



K.L.E. Society's  
**BASAVAPRABHU KORE ARTS, SCIENCE AND COMMERCE  
COLLEGE, CHIKODI – 591 201.**

**PG Department of Commerce and Management**

**COURSE OUTLINES 2016-17**

**FIRST TERM**

<b>M.Com. I Sem</b>	<b>Strategic Management (Lectures / Week: 4)</b> <b>Facilitator: Miss. P. R. Kamate</b>	
<b>Modules:</b> Unit I Unit II Unit III Unit IV Unit V	Introduction Environmental Analysis and Diagnosis Strategy Formulation and Choice Functional Strategies Strategic Evaluation and Control	10 Hrs for each Unit
<b>Suggested Readings:</b> 1. Bartlett, C.A. Ghoshal, S. and P. Beamish, Transnational Management: Text, Cases and Readings in Cross-Border Management, McGraw Hill. 2. Bhattachary, S.K. and N.Venkataramin: Managing Business Enterprise: Strategies, Structures and Systems, Vikas Publishing House, New Delhi. 1st edition 1983. 3. Hill and Jones, Strategic Management, All India, Publishers, Chennai. 4. Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990. 5. Sharma, R.A Strategic Management in Indian Companies, Deep and Publications, New Delhi. 6. Srivastava, R.M. Management Policy and Strategic Management, Himalaya Publishing. 7. Subba Rao, V., Strategic Management, Himalaya Publishing.		
<b>Assessment</b> Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam) 1. Two Internal Tests (IA): 20marks Internal Test 1: 20 marks reduced to 04 Internal Test 2: 80 marks reduced to 10 Attendance: 03 Assignments, Class seminars, Sports & Cultural Activities : 03 2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. I Sem</b>	<b>Marketing Management (Lectures / Week: 4)</b> <b>Facilitator: Shri. H. C. Kambale</b>	
<b>Modules:</b>		
Unit I	Introduction	10 Hrs for each Unit
Unit II	Product and Pricing Decisions	
Unit III	Distribution and Promotion Decisions	
Unit IV	Marketing Information System and Marketing Research	
Unit V	Trends in Marketing	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Kotler Philip and Kevin Keller Marketing Management, 13th ed., Pearson Prentice Hall 2008.</li> <li>2. Kotler, Philip, and Gary Armstrong, Principles of Marketing, 12th ed., Pearson Prentice-Hall 2008.</li> <li>3. Etzel , Michael J., Bruce Walker and William J. Stanton, Fundamentals of Marketing, 11th ed.,, McGraw Hill, 2008.</li> <li>4. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., Basic Marketing: A Managerial Approach, 9th ed., McGraw Hills, 2008.</li> <li>5. William J. Stanton, Charles Futrell, Fundamentals of Marketing, Prentice Hall.</li> <li>6. Mamoria and Joshi, Principles and Practice of Marketing in India, Himalaya Publications.</li> <li>7. Ralph Westfall, Stanley .F. Starch, Marketing Research (Text and Cases), Tata McGraw Hill. Management, Himalaya Publishing.</li> </ol>		
<b>Assessment</b>		
Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam)		
1. Two Internal Tests (IA): 20marks		
Internal Test 1:	20 marks reduced to	04
Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. I Sem</b>	<b>Financial Management (Lectures / Week: 4)</b> <b>Facilitator: Shri. S.T. Salunke</b>	
<b>Modules:</b> Unit I Unit II Unit III Unit IV Unit V	Financial Management Capital structure Capital Budgeting Dividend Decisions Working Capital Management	10 Hrs for each Unit
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. James C. Van Horne, Financial Management and Policy, PHI, New Delhi.</li> <li>2. Babhtosh Banerjee, Financial Policy &amp; Management Accounting, World Press Pvt. Ltd., Calcutta.</li> <li>3. I. M. Pandey, Financial Management, Vikas , New Delhi.</li> <li>4. Khan and Jain, Financial Management, TMH, New Delhi.</li> <li>5. Prasanna Chandra, Financial Management, TM, New Delhi.</li> <li>6. Solomon E. Theory of Financial Management, Columbia University Press, New York.</li> <li>7. Rao R.K.S. Financial Management, Himalaya Publishing.</li> </ol>		
<b>Assessment</b>		
Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam)		
1. Two Internal Tests (IA): 20marks		
Internal Test 1:	20 marks reduced to	04
Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. I Semester</b>	<b>Economics for Managerial Decisions (Lectures / Week: 4)</b> <b>Facilitator: Shri. A. B. Koli</b>	
<b>Modules:</b>		
Unit I	Introduction	10 Hrs for each Unit
Unit II	Demand Analysis and Forecasting	
Unit III	Production Theory	
Unit IV	Cost Theory	
