabilization policies in IS-LM framework - Transmission mechanism and the crowding out effect; composition of output and policy mix, IS-LM in India</li> </ul>



<b>4</b>	<b>International Aspects of Macroeconomic Policy</b>
	<ul style="list-style-type: none"> <li>• International aspects of Macroeconomic policy: Balance of payments disequilibrium of an open economy - corrective policy measures -Expenditure changing policies and expenditure switching policies BOP adjustments through monetary and fiscal policies -The Mundell-Fleming model - Devaluation, revaluation as expenditure switching policies - effectiveness of devaluation and J - curve effect</li> </ul>

**References:**

- Macroeconomics by N. Gregory Mankiw
- Macroeconomics by Stephen Williamson (The Pearson Series in Economics)
- Advanced Macroeconomics by David Romer (Mcgraw-hill Economics)
- Monetary Policy, Inflation, and the Business Cycle: An Introduction to the New Keynesian Framework and Its Applications - Second Edition by Jordi Galí
- Principles of Macroeconomics by Karl E. Case, Ray C. Fair and Sharon M. Oster - Prentice Hall
- Macroeconomics Theory and Applications by G S Gupta - Tata McGraw-Hill Publications
- Macroeconomics: Theory and Policies by D. N. Dwivedi
- Principles of Economics-Macro by Willis L. Peterson Universal Book Stall Publications

**Course title: Corporate Finance**

**Course code: VESPCMC203**

**Learning Outcomes (LO):**

On successful completion of this course students will be able to:

- LO1 To make clear the principles of financial management;  
 LO2 To create the knowledge and understanding of key corporate finance concepts;  
 LO3 To develop the understanding of the impact of financial decisions at corporate efficiency

<b>Unit no.</b>	<b>Details of topics</b>	<b>No of lectures</b>
<b>1</b>	<b>Scope and Objectives of Financial Management</b>	15 Lectures
	• Introduction, Meaning, Importance, Scope, Objectives, Profit v/s Value Maximization	
<b>2</b>	<b>Time Value of Money</b>	15 Lectures
	• Concept, Present Value, Annuity, Techniques of Discounting, Techniques of Compounding, Bond Valuation and YTM	

<b>3</b>	<b>Financial Analysis - Application of Ratio Analysis in Financial Decision Making</b>	15 Lectures
	<ul style="list-style-type: none"> <li>• Management Analysis</li> <li>• Profitability Ratios: Gross Profit Ratio, Operating Profit Ratio, Return on Capital Employed</li> <li>• Efficiency Ratios: Sales to Capital Employed, Sales to Fixed Assets, Profit to Fixed Assets, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio</li> <li>• Liquidity Ratios: Current Ratio, Quick Ratio</li> <li>• Stability Ratio: Capital Gearing Ratio, Interest Coverage Ratio</li> <li>• Investor's Analysis</li> <li>• Earnings per Share, P/E Ratio, Dividend Yield</li> </ul>	
<b>4</b>	<b>Financial Decisions</b>	15 Lectures
	<p>Cost of Capital - Introduction, Definition of Cost of Capital, Measurement of Cost of Capital, WACC, Marginal Cost of Capital</p> <ul style="list-style-type: none"> <li>• Capital Structure Decisions - Meaning, Choice of Capital Structure, Importance, Optimal Capital Structure, EBIT-EPS Analysis, Cost of Capital, Capital Structure and Market Price of Share, Capital Structure Theories, Dividend Policy - Pay Out Ratio</li> <li>• Business Risk and Financial Risk - Introduction, Debt v/s Equity Financing, Types of Leverage, Investment Objective/Criteria for Individuals/Non-business Purpose</li> </ul>	

**References:**

- Stephen A. Ross, Wester FIELD, Jordan – Fundamentals of Corporate Finance (Mac Graw Hill)
- Damodaran, Corporate Finance – John Wiley & Co
- Financial Of Management Accounting by S.R.Varshney,Wisdom
- Prasanna Chandra: Financial Management (TMH),
- I. M. Pandey – Financial Management (Vikas),
- M. Y. Khan 7 P. K. Jain – Financial Management (TMH),
- Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning
- Fundamentals of Financial Management – Vanhorns & Bhandari- Pearson evaluation.
- Contemporary Financial Management – Kothari & Dutta – Machanilan India Ltd.
- Financial Markets & Institution – Guruswamy – Thomson / Cengage Learning

**Course title: E-Commerce**

Course code: VESPCMC204

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

**Learning Outcomes (LO):**

On successful completion of this course students will be able to:

LO1- Provide an analytical framework to understand the emerging world of E- Commerce.

LO2- Understand the current challenges and issues in e-Commerce.

LO3- Get acquainted with the Concept and various models of e-commerce

LO4- Acquire knowledge related to Web- based Commerce and equip the learners to assess E-commerce requirements of a business.

