



SANJAY GHODAWAT UNIVERSITY KOLHAPUR

Sanjay Ghodawat University (SGU) is established in the Academic Year 2017-18, as a State Private University under Govt. of Maharashtra Act No. XL of 2017 dated 3rd May 2017, with the approval of the UGC and the state Government. "For the true measure of giving is giving without measure." Spread across 150 Acres, Sou. Sushila Danchand Ghodawat Charitable Trust's Sanjay Ghodawat University (SGU) is situated in serene atmosphere amidst idyllic hills and lush green meadows to study in harmony with Nature. The Institution aspires to run along the lines of best-in-the-world education and become a world-class institution where teaching-learning process gets a far deeper meaning. SGU always stands as the guiding star of brilliance, quality and deliverance beyond expectations. Innovativeness and Creativity are the hallmarks of a genius enterprise and SGU stands to be a stage where these qualities would be nurtured, encouraged and blossomed. The genius is incomplete without the sense of social responsibility and SGU's ultimate goal remains the development of an attitude of gratitude that freely gives back without expectations.

The Sanjay Ghodawat University stands as a beacon of light to guide the younger generation of the day on the right path to fulfilment in career and life. The USP of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching-learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

The university will help students develop as a unique individual-to be educated as a whole person, intellectually, emotionally, socially, ethically, and spiritually. The educational program designs are worked out meticulously in line with best in class universities with special focus on:

- Flexible Choice Based Credit System
- OBE - Outcome Based Education System
- Experiential Learning



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- Project Based Learning
- Case Based Learning
- Training need analysis based on Performance Appraisal System
- Active Learning tools for effective delivery
- Mentoring / Proctorship
- On line learning /Self learning platforms
- Flipped Classroom concept
- Effective Student Feedback Mechanism

VISION

Internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind.

MISSION

- To prepare students for life-long learning and leadership in a global academic culture
- To create intellectual manpower relevant to the industry and society at large
- To collaborate with institutions of international repute for academic excellence
- To promote research and development through conducive environment
- To encourage entrepreneurship and skill development programs

CORE VALUES

- Integrity
- Transparency
- Accountability
- Equality
- Empathy
- Stewardship



QUALITY POLICY

Sanjay Ghodawat University is committed to establish high standards in value-based quality education to enhance and nurture young minds to excel in their chosen profession and develop into socially responsible citizens through resourceful collaboration, innovation and research

CHOICE BASED CREDIT SYSTEM (CBCS)

The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a ‘cafeteria’ type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning.

University Grants Commission has come up with the Choice Based Credit System (CBCS) programme in which the students have a choice to choose from the prescribed courses, which are referred as core, elective or minor or soft skill courses and they can learn at their own pace and the entire assessment is graded-based on a credit system. The basic idea is to look into the needs of the students so as to keep up-to-date with development of higher education in India and abroad. CBCS aims to redefine the curriculum keeping pace with the liberalization and globalization in education. CBCS allows students an easy mode of mobility to various educational institutions spread across the world along with the facility of transfer of credits earned by students.

Where the students can choose the prescribed courses, as the core, and elective or soft skill courses, from a range of options, rather than to simply consume what the curriculum offers. They can learn at their own pace and the assessments are graded based on a credit system. It provides an opportunity for students to have a choice of courses or subjects within a programmed resembling a buffet, against the mostly fixed set of subjects now being offered (except for the limited choice of electives in professional degrees and postgraduate programmes) with the flexibility to complete the programmed by earning the required number of credits at a pace decided by the students.

The UGC has always initiated measures to bring efficiency and excellence in the Higher Education System of India. The basic motive is to expand academic quality in all aspects, right from the curriculum to the learning-teaching process to examination and evaluation systems. However, so far multiple methods are followed by different universities across the country towards examination, evaluation and grading system. Considering this diversity, the



implementation of the choice based credit system seems to be a good system in assessing the overall performance of a student in a universal way of a single grading system.