Unit V	Market Structure and Business Cycle	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Baumol, William J: Economic theory and Operations Analysis, Prentice Hall, London.</li> <li>2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.</li> <li>3. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi. . Eaton, B.Curtis and Diane Faton; Micro Economics, Prentice Hall, New Jersey.</li> <li>4. Petersen, H.Carig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.</li> <li>5. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.</li> <li>6. Varian, H.R. International Microeconomics; A Modern Approach, East West Press, New Delhi.</li> <li>7. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi,</li> <li>8. Adhikary M. Business Economics, Excel Books, New Delhi.</li> <li>9. G.S. Gupta Managerial Economics – Tata McGraw Hill Publishing Company, New Delhi.</li> </ol>		
<b>Assessment</b>		
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100 marks exam (20 IA + 80 Semester End Exam)		
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Internal Test 1:	20 marks reduced to	04
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Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. I Sem</b>	<b>Organizational Behavior (Lectures / Week: 4)</b> <b>Facilitator: Miss. P. R. Kamate</b>	
<b>Modules:</b>		
Unit I	Conceptual Foundations of Organizational Behavior	10 Hrs for each Unit
Unit II	Foundations of Individual Behaviors	
Unit III	Motivation	
Unit IV	Foundations of Group Behavior	
Unit V	Organizational Change and Development	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi.</li> <li>2. Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York.</li> <li>3. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd.</li> <li>4. Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi.</li> <li>5. Singh, K., Organizational Behaviour: Text and Cases, Pearson Publications.</li> </ol>		
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Attendance:		03
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2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. I Sem</b>	<b>Quantitative Techniques (Lectures / Week: 4)</b> <b>Facilitator: Shri. H. C. Kambale</b>	
<b>Modules:</b>		
Unit I	Introduction	10 Hrs for each Unit
Unit II	Linear Programming	
Unit III	Transportation and Assignment	
Unit IV	Project Scheduling	
Unit V	Decision Theory	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Levin, R.I., D.S. Rubin and J.P. Stinson, "Quantitative Approaches to Management", 1986, McGraw - Hill.</li> <li>2. Vohra N.D., "Quantitative Techniques in Management", 3rd Edition, The McGraw Hill companies, 2006.</li> <li>3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, "Quantitative Analysis for Business Decisions", 7th Edition, Homewood, Ill., Irwin 1983</li> <li>4. Sharma J.K.: Operations Research – Theory and Applications, Macmillan India Ltd., New Delhi.</li> <li>5. Aggarwal, J.D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.</li> <li>6. Anand Sharma: Quantative Techniques, Himalaya Publications.</li> <li>7. S. Kalavathy: Operations Research, Vikas Publication House.</li> <li>8. Dr. S. K. Khandelwal- Quantative Techniques; International Book House Pvt. Ltd.</li> <li>9. N. D. Vohra Quantative Techniques in Management, Mc Graw Hill Education Publications.</li> <li>10. P. C. Tulsian &amp; Vishal Pandey, Quantative Techniques; Theory and Problems, Pearsons Publications</li> </ol>		
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2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. III Sem</b>	<b>Business Information System (Lectures/Week:4)</b> <b>Facilitator: Shri. V. M. Bagi</b>	
<b>Modules:</b> Unit I Unit II Unit III Unit IV Unit V	Information Information systems Information Systems and Management Controls Databases Management System: Recent developments	10 Hrs for each Unit
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Prasad L. M and Usha Prasad, Information System &amp; Technology, Sultan chand &amp; sons, Delhi</li> <li>2. Date C. J. An Introduction to Database Systems, Addison Wosley, Massachusetts.</li> <li>3. Awad, E.M.: System Analysis and Design; Galgotia Publications, New Delhi.</li> <li>4. Kumar, Muneesh: Information Systems, Vikas publishing House, New Delhi.</li> <li>5. Lucas, Henry C: Information Technology for Management, McGraw Hill, International Edition.</li> <li>6. V.Rajaraman: Introduction to Information Technology - PHI.</li> <li>7. Leon a. and Leon M., (2002) Fundamental of Information Technology, Vikas</li> </ol>		