LO5- Develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce

SN	Modules/ Units
<b>1</b>	<b>Introduction to Electronic Commerce –Evolution and Models</b>
	<ul style="list-style-type: none"> <li>• Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce,</li> <li>• Roadmap of E-Commerce in India, Main activities, Functions and Scope of E-Commerce.</li> <li>• Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.</li> <li>• Business Models of E-Commerce- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G)</li> <li>• Concepts of other models of E-commerce.</li> </ul>

	<ul style="list-style-type: none"> <li>• Business to Consumer E-Commerce process, Business to Business E-Commerce- Need and Importance, alternative models of B2B E-Commerce.</li> <li>• E-Commerce Sales Product Life Cycle (ESLC) Model</li> </ul>
<b>2</b>	<b>World Wide Web and E-enterprise</b>
	<ul style="list-style-type: none"> <li>• World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles.</li> <li>• EDI and paperless trading; Pros &amp; Cons of EDI; Related new technologies use in E-commerce.</li> <li>• Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.</li> <li>• Managing the E-enterprise- Introduction, Managing the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise</li> </ul>
<b>3</b>	<b>E-marketing and Electronic Payment System</b>
	<ul style="list-style-type: none"> <li>• E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.</li> <li>• E-Commerce Customer Strategies for Purchasing and support activities, planning for Electronic Commerce and its initiatives, the pros and cons of online shopping, justify an Internet business.</li> <li>• Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems.</li> <li>• Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment</li> </ul>
<b>4</b>	<b>Legal and Regulatory Environment and Security issues of E-commerce</b>
	<ul style="list-style-type: none"> <li>• Introduction to Cyber Laws-World Scenario, Cyber-crime&amp; Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents.</li> <li>• Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.</li> <li>• Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.</li> <li>• Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure</li> </ul>

References:

- Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGraw-Hill Publications, 2008.
- Devid Whiteley, E-commerce, McGraw Hill
- Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw-Hill Publications, 2008

- P. Joseph, E-commerce, PHI
- Rohnay D. Ryder, Guide to Cyber Laws, Wadhwa, Nagpur
- Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
- E- Commerce Strategies, Technology and applications (David) Tata McGraw-Hill
- Introduction to E-commerce (Jeffrey) Tata- McGraw-Hill
- E-Business and Commerce- Strategic Thinking and Practice (Brahm) Biztantra
- Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co.

### Modality of assessment

The performance of the learners shall be evaluated into two parts. The learner's performance shall be assessed by Internal Assessment with 40% marks in the first part & by conducting the Semester End Examinations with 60% marks in the second part.

**Student will have to score 40% of marks in Internal assessment as well as End Sem examination to pass the course.**

The allocation of marks for the Internal Assessment and Semester End Examinations are as shown below:-

**Internal Assessment:** It is defined as the assessment of the learners on the basis of internal evaluation as envisaged in the Credit & Choice based system by way of participation of learners in various academic and correlated activities in the given semester of the programme.

**Semester End Assessment :** It is defined as the assessment of the learners on the basis of Performance in the semester end Theory/ written/ Practical examination.

**A. Theory - Internal assessment 40% 40 marks**

Sr No	Evaluation type	Marks
1.	Class Test (multiple choice questions / objective)	20
2.	- Assignments on practical aspects - Project based learning activities (Case studies/ Assignments / role Plays/Presentations / Skit / Poster / etc.) -	20

**B. Theory - External examination - 60%**

## Semester End Theory Assessment

Duration - Each paper shall be of 2 hours duration.

Total Marks: 60

**For PG Courses: M.Com Part I Accountancy and Management Semester I & II (Theory papers)**

**Total Marks: 60**

**Time: 2 hours**

**Q.1 Answer Any Two of the following Out of Three questions - Module - I (15)**

- a.
- b.
- c.

**Q.2 Answer Any Two of the following Out of Three questions - Module - II (15)**

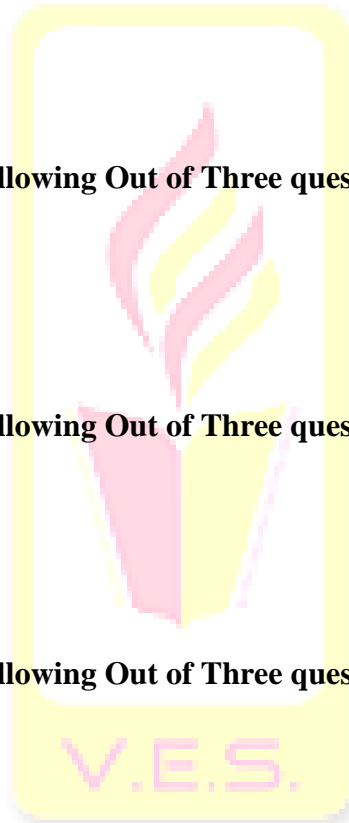
- a.
- b.
- c.

**Q.3 Answer Any Two of the following Out of Three questions - Module - III (15)**

- a.
- b.
- c.

**Q.4 Answer Any Two of the following Out of Three questions - Module - IV (15)**

- a.
- b.
- c.



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**For PG Courses: M.Com Part I Accountancy and Management Semester I & II  
(Accounts papers)**

**Total Marks: 60**

**Time: 2 hours**

**Q.1 Practical Question (15)**

OR

Practical Question

**Q.2 Practical Question (15)**

OR

Practical Question

**Q.3** Practical Question  
OR  
Practical Question

(15)

**Q.4** Practical Question  
OR  
Practical Question

(15)



*Since 1962*