OUTCOME BASED EDUCATION (OBE) MODEL

Sanjay Ghodawat University (SGU) has implemented OBE model of education, which is a learner centered approach. SGU has witnessed a sea change in the entire academic systems with implementation of all three components of OBE – Design, Delivery and Assessment. The SGU model of autonomy focuses on experiential learning which believes in learning by doing. This is achieved through hands on experience, industrial assignments, mini projects and live problem solving and collaboration with industries.

SGU is set in to dynamics of transformation and witnessing a shift in focus from teaching to learning and entire academic system of SGU is designed to provide multiple learning opportunities for students to acquire and demonstrate the Knowledge, Skills and Attitudes (KSA) for rewarding career.

The Vision and Mission of the Management, contribution from eminent BOG members and knowledgeable members of Academic Council and Board of Studies, the motivation and drive of the Director, the relentless efforts of the fellow Deans and Head of Departments and all teaching and non teaching staff along with commitment to learning of students made it possible to successfully transform the institute and stand out to carve a niche for itself as an Institute of repute.

OBE is an approach of curriculum design and teaching that focuses on what students should be able to do (attained) at the end of course/ program. Outcome based education (OBE) is student-centered instruction model that focuses on measuring student performance through outcomes. Outcomes include knowledge, skills and attitudes (KSA). Its focus remains on evaluation of outcomes of the program by stating the knowledge, skill and behavior a graduate is expected to attain upon completion of a program and after 4 – 5 years of graduation. In the OBE model, the required knowledge and skill sets for a particular degree is predetermined and the students are evaluated for all the required parameters (Outcomes) during the course of the program.

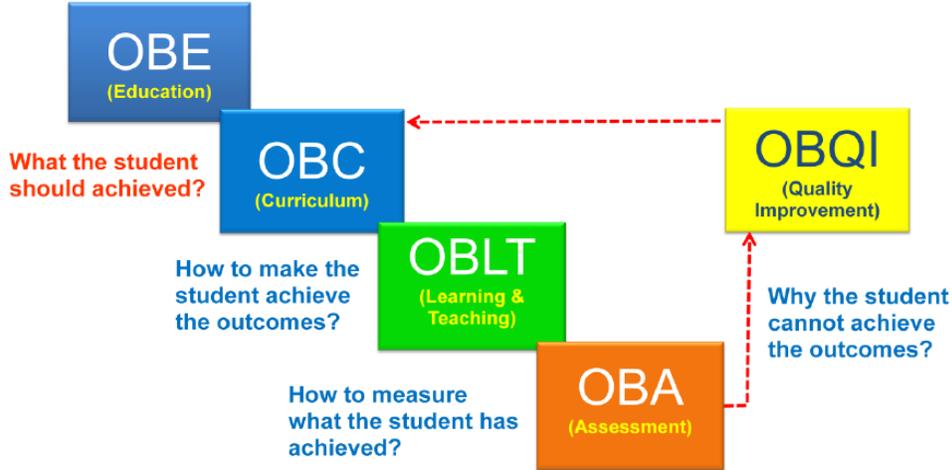
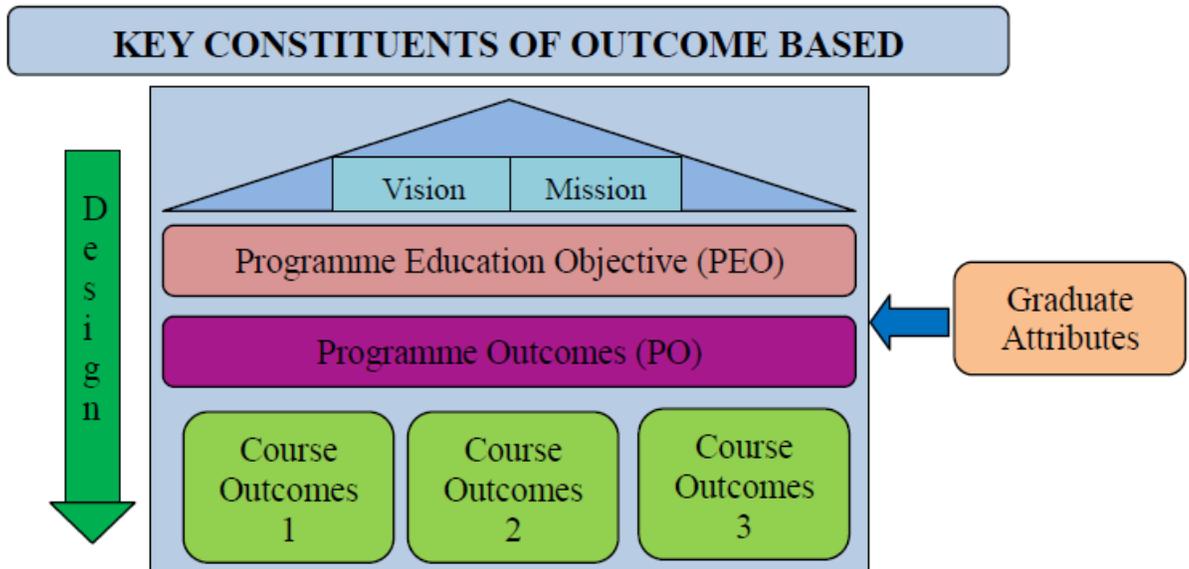