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Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. III Sem</b>	<b>International Financial Management (Lectures/Week:4)</b> <b>Facilitator: Shri. H. C. Kambale</b>	
<b>Modules:</b>		
Unit I	Multinational Financial Management	10 Hrs for each Unit
Unit II	Foreign exchange risk management	
Unit III	Environment of international financial Management	
Unit IV	Financing foreign operations	
Unit V	International Capital Budgeting	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Alan C. Shapiro, "Multinational Financial Management" Allyn and Pacon Ioc, Boston, 1986.</li> <li>2. Adrin. Buckley, "Multinational Finance", Hcrit, New Delhi.</li> <li>3. Raymond Vemon- Manager in the International Economy, Louis T Wells Jr. Prentice Hall, 1987.</li> <li>4. David H. Blake- The Politics of Global Economic Robert S. Walters Relations, Prentice Hall, 1987.</li> <li>5. Madura, Jeff, "International Financial Management, West Publishing Company.</li> <li>6. Apte P.G. International Financial Management, Tata McGraw Hill, New I Delhi,</li> <li>7. Ian H. Giddy, Global Financial Markets AITBS 2000</li> <li>8. Kirt C. Butler, Multinatiinal Finance Thomson South Western.</li> <li>9. Reid W. Click and Coval, 'International Financial Management' Prentice Hall India.</li> <li>10. Reid. M. Rodriguez, "International Financial Management" E Eugene Carter Prentice Hall, New Delhi 1985.</li> </ol>		
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Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		



<b>M.Com. III Sem</b>	<b>Security Analysis and Portfolio Management (Lectures/Week:4) Facilitator: Shri. S. S. Salunke</b>	
<b>Modules:</b>		
Unit I	Nature and Scope of Investment Management	10 Hrs for each Unit
Unit II	Fundamentals of Security Analysis	
Unit III	Portfolio Analysis	
Unit IV	Capital Asset Pricing Model	
Unit V	Portfolio Evaluation	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Fischer Donald E. and Ronald J. Jordan, "Security Analysis and Portfolio Management", 6<sup>th</sup> Edition Prentice Hall of India, 2007.</li> <li>2. Frank K. Reilly and Keith C. Brown, "Investment Analysis and Portfolio Management", 8<sup>th</sup> Edition, Thomson, 2007.</li> <li>3. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, "Investments", 6th Edition, Prentice Hall of India, 1995.</li> <li>4. V.K. Bhalla: Investment Management, S. Chand &amp; Company, New Delhi.</li> <li>5. Prasanna Chandra: Investment Analysis and Portfolio Management Tata McGraw Hill, New Delhi, 2008</li> <li>6. Kevin S: Security Analysis and Portfolio Management, Prentice Hall.</li> <li>7. Punithavathy Pundian: Security Analysis &amp; Portfolio Management, Vikas Publications.</li> <li>8. Avadhani V.A: Investment and Securities Market in India, HimalayPublications.</li> </ol>		
<b>Assessment</b>		
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1. Two Internal Tests (IA): 20marks		
Internal Test 1:	20 marks reduced to	04
Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com III Sem</b>	<b>Corporate Accounting (Lectures / Week: 4)</b> <b>Facilitator: Miss P. R. Kamate</b>	
<b>Modules:</b>		
Unit I	Company final accounts	10 Hrs for each Unit
Unit II	Valuation of goodwill and shares	
Unit III	Accounting treatment for amalgamation	
Unit IV	Liquidation accounts	
Unit V	Holding and Subsidiary Companies	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Jain and Narang, Advanced Accountancy, Vol. II, Kalyani, New Delhi.</li> <li>2. Gupta and Radhaswami, Advanced Accountancy, Vol.II, Sultan Chand. New Delhi.</li> <li>3. Dr. Ashok Sehgal and Dr. Deepak Sehgal, Corporate Accounting, Taxmann's Publications.</li> <li>4. Bhushan Kumar Goyal, Corporate Accounting, 4th edition, Taxmann's publications.</li> <li>5. Shukls and Grewal, advanced Accounts, Vol.II, S. Chand and Co., New Delhi.</li> <li>6. Dr. P.C.Tulsian and Dr. Bharat Tulsian, Corporate Accounting, S. Chand Publications.</li> <li>7. P.V.Ratnum, Advanced Accountancy, Konark, New Delhi.</li> <li>8. Rishikesh Chakraborty, Advanced Accounts, Oxford, New Delhi.</li> <li>9. S. K. Patil, Advanced Accounts, World Press, Calcutta.</li> </ol>		
<b>Assessment</b>		
Assessment is carried out as per the guidelines laid down and mandated by the affiliating University.		
