



# TOLANI COLLEGE OF COMMERCE

*(Autonomous)*

Recognised Linguistic (Sindhi) Minority Institution

(Affiliated to University of Mumbai)

Re-Accredited (3<sup>rd</sup> Cycle) by N.A.A.C. with 'A' Grade

150-151, Sher-E-Punjab Society,

Guru Gobind Singh Road,

Andheri (East) Mumbai-400 093

Syllabus and Question Paper Pattern of First Year of

Master of Commerce (M.Com.)

(Business Management)

Semester I and Semester II

Under Choice Based Credit and Grading System

(Academic Year 2022-2023)



## Master in Commerce (M.Com.)

### Semester I

#### Core Course (CC)

Serial no	Course Code	Course Name	Credits
<b>Core Courses (CC)</b>			
1	TCC.PMCI01	Strategic Management	6
2	TCC.PMCI02	Economics for Business Decisions	6
3	TCC.PMCI03	Cost and Management Accounting	6
4	TCC.PMCI04	Business Ethics and Corporate Social Responsibility	6
<b>Total Credits</b>			<b>24</b>

Serial no	Course Code	Course Name	Credits
<b>Core Courses (CC)</b>			
1	TCC.PMCII01	Research Methodology for Business	06
2	TCC.PMCII02	Macro Economics concepts and Applications	06
3	TCC.PMCII03	Corporate Finance	06
4	TCC.PMCII04	E-Commerce	06
<b>Total Credits</b>			<b>24</b>



**Program: Master of Commerce (M.Com.)**

**(Business Management)**

**Semester: I**

**Core Course (CC): Strategic Management**

**Course Code: TCC.PMCI01**



<b>M.COM.</b>		<b>Semester – I</b>	
<b>Course Name: Strategic Management</b>		<b>Course Code: TCC.PMCI01</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<b>1</b>	<b>Introduction to Strategic Management</b>
	<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>• Environmental Scanning: ETOP- Environmental Threat and Opportunity Profile</li> <li>• Business Environment: Components of Environment- Micro and Macro and Environmental Scanning.</li> </ul>
<b>2</b>	<b>Strategy Formulation, Implementation and Evaluation</b>
	<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>
<b>3</b>	<b>Business, Corporate and Global Strategies</b>



	<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, Public Private Participation: Importance, Problems and Governing Strategies of PPP Model.</li> <li>• Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business</li> </ul>
<b>4</b>	<b>Emerging Strategic Trends</b>
	<ul style="list-style-type: none"> <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 Policy in overcoming industrial sickness</li> <li>• Schemes under skill India Initiative</li> </ul>

#### Reference Books:

- Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia
- Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
- Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi
- Strategic Management – Fred R. David, Published by Prentice Hall International
- Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill
- Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd
- Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai
- Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press
- Gaining and Sustaining Competitive Advantage, Jay B. barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi
- Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi
- Public Sector Perspective, by Dr M.Veerappa Moily



## Evaluation Pattern

### Continuous Evaluation (Internal Assessment)

Sr.No.	Component	Particulars	Marks
1	1	Assignment / Case study / Book Review/ Research Proposal/ Research Paper / Field study	10
2	2	Presentation	10
3	3	One Periodical Class Test Presentation	20
<b>Total</b>			<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**

### Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No.	Particular	Marks
Q-1	Attempt any 2 of the following: (From Module I) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-2	Attempt any 2 of the following: (From Module II) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-3	Attempt any 2 of the following: (From Module III) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-4	Attempt any 2 of the following: (From Module IV) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks



**Program: Master of Commerce (M.Com.)**

**(Business Management)**

**Semester: I**

**Core Course (CC): Managerial Economics-I**

**Course Code: TCC.PMCI02**



<b>M.COM.</b>		<b>Semester – I</b>	
<b>Course Name: Managerial Economics-I</b>		<b>Course Code: TCC.PMCI02</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<b>1</b>	<b>Introduction to Managerial Economics</b>
	Definition, Features, and Scope of Managerial Economics-Relationship to Economic Theory, Decision Science, and to the Functional Areas of Business Studies-The Theory of Firm: Reasons for the existence and their functions- The objective and value of the firm-The resources employed-Constraints on the operations of the firm-Limitations of the theory of the firm-Managerial Economics in an Uncertain World: Issues and Challenges-Meaning and Maximising Economic Profit: Economic cost of resources-Economic profit versus Accounting profit- Maximising the value of the firm- Separation of Ownership and Control of the Firm: The Principal-Agent problem-Corporate control mechanism- Market Structure and Managerial Decision Making.
<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 Demand Forecasting- Qualitative forecasts: Survey Techniques-Opinion Polls-Soliciting aForeign Perspective- Time Series Analysis: Trend Projection.</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 Decision and Cost Analysis</b>
	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. Economic analysis of Cost: Classification of costs, short run, and long run cost functions.