Figure 1: OBE flows and description



The OBE model measures the progress of the graduate in three parameters, which are

- Program Educational Objectives (PEO)
- Program Outcomes (PO)
- Course Outcomes (CO)

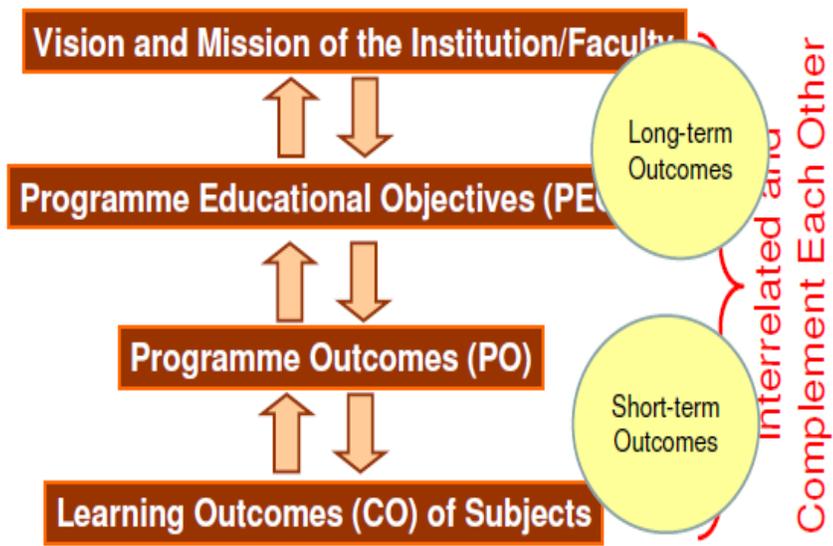


Program Educational Objectives (PEO) are broad statements that describe the career and professional accomplishments that the program is preparing the graduates to achieve. PEO's are measured 4-5 years after graduation. Program outcomes are narrower statements that describe what students are expected to know and be able to do by the time of graduation. They must reflect the Graduate attributes. Course outcomes are the measurable parameters which evaluates each students performance for each course that the student undertakes in every semester.

The various assessment tools for measuring Course Outcomes include Tests and End Semester Examinations, Tutorials, Assignments, Project work, Labs, Presentations, Employer/Alumni Feedback etc,. These course outcomes are mapped to Graduate attributes and Program outcomes based on relevance. This evaluation pattern helps Institutions to measure the Program Outcome. The Program Educational Objective is measure through Employer satisfaction survey (Yearly), Alumni survey (Yearly), Placement records and higher education records.