100 marks exam (20 IA + 80 Semester End Exam)		
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Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. III Sem</b>	<b>Accounting for Specialized Institutions (Lectures / Week: 4)</b> <b>Facilitator: Miss P. R. Kamate</b>	
<b>Modules:</b>		
Unit I	Accounting of banking companies	10 Hrs for each Unit
Unit II	Accounting of Insurance Companies	
Unit III	Double Account System	
Unit IV	Accounting for Hotels	
Unit V	Accounting for Hospitals and Education Institutions	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. S.N.Maheshwari, Advanced Accounting, Vol.II , Vikas Delhi.</li> <li>2. Shukla and Grewal, Advance Accounting, Vol.II, S. Chand and Sons, New Delhi. R.L.Gupta and Radhaswamy Advanced Accounting, Vol.II ,Sultan Chand and Sons, New Delhi.</li> <li>3. Hrishikesh Chakraborty, Advanced Accounting, Vol.II , Oxford Publishing House, New Delhi.</li> <li>4. Jain and Narang, Advanced Accounting, Vol.II ,Kalyani, New Delhi.</li> <li>5. C.T.Horngren Introduction to Financial Accounting, PHI, New Delhi.</li> <li>6. Mark, E., Harkins, International Financial Reporting and Analysis, TMH, New Delhi.</li> <li>7. Thomas, P. Edmonds, Fundamentals OF Financial Accounting Concepts, TMH, New Delhi.</li> <li>8. Robert Libby, Financial Accounting, TMH, New Delhi.</li> </ol>		
<b>Assessment</b>		
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Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. III Sem</b>	<b>Small Scale Industries Management(Lectures / Week: 4)</b> <b>Facilitator: Shri. H. C. Kambale</b>													
<b>Modules:</b> Unit I Unit II Unit III Unit IV Unit V	Basics of Small Business Enterprise Dynamics of Small Business Institutions Supporting Small Business Management of Small Business Global Opportunities for Small Business	10 Hrs for each Unit												
<b>Suggested Readings:</b> 1. Barrow C. The essence of Small Business, Prentice Hall of India, New Delhi, 1997. 2. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986. 3. Dr. Vasant Desai, Management of a Small Scale Industry, Himalay Publishing House.														
<b>Assessment</b> Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam) 1. Two Internal Tests (IA): 20marks <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Internal Test 1:</td> <td style="text-align: right;">20 marks reduced to</td> <td style="text-align: right;">04</td> </tr> <tr> <td style="padding-left: 20px;">Internal Test 2:</td> <td style="text-align: right;">80 marks reduced to</td> <td style="text-align: right;">10</td> </tr> <tr> <td style="padding-left: 20px;">Attendance:</td> <td></td> <td style="text-align: right;">03</td> </tr> <tr> <td style="padding-left: 20px;">Assignments, Class seminars, Sports &amp; Cultural Activities:</td> <td></td> <td style="text-align: right;">03</td> </tr> </table> 2. Semester End Examination as per University guidelines: 80 marks			Internal Test 1:	20 marks reduced to	04	Internal Test 2:	80 marks reduced to	10	Attendance:		03	Assignments, Class seminars, Sports & Cultural Activities:		03
Internal Test 1:	20 marks reduced to	04												
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Attendance:		03												
Assignments, Class seminars, Sports & Cultural Activities:		03												

## SECOND TERM

<b>M.Com. II Sem</b>	<b>Corporate Restructuring (Lectures / Week: 4)</b> <b>Facilitator: Shri. H. C. Kambale</b>	
<b>Modules:</b> Unit I Unit II Unit III Unit IV Unit V	Introduction Mergers and Acquisitions Valuation, Exchange rate and merger failures Corporate Control Industrial Sickness	10 Hrs for each Unit
<b>Suggested Readings:</b> 1. J.F.Weston, K.S.Chung & S.E.Hoag, Mergers Restructuring and corporate control, Prentice Hall of India, New Delhi, 2006. 2. Patrick Gaghan Mergers, Acquisitions and corporate restructuring John Wiley, 2006 3. Sudarshan, Creating value through mergers and acquisition, PHI, New Delhi 2006 4. Pandey, I.M. Financial Management, Vikas Publications, New Delhi, 2005 5. Khan and Jain Financial Management TMH, New Delhi, 2006 6. Prasanna Chandra Financial Management TMH, New Delhi, 2006 7. Stephen Ross, Wsterfield Jaffee Corporate Finance, 7th Edition TMH, New Delhi, 2006.		