<b>4</b>	<b>Strategic Behaviour under Oligopoly Using Game Theory</b>
	An introduction to Strategic Behaviour and Game theory- Dominant Strategy and Nash Equilibrium- The Prisoner's Dilemma: Overview, under price competition, non-price competition and cartel cheating-Strategic Moves: Threat, Commitments, Credibility and Promises-Strategic Entry Deterrence: Meaning, limit pricing, and capacity expansion.

**References Book:**

1. Christopher Thomas and Charles Maurice: Managerial Economics-Foundations of Business Analysis and Strategy, 12<sup>th</sup> Edition, McGraw Hill, 2020, New Delhi.
2. Dominick Salvatore and Siddhartha Rastogi: *Managerial Economics-Principles and Worldwide Applications*, Oxford University Press, 8<sup>th</sup> Edition, 2017, New Delhi.
3. H L Ahuja: Business Economics-Microeconomic Analysis, 13<sup>th</sup> Edition, S. Chand, 2016, New Delhi.
4. Ivan Png: Managerial Economics, 5<sup>th</sup> Edition, Routledge, 2016, New Delhi.
5. Michael R. Bye: Managerial Economics and Business Strategy, 4<sup>th</sup> edition, McGraw Hill, 2003.
6. N. Gregory Mankiw: Principles of Economics Cengage, 6<sup>th</sup> edition, 2017, New Delhi.
7. N. Gregory Mankiw, Mark P. Taylor, and Andrew Ashwin: *Business Economics, 1<sup>st</sup> Edition, 2013, Cengage Learning.*
8. R. Panneerselvam, P. Sivasankaran and P. Senthilkumar: Managerial Economics, 1<sup>st</sup> Edition, Cengage, 2018, New Delhi.
9. Robert Pindyck and Daniel Rubinfeld: Microeconomics, 8th Edition, Pearson, 2018, New Delhi
10. Suma Damodaran: Managerial Economics, Oxford University Press, 2<sup>nd</sup> edition, 2010, New Delhi.

**Additional Reading:**

(A) Newspapers:

- The Economic Times
- The Mint
- The Business Line
- The Times of India
- The Indian Express
- The Hindu

(B) Magazines:

- The Economist
- The Economic and Political Weekly
- Business India
- Business World
- Outlook Money



## Evaluation Pattern

### Continuous Evaluation (Internal Assessment)

Sr.No.	Component	Particulars	Maximum Marks
1	1	Written assignment of 1000 words involving analysis of events related to the course taken from a newspaper, magazine, journal etc.	10
2	2	Book review. The book selected must be approved by the teacher. A report of 1000 words must be submitted	10
3	3	MCQ Based Test	20
<b>Total</b>			<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**

### Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question Number	Nature of Questions	Maximum Marks	From
1)	a) Define the following concepts (Attempt any 7 out of 10):	7 marks	Module I
	b) State with reasons whether the following statements are true or false (Attempt any 4 out of 6)	8 marks	
2)	<b>Attempt any 1 question out of the following 3:</b>	15 marks	Module II
	a) Full length question		
	b) Three Notes (5 Marks Each)		
	c) Application/Numerical Question		
3)	<b>Attempt any 1 question out of the following 3:</b>	15 marks	Module III
	a) Full length question		
	b) Three Notes (5 Marks Each)		
	c) Application/Numerical Question		
4)	<b>Attempt any 1 question out of the following 3:</b>	15 marks	Module IV
	a) Full length question		
	b) Three Notes (5 Marks Each)		
	c) Application/Numerical Question		