<b>Assessment</b> Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam) 1. Two Internal Tests (IA): 20marks Internal Test 1: 20 marks reduced to 04 Internal Test 2: 80 marks reduced to 10 Attendance: 03 Assignments, Class seminars, Sports & Cultural Activities: 03 2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. II Sem</b>	<b>Business Ethics and Corporate Governance (Lectures/Week:4) Facilitator: Miss. D. R. Janawade</b>	
<b>Modules:</b>		
Unit I	Business Ethics	10 Hrs for each Unit
Unit II	Ethical theories and CSR	
Unit III	Introduction to Corporate Governance	
Unit IV	Managing ethical dilemmas in Business	
Unit V	Corporate Board and Committees	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. A.C. Fernando Corporate Governance: Principles, Policies and Practices, Pearson.</li> <li>2. A.C. Fernando, Business Ethics: An Indian Perspective. Pearson Education</li> <li>3. A.G. Robert, Monks and Neil Minow, Corporate Governance, Wiley.</li> <li>4. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.</li> <li>5. Chakraborty S.K. Ethics in management, Oxford University Press, New Delhi</li> <li>6. P. Chottopadhyay, Corporate Mis-governance, IAA Research Foundation.</li> <li>7. R.C.Shekhar Ethical Choices in business, response Book, New Delhi.</li> <li>8. R.V.Badi &amp; N.V.Badi Business ethics, Vrinda Publications, New Delhi.</li> <li>9. Rituparana Raj A study in business ethics, Himalaya, Bombay.</li> <li>10. Sharma, J.P., Corporate Governance, Business Ethics &amp; CSR, Ane Books Pvt. Ltd., New Delhi.</li> <li>11. William H. Shaw Business ethics, Thomson, Bangalore.</li> </ol>		
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Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. II Sem</b>	<b>Human Resource Development (Lectures / Week: 4)</b> <b>Facilitator: Shri. H. C. Kambale</b>	
<b>Modules:</b>		
Unit I	Introduction to Human Resource Development	10 Hrs for each Unit
Unit II	HRD Process	
Unit III	Learning and HRD	
Unit IV	HRD Activities and Applications	
Unit V	HRD in Organizations	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Werner J. M., DeSimone, R.L., Human resource development, South Western.</li> <li>2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.</li> <li>3. Blanchard, P.N., Thacker, J.W., Anand Ram, V., Effective training, systems, strategies, and practices, Pearson Education.</li> <li>4. Raymond, N. and Kodwani, A.D., Employee training and development, McGrawHill Education India.</li> <li>5. Mankin, D., Human resource development, Oxford University Press India.</li> <li>6. Haldar, U. K., Human resource development, Oxford University Press India.</li> <li>7. Rao, T.V., Future of HRD, Macmillan Publishers India.</li> <li>8. Rao, T.V., HRD score card 2500: Based on HRD audit, Response Books, SAGE Publications.</li> <li>9. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.</li> <li>10. Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, Harvard Business Review.</li> </ol>		
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2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. II Sem</b>	<b>Managerial Accounting (Lectures / Week: 4)</b> <b>Facilitator: Shri. S. S. Salunke</b>	
<b>Modules:</b>		
Unit I	Introduction	10 Hrs for each Unit
Unit II	Marginal Costing and Break Even Analysis	
Unit III	Analysis and Interpretation of Financial Statements	
Unit IV	Funds Flow and Cash Flow Statements	
Unit V	Uniform and Inter-Firm Costing Methods	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Charler Brandon, Managerial Accounting, TMH, New Delhi.</li> <li>2. Ray H. Garrison, Managerial Accounting, TMH, New Delhi.</li> <li>3. Sharma and Gupta, Management Accounting, Kalyani, New Delhi.</li> <li>4. Jawaharlal, Managerial Accounting, Himalaya, Bombay.</li> <li>5. Ravi M.Kishore, Advanced Management Accounting, Taxman, Publications, New Delhi.</li> <li>6. Robert N.Anthony and James Reece, Accounting Principles, AITBS, New Delhi.</li> <li>7. Horngren, et al., Introduction to Management Accounting, PHI, New Delhi.</li> <li>8. Maheswari S.N., Management Accounting and Financial Control, Sultan Chand and Sons, New Delhi.</li> <li>9. Babhatosh Banerjee, Financial Policy and Management Accounting, World Press, Calcutta.</li> <li>10. Manmohan and Goyal, Management Accounting, Sahitya Bhavan, Agra.</li> </ol>		
<b>Assessment</b>		
Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam)		
1. Two Internal Tests (IA): 20marks		
Internal Test 1:	20 marks reduced to	04
Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		



<b>M.Com. II Sem</b>	<b>Business Environment (Lectures / Week: 4)</b> <b>Facilitator: Shri. A. B. Koli</b>	
<b>Modules:</b>		
Unit I	Theoretical Framework of Business Environment	10 Hrs for each Unit
Unit II	Economic environment	
Unit III	Natural and Technological environment	
Unit IV	Societal Environment	
Unit V	International Business Environment	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Adhikary, M: Economic environment of Business, Sultan Chand &amp; sons, New Delhi.</li> <li>2. Ahluwalia. I.J. Industrial Growth in India, Oxford University Press, Delhi.</li> <li>3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, New Delhi.</li> <li>4. Chakravarty, S: Development Planning, Oxford University Press, Delhi.</li> <li>5. Ghosh, Biswanath: Economic environment of Business, Vikas Pub, New Delhi.</li> <li>6. Govt. of India: economic survey.</li> <li>7. Raj agrawal and Parag Diwan, Business environment; Excel Books, New Delhi.</li> <li>8. Sengupta, N.K. Government and Business in India, Vikas Publication New Delhi.</li> <li>9. Francis Cherunilam, Business Environment Text &amp; Cases Himalaya Publications.</li> <li>10. Ashwatappa K, Essentials of Business Environment, Himalaya Publishing House.</li> </ol>		
<b>Assessment</b>		
Assessment is carried out as per the guidelines laid down and mandated by the affiliating University.		
100 marks exam (20 IA + 80 Semester End Exam)		
1. Two Internal Tests (IA): 20marks		
Internal Test 1:	20 marks reduced to	04
Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. II Sem</b>	<b>Entrepreneurship Development (Lectures / Week: 4)</b> <b>Facilitator: Miss S. C. Hitni</b>													
<b>Modules:</b> Unit I Unit II Unit III Unit IV Unit V	Entrepreneur Entrepreneurial Development and Training Entrepreneurial Environment Entrepreneurial Competencies Women Entrepreneurship	10 Hrs for each Unit												
<b>Suggested Readings:</b> 1. Dipesh D. Uike, Entrepreneurship Development, Himalay publishing House. 2. Prof. E. Gordon, Dr. K. Natarajan, Entrepreneurship Development, Himalay publishing House. 3. Dr. P.T. Vijayashree & M. Alagammai, Margham Publications. 4. Dr. Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalay publishing House.														