**Program: Master of Commerce (M.Com.)**

**(Advanced Accountancy)**

**Semester: I**

**Core Course (CC): Cost and Management Accounting**

**Course Code: TCC.PMCI03**



<b>M.COM.</b>		<b>Semester – I</b>	
<b>Course Name: Cost and Management Accounting</b>		<b>Course Code: TCC.PMCI03</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<b>1</b>	<b>Marginal Costing, Absorption Costing and Management Decisions</b>
	<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 - Determining Key Factors - Determining Sales Mix - Determining Optimum Activity Level - Performance Evaluation - Alternative Methods of Production, Cost Reduction &amp; Cost Control</li> <li>● Analysis – Profit Volume Ratio Required Sales For Earning Certain Profit – Margin Of Safety</li> <li>● Cost Sheet – Based On Marginal Cost Method &amp; Absorption Costing Method</li> </ul>
<b>2</b>	<b>Standard Costing</b>
	<ul style="list-style-type: none"> <li>● Standard costing as an Instrument of Cost Control and Cost Reduction - Fixation of Standards - Theory and Problems based on Analysis of Variances of Materials, Labour Overheads and sales including Sub-variances.</li> <li>● Material Variances Calculation – Cost – Price – Volume – Mix &amp; Yield</li> <li>● Labour Variances – Cost – Rate - Efficiency – Mix &amp; Yield</li> <li>● Sales Mix – Total Sales – Sales Volume – Sales Price – Mix &amp; Yield</li> <li>● Overhead – Fixed &amp; Variable – Cost – Efficiency – Budget – Calendar – Capacity – Volume</li> <li>● Profit Variances – Gross Profit – Contribution Margin – Operating Profit – Net Profit</li> <li>● Types of Budget Variances</li> </ul>



<b>3</b>	<b>Budgetary Control</b>
	<ul style="list-style-type: none"> <li>● 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, Flexible Budget Statement – Output Based</li> <li>● Cash Budget Statement – Cash receipts – Cash Payment</li> <li>● Production Budget – Material Purchase</li> <li>● Budget – Material Consumption Budget – Sales Budget</li> </ul>
<b>4</b>	<b>Operating Costing</b>
	<ul style="list-style-type: none"> <li>● Meaning of Operating Costing - Determination of Per Unit Cost - Collection of Costing Data - Practical Problems based on Costing of Hospital, Hotel and Goods &amp; Passenger Transport</li> <li>● Cost Sheet – Operation Cost Statement Transportation – Cost Statement for Theatres.</li> </ul>

#### Reference Books:

- Lectures on Costing by Swaminathan: S. Chand and Company (P) Ltd., New Delhi.
- Cost Accounting by C.S. Rayudu, Tata Mc. Grow Hill and Co. Ltd., Mumbai.
- Cost Accounting Theory and Practice by B.K. Bhar, Tata Mc. Grow Hill and Co. Ltd., Mumbai.
- Cost Accounting Principles and Practice by M.N. Arora, Vikas Publishing House Pvt. Ltd., New Delhi.
- Cost Accounting by S.P. Jain and K.L. Narang, Kalyani Publishers, Ludhiana.
- Modern Cost and Management Accounting by M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi.

#### Evaluation Pattern

##### Continuous Evaluation (Internal Assessment)

Sr. No.	Component	Particulars	Marks
1	1	Assignment / Case study / Book Review/Research Proposal / Research Paper / Field study	10
2	2	Presentation	10
3	3	One Periodical Class Test	20
		<b>Total</b>	<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**



## Semester End Examination

### Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

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

*Note:*

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



**Program: Master of Commerce (M.Com.)**

**(Business Management)**

**Semester: I**

**Core Course (CC): Business Ethics and Corporate Social  
Responsibility**

**Course Code: TCC.PMCI04**



<b>M.COM.</b>		<b>Semester – I</b>	
<b>Course Name: Business Ethics and Corporate Social Responsibility</b>		<b>Course Code: TCC.PMCI04</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<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 Economic theory, Kant’s Deontological theory, Mill &amp; Bentham’s Utilitarianism theory, Moral development theories of Lawrence Kohlberg and Carol Gilligan.</li> <li>• Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa,</li> <li>• Emergence of new values in Indian Industries after economic reforms of 1991</li> <li>• Professional Ethics</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, Role of Financial Institutions in enhancing 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>• Ethics of Duty, Ethics of Rights and Justice.</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 Score Card, 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>

**Reference Book:**

- Sharma J.P ‘ Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi
- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi
- S.K.Bhatia, Business Ethics and Corporate Governance
- William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publishing Company.
- Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India
- R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi
- Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.
- Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.
- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Blow field ,Michael and Alan Murray, Corporate Responsibility, Oxford University Press,
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 2007



- William B. Werther, Jr. David Chandler, Strategic Corporate Social Responsibility, stakeholders' a global environment, Sage Publication, 2009.