<b>Assessment</b> Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam) 1. Two Internal Tests (IA): 20marks <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Internal Test 1:</td> <td style="text-align: right;">20 marks reduced to</td> <td style="text-align: right;">04</td> </tr> <tr> <td style="padding-left: 20px;">Internal Test 2:</td> <td style="text-align: right;">80 marks reduced to</td> <td style="text-align: right;">10</td> </tr> <tr> <td style="padding-left: 20px;">Attendance:</td> <td></td> <td style="text-align: right;">03</td> </tr> <tr> <td style="padding-left: 20px;">Assignments, Class seminars, Sports &amp; Cultural Activities:</td> <td></td> <td style="text-align: right;">03</td> </tr> </table> 2. Semester End Examination as per University guidelines: 80 marks			Internal Test 1:	20 marks reduced to	04	Internal Test 2:	80 marks reduced to	10	Attendance:		03	Assignments, Class seminars, Sports & Cultural Activities:		03
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Assignments, Class seminars, Sports & Cultural Activities:		03												

<b>M.Com. IV Sem</b>	<b>Corporate Governance (Lectures / Week: 4) Facilitator: Shri. H. C. Kambale</b>	
<b>Modules:</b>		
Unit I	Introduction	10 Hrs for each Unit
Unit II	Corporate Governance in India	
Unit III	Corporate Boards and Corporate Governance	
Unit IV	Board Committees	
Unit V	Governance Committees	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Thomas Clarke: Theories of Corporate Governance (ed.), Rutledge Publishers, London, 2004.</li> <li>2. Donald Chew &amp; Gillan: Corporate Governance at the Crossroads: Application Book of Reading McGraw Hill, New York.</li> <li>3. Christine A. Mallin: Corporate Governance, Oxford University Press, New Delhi, 2nd edition, 2007</li> <li>4. A.C.Fernando: Corporate-Governance, Principles, Policies and Practices, Pearson Education, New Delhi, 2006</li> <li>5. Darry Reed &amp; Sanjoy : Corporate Governance, Economic Reforms and Development – The Indian Experience, Oxford University Press, New Delhi, 2004.</li> <li>6. Lalitha Som: Stock Market Capitalization and Corporate Governance, Oxford University Press, New Delhi.</li> <li>7. Yadong Luo: Global Dimensions of Corporate Governance, Blackwell Publishing, Singapore, 2007.</li> <li>8. Kesho Prasad : Corporate Governance, PHI, New Delhi, 2006.</li> <li>9. Vasudha Joshi : Corporate Governance – The Indian Scenario Foundations Books, New Delhi, 2004</li> <li>10. Robert Monks: Takeovers Restructuring and Corporate Nell Mitchell &amp; Governance, Pearson Education, New J. Harold Mulherin Delhi, 2006.</li> </ol>		
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Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam)		
1. Two Internal Tests (IA): 20marks		
Internal Test 1:	20 marks reduced to	04
Internal Test 2:	80 marks reduced to	10
Attendance:		03
Assignments, Class seminars, Sports & Cultural Activities:		03
2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. IV Sem</b>	<b>Internet Technologies for Business (Lectures / Week: 4)</b> <b>Facilitator: Shri. V. M. Bagi</b>													
<b>Modules:</b> Unit I Unit II Unit III Unit IV Unit V	Overview Of E-Commerce Electronic Data Interchange (EDI) Internet Concept and Technologies Security Issues in E-Commerce Recent developments in computer applications	10 Hrs for each Unit												
<b>Suggested Readings:</b> 1. Laudon, Kenneth C. and Carol Guercio Traver (2002) E -commerce: business, technology, society. (New Delhi : Pearson Education) 2. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfilment (New Delhi : Pearson Education) 3. David Kroenke, Business Information Systems, TMH, New Delhi. 4. Henry C.Lucas, Information Technology for Management, TMH, New Delhi. 5. James O' Brien, Management Information Systems, TMH, New Delhi 6. C.S.V. Muthry, e-commerce application & technology.														
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<b>M.Com. IV Sem</b>	<b>Infrastructure Development and Finance (Lectures / Week: 4)</b> <b>Facilitator: Shri. H. C. Kambale</b>	
<b>Modules:</b>		
Unit I	Introduction	10 Hrs for each Unit
Unit II	Models of Infrastructure Development	
Unit III	Infrastructure project Appraisal	
Unit IV	Infrastructure financing in India	