**Evaluation Pattern**  
**Continuous Evaluation (Internal Assessment)**

Sr.No.	Component	Particulars	Marks
1	1	Assignment / Case study / Book Review/ Research Proposal/ Research Paper / Field study	10
2	2	Presentation	10
3	3	One Periodical Class Test Presentation	20
		<b>Total</b>	<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**

**Semester End Examination**  
**Question Paper Pattern**

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No.	Particular	Marks
Q-1	Attempt any 2 of the following: (From Module I) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-2	Attempt any 2 of the following: (From Module II) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-3	Attempt any 2 of the following: (From Module III) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-4	Attempt any 2 of the following: (From Module IV) a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks



# TOLANI COLLEGE OF COMMERCE

*(Autonomous)*

Recognised Linguistic (Sindhi) Minority Institution

(Affiliated to University of Mumbai)

Re-Accredited (3<sup>rd</sup> Cycle) by N.A.A.C. with 'A' Grade

150-151, Sher-E-Punjab Society,  
Guru Gobind Singh Road,  
Andheri (East) Mumbai-400 093

Autonomy implemented at the first year of Undergraduate &  
first year of Postgraduate Programs in the A.Y. 2021-2022

Syllabus of

First Year of Master in Commerce (M. Com.)

Semester II

(Academic Year 2022-2023)



## **Master in Commerce (M.Com.)**

### **Semester II**

### **Core Course (CC)**

<b>Serial no</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>
<b>Core Course</b>			
1	TCC.PMCII01	Research Methodology for Business	06
2	TCC.PMCII02	Macro Economics concepts and Applications	06
3	TCC.PMCII03	Corporate Finance	06
4	TCC.PMCII04	E-Commerce	06



**Program: Master of Commerce (M.Com.)**

**(Business Management)**

**Semester: II**

**Core Course (CC): Research Methodology for Business**

**Course Code: TCC.PMCII01**



<b>M.COM.</b>		<b>Semester – II</b>	
<b>Course Name: Research Methodology for Business</b>		<b>Course Code: TCC.PMCII01</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<b>1</b>	<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>• Research Philosophy – Pragmatism, Positivism, Realism and Interpretivism</li> <li>• Formulation of research problem, Research Design, significance &amp; sources of Review of Literature,</li> <li>• Hypothesis: Formulation, Sources, Importance and Types</li> <li>• Sampling: Significance, Methods, Factors determining sample size</li> </ul>
<b>2</b>	<b>Research Process and Data Collection</b>
	<ul style="list-style-type: none"> <li>• Stages in Research process</li> <li>• Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, 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> <li>• Scaling Techniques: Types of scaling techniques</li> </ul>
<b>3</b>	<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 –</li> <li>✓ Parametric Test-t test, f test, z test</li> <li>✓ Non-Parametric Test -Chi square test, ANOVA, Factor Analysis</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, Preparation of Research Proposal</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>

• **Reference Books:**

- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
- Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
- Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
- Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
- SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
- Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
- Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
- Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc.
- Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
- Research Methodology, P. Saravanavel, Kitab Mahal, Allahabad, 2018
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
- Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004
- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009.



## Evaluation Pattern

### Continuous Evaluation (Internal Assessment)

Sr.No.	Component	Particulars	Marks
<b>1</b>	<b>1</b>	Assignment / Case study / Book Review/ Research Proposal/ Research Paper / Field study	10
<b>2</b>	<b>2</b>	Presentation	10
<b>3</b>	<b>3</b>	One Periodical Class Test Presentation	20
<b>Total</b>			<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**

### Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No.	Particular	Marks
Q-1	<b>Attempt any 2 of the following: (From Module I)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-2	<b>Attempt any 2 of the following: (From Module II)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-3	<b>Attempt any 2 of the following: (From Module III)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-4	<b>Attempt any 2 of the following: (From Module IV)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks



**Program: Master of Commerce (M.Com.)**

**(Business Management)**

**Semester: II**

**Core Course (CC): Macroeconomics Concepts and Applications**

**Course Code: TCC.PMCII02**

<b>M.COM.</b>		<b>Semester – I</b>	
<b>Course Name: Macroeconomics Concepts and Applications</b>		<b>Course Code: TCC.PMCII02</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<b>1</b>	<b>Introduction to Macroeconomics</b>
	The Nature of Macroeconomics-Major Macroeconomics Issues-Basic Economic Concepts and Distinctions-National Income Accounting-Three Method of Measuring the GDP-Two Important Identities-National Income, Social Welfare, and Green GDP-India's National Accounts.
<b>2</b>	<b>Money, Interest, and Income</b>
	Planned Expenditure and Rate of Interest-The IS Curve-The Asset Market-The LM Curve- The Determination of Income and Interest Rate: Integrated Model-Fiscal Policy-The Burden of Public Debt-Monetary Policy-New Classical Economic and Economic Policy.
<b>3</b>	<b>The Role of Expectations in Macroeconomic Policy</b>
	Rational Expectations and Policy Making-Lucas Critique of Policy Evaluation-Policy Conduct: Rules or Discretion? -The Role of Credibility and Nominal Anchor- Approaches to Establishing Central Bank Credibility.
<b>4</b>	<b>The Architecture of the International Financial System</b>
	Introduction-History of Monetary Arrangements-The International Monetary Fund-Currency Crises-The Choice of an Exchange Rate Regime- Does the International Financial Architecture Need a Redesign?

**References Book:**

- Daniles, J.P and David VanHoose. International Monetary and Fiancial Economics.2. New York:South-Western Publishing, 2002.
- Mishkin, Frederic S. Macroeconomics: Policy and Practice. 2. New Delhi: Pearson, 2017.
- Sikdar, S. Principles of Macroeconomics.3. New Delhi: Oxford University Press,2020
- Wyplosz, Michael Burda and Charles: Macroeconomics. 6th. New Delhi: Oxford University Press, 2014.



### **Additional Reading:**

(A) Newspapers:

- The Economic Times
- The Mint
- The Business Line
- The Times of India
- The Indian Express
- The Hindu

(B) Magazines:

- The Economist
- The Economic and Political Weekly
- Business India
- Business World
- Outlook Money

### **Evaluation Pattern**

#### **Continuous Evaluation (Internal Assessment)**

<b>Sr.No.</b>	<b>Component</b>	<b>Particulars</b>	<b>Maximum Marks</b>
<b>1</b>	<b>1</b>	Written assignment of 1000 words involving analysis of events related to the course taken from a newspaper, magazine, journal etc.	<b>10</b>
<b>2</b>	<b>2</b>	Book review. The book selected must be approved by the teacher. A report of 1000 words must be submitted	<b>10</b>
<b>3</b>	<b>3</b>	MCQ Based Test	<b>20</b>
		<b>Total</b>	<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**



**Semester End Examination  
Question Paper Pattern**

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question Number	Nature of Questions	Maximum Marks	From
1)	a) Define the following concepts (Attempt any 7 out of 10):	7 marks	Module I
	b) State with reasons whether the following statements are true or false (Attempt any 4 out of 6)	8 marks	
2)	<b>Attempt any 1 question out of the following 3:</b>	15 marks	Module II
	a) Full length question		
	b) Three Notes (5 Marks Each)		
	c) Application/Numerical Question		
3)	<b>Attempt any 1 question out of the following 3:</b>	15 marks	Module III
	a) Full length question		
	b) Three Notes (5 Marks Each)		
	c) Application/Numerical Question		
4)	<b>Attempt any 1 question out of the following 3:</b>	15 marks	Module IV
	a) Full length question		
	b) Three Notes (5 Marks Each)		
	c) Application/Numerical Question		