Unit V	Case studies	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Mudge, Richard R. and Susan Jakubiak, Financing Infrastructure:</li> <li>2. Innovations at the local level, National League of Cities, Washington, 1988.</li> <li>3. McDowell, Bruce D., Future of Infrastructure finance, CETS, Philedelphia, 1996.</li> <li>4. India power projects – Regulation and Policy and Finance – Vol. 1 &amp; 2, Asia Law and Practice, hong Kong, 1998.</li> <li>5. Project finance – Practical case studies, Capital Management Sciences, New York, 1990.</li> <li>6. Project and Infrastructure Finance in Asia, Asia Law and Practice, Hong Kong, 1994.</li> <li>7. Bhattacharaya.K.P., (Ed.0, Affordable Housing and Infrastructure in India, Vedams Academic Books, New Delhi, 1998.</li> <li>8. Kirit S.Parikh, Infrastructure, public goods and Markets, Forum of free Enterprise, 1999.</li> <li>9. Martin.J.E &amp; P.Heaultme, Risk management: Techniques to Managing Project Risk.</li> <li>10. S.P.Verma, infrastructure in India’s Development, IIPA New Delhi 2004.</li> <li>11. Raghuram R Jain, R.Jain, S.Sinha et.al, Infrastructure Development and Financing – Towards a public private partnership MacMillian india Ltd, New Delhi, 1999.</li> <li>12. World Bank Private Participation in Infrastructure in Developing Countries Trends, impact and policy lesson, Clive Harris, 2003.</li> <li>13. P.Chandra .P, Project Planning Analysis Selection – implementation – and revision, TMH, New Delhi – 2000.</li> <li>14. GOI, The India Infrastructure Report, Policy Imparities for Growth Welfare, 1996.</li> </ol>		
<b>Assessment</b>		
Assessment is carried out as per the guidelines laid down and mandated by the affiliating University. 100 marks exam (20 IA + 80 Semester End Exam)		
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2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. IV Sem</b>	<b>Financial Markets and Institutions (Lectures/Week:4)</b> <b>Facilitator: Shri. S. S. Salunke</b>	
<b>Modules:</b>		
Unit I	Financial Markets	10 Hrs for each Unit
Unit II	Money Market	
Unit III	Theory and Structure of Interest rates	
Unit IV	Financial Institutions – Depository Institutions	
Unit V	Financial Institutions – Non- depository Institutions	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. Cornett M.M., &amp; Saunders A.,: Fundamentals of Financial Management, McGraw Hill, York.</li> <li>2. Santomero. A.M., &amp; Babbel D.C.: Financial Markets, Instruments &amp; Institution, McGraw. Hill, New York</li> <li>3. Rose &amp; Marquis: Money and Capital Markets: Financial Institutions and Instruments in a Global Market Place.</li> <li>4. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi, 2007</li> <li>5. Fobozzi &amp; Modigliani: Capital Markets, Institutions and Instruments, PHI New Delhi 2006.</li> <li>6. Mandura Jeff: Financial Markets and Institutions, West Publishing Company, New York.</li> <li>7. Khan, M.Y: Indian Financial Markets &amp; Institutions, TMH, New Delhi.</li> <li>8. Bhole, M.K: Financial Markets &amp; Institutions, THM, New Delhi.</li> <li>9. Thygerson Kenneth J : Financial Markets &amp; Institutions, Harper Collins, New York.</li> <li>10. Mishkin, F.S., &amp; Eakins: Financial Markets &amp; Institutions Addison Wesley, 2000 S.C.</li> <li>11. RBI Reports on Currency and Finance.</li> <li>12. RBI Bulletins.</li> </ol>		
<b>Assessment</b>		
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2. Semester End Examination as per University guidelines: 80 marks		

<b>M.Com. IV Sem</b>	<b>Innovations in Accounting (Lectures / Week: 4)</b> <b>Facilitator: Miss. D. R. Janawade</b>	
<b>Modules:</b>		
Unit I	Accounting for price level changes	10 Hrs for each Unit
Unit II	Human Resource Accounting	
Unit III	Corporate social accounting	
Unit IV	Accounting for Intangibles	
Unit V	Creative Accounting	
<b>Suggested Readings:</b>		
<ol style="list-style-type: none"> <li>1. S.N. Maheshwari, advanced Accounting, Vol II, Vikas, New Delhi.</li> <li>2. Jain and Narang , Accounting Theory , Kalyani, New Delhi.</li> <li>3. Jawahar Lal and Lele, Accounting, Theory, Himalaya, Bombay.</li> <li>4. R. Narasimhan, Financial Accounting: An integrated Approach. PHI, New Delhi.</li> <li>5. Vithal and Sharma, Accounting for Management, Macmillan. Bangalore.</li> <li>6. Estes Ralph, Corporate Social Accounting, John Willey, New York Ghosh P.K. Maheshwari</li> <li>7. G.C. AND Goyal R.N., studies in Accounting Theory Wiley Eastern Ltd., New Delhi.</li> <li>8. Collin Drury - Management and cost accounting and Thomson Publications, New Delhi.</li> <li>9. Ravi M. Kishore - Advanced cost accounting and cost systems, Taxmann Publications, New Delhi.</li> <li>10. Maheshwari S. N - Advanced cost accounting Sultan Chand New Delhi.</li> <li>11. Cooper R. Kalpan C.R.S - The design of cost management systems, Text Cases and readings prentice Hall 1991.</li> </ol>		
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