**Program: Master of Commerce (M.Com.)**

**(Business Management)**

**Semester: II**

**Core Course (CC): Corporate Finance**

**Course Code: TCC.PMCII03**



<b>M.COM.</b>		<b>Semester – II</b>	
<b>Course Name: Corporate Finance</b>		<b>Course Code: TCC.PMCII03</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<b>1</b>	<b>Scope and Objectives of Financial Management</b>
	<ul style="list-style-type: none"> <li>● Introduction, Meaning, Importance, Scope, Objectives, Profit v/s Value Maximization</li> <li>● Types of Financing – Public, Personal, Corporate and Private</li> <li>● Different Investment Opportunities &amp; Sources of Finance</li> </ul>
<b>2</b>	<b>Time Value of Money</b>
	<ul style="list-style-type: none"> <li>● Concept, Present Value, Annuity, Techniques of Discounting, Techniques of Compounding, Bond Valuation and YTM; Current Yield Method</li> </ul>
<b>3</b>	<b>Financial Analysis - Application of Ratio Analysis in Financial Decision Making</b>
	<b>Management Analysis</b> <ul style="list-style-type: none"> <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: Earnings per Share, P/E Ratio, Dividend Yield</li> </ul>
<b>4</b>	<b>Financial Decisions</b>



	<ul style="list-style-type: none"> <li>● Cost of Capital - Introduction, Definition of Cost of Capital, Measurement of Cost of Capital, WACC, Marginal Cost of Capital</li> <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>
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**Reference Books:**

- Corporate Finance: Theory and Practice – Pierre Vernimmen, Pascal Quiry, Maurizio Dallochio, Yann Le Fur, and Antonio Salvi.
- Corporate Finance: The Basics – Terence C.M. Tse.
- Financial Terms Dictionary – Thomas Herold.
- Fundamentals of Corporate Finance – Richard A

**Evaluation Pattern**

**Continuous Evaluation (Internal Assessment)**

Sr. No.	Component	Particulars	Marks
1	1	Assignment / Case study / Book Review/Research Proposal / Research Paper / Field study	10
2	2	Presentation	10
3	3	One Periodical Class Test	20
		<b>Total</b>	<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**



**Semester End Examination**  
**Question Paper Pattern**

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

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

**Note:**

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



**Program: Master of Commerce (M.Com.)**

**(Business Management)**

**Semester: II**

**Core Course (CC): E- Commerce**

**Course Code: TCC.PMCII04**



<b>M.COM.</b>		<b>Semester – II</b>	
<b>Course Name: E- Commerce</b>		<b>Course Code: TCC.PMCH04</b>	
<b>Periods per week (1 Period is 90 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>06</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Sr. No</b>	<b>Modules/ Units</b>
<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, 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), and Concepts of other models of E-commerce.</li> <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 initiates, 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</li> <li>• 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>

#### Reference Books:

- Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi: Pearson Education).
- Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (New Delhi: Pearson Education).
- Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (New Delhi: Pearson Education).
- Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK: Elsevier Ltd.)
- Vivek Sood Cyber Laws Simplified-TMH (2001)
- Vakul Sharma Handbook of cyber Laws-Macmillan (2002)
- Greenstein & Feinman Electronic Commerce-Security, Risk Management and Control-TMH (2000) 9. Adam Nabll R. (Editor) Electronic Commerce: Technical Business and Legal Issues.
- Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness
- Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd EditionTata McGrawHill Publications, 2008.
- Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008



- Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
- E- Commerce Strategies, Technology and applications (David) Tata McGrawHill
- Introduction to E-commerce (jeffrey) Tata- McGrawHill
- Gary Schneider, Electronic Commerce, Thomson Publishing.
- Pandey, Srivastava and Shukla, E-Commerce and its Application, S. Chand

### **Evaluation Pattern**

#### **Continuous Evaluation (Internal Assessment)**

<b>Sr.No.</b>	<b>Component</b>	<b>Particulars</b>	<b>Marks</b>
<b>1</b>	<b>1</b>	Assignment / Case study / Book Review/ Research Proposal/ Research Paper / Field study	<b>10</b>
<b>2</b>	<b>2</b>	Presentation	<b>10</b>
<b>3</b>	<b>3</b>	One Periodical Class Test Presentation	<b>20</b>
		<b>Total</b>	<b>40</b>

**Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)**



**Semester End Examination  
Question Paper Pattern**

Maximum Marks: 60

Duration: 2 Hrs.

All Questions are Compulsory Carrying 15 Marks each.

<b>Question No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt any 2 of the following: (From Module I)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-2	<b>Attempt any 2 of the following: (From Module II)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-3	<b>Attempt any 2 of the following: (From Module III)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks
Q-4	<b>Attempt any 2 of the following: (From Module IV)</b> a. Full Length Question b. Full Length Question c. Full Length Question	15 Marks