Outcomes in OBE

A Model Hierarchy of Outcomes





Special Features of OBE

- OBE is an educational process that focuses on what students **can do** or the **qualities** they should develop after they are taught.
- OBE involves the restructuring of curriculum, assessment and reporting practices in education to reflect the achievement of high order learning and mastery rather than accumulation of course credits.
- Both structures and curricula are designed to achieve those capabilities or qualities.
- Discourages traditional education approaches based on direct instruction of facts and standard methods.
- It requires that the students demonstrate that they have learnt the required skills and content.



Sanjay Ghodawat University Kolhapur

(Established as a State University under Government of Maharashtra Act No
XL dated 3rd May 2017)

Academic and Examination Rules and Regulations

Approved in the second Academic Council Meeting held on 9th May, 2018 and to
be implemented from academic year 2018-19. [Version R0]

Sanjay Ghodawat University Kolhapur

Kolhapur - Sangli Highway, A/p Atigre - 416 118,
Tal. - Hatkanangale, Dist. Kolhapur,
Maharashtra, India

(Implemented from Academic year 2018-19)

Academic and Examination Rules and Regulations



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1.0 Preamble

The Sanjay Ghodawat University (SGU) stands for quality and excellence. It aims at nurturing the young talent and grooming them into responsible citizen and a value added human resource. Outcome Based Education (OBE) model is adopted to enhance the effectiveness of teaching learning process and Credit Based semester system is implemented.

The focus of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching- learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

Vision of SGU is internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind. To achieve the vision SGU has developed state-of-the-art infrastructure that promotes conducive ambience promoting innovation and research. Create intellectual manpower relevant to the industry and society at large. Foster mutually beneficial partnership with alumni, industry and academia. Inculcate ethics and values to develop socially responsible citizens and promote entrepreneurship.

SGU is offering various programs through schools such as School of Technology, School of Commerce and Management, School of Sciences and School of Arts.

SGU has implemented the outcome-based Education (OBE) system and Credit based Evaluation System in all the schools.

The rules and regulations mentioned in this document are applicable to all the Under Graduate (UG) and Post Graduate programs offered by the Sanjay Ghodawat University from the academic year 2018-19. The rules and regulations stated under here are subject to revisions / refinements, updates and modifications and amendments by Academic Council (AC) from time to time and applicable to all batches including those already undergoing programs in different year and are binding on all stakeholders including students, faculty, parents and University authorities.

The academic programs of the University shall be governed by rules and regulations approved by the Academic Council from time to time. Academic council is the supreme and statutory academic body that governs all academic matters of the university and the decisions of the academic council are final and binding in the matters related to academics.



2.0 Definition of Terms

1. **University:** University means Sanjay Ghodawat University, Kolhapur
2. **Academic Year:** The period of the year during which students attend university for all academic activities, usually it starts from first of July and ends on 30th of June next year.
3. **Semester:** Academic Year is divided in to 2 parts called Semester, Odd Semester which starts from July and Even Semester which starts from January.
4. **Duration of Semester:** Total duration of semester is usually 20weeks per semester including instructions, examination and evaluation. Total instructional days are 90 per semester.
5. **Course:** It is a Subject that is in a semester. The course may consist of Theory/Practical/Project/Seminar during semester. Usually taught by instructor in a class. e.g. Physics, Chemistry, Engineering Mechanics, Workshop etc.
6. **Program:** Collection of Courses is called Program. B Tech in Mechanical Engineering,
7. M Tech in Civil Engineering, Bachelor of Business Administration. Bachelor of Science etc.
8. **Department:** Department is a unit of the school which offers one or more programs.
9. **Contact Hours:** Time of students in class/laboratory with instructor. Usually in the range of 26-30 Hrs./Week. For the purpose of uniformity one contact hour is measured as 60 minutes
10. **Academic Council (AC):** Means apex academic body governing the academic programs responsible for framing policy , rules and regulations.
11. **Board of Examination (BOE):** Central body responsible for framing policy ,rules and regulations for Examination.
12. **Board of Studies (BOS):**Departmental academic body to govern the academics of programs(BOS)offered by department.

3.0 Curriculum:

3.1. Curriculum:

Every program has a prescribed structure which, in general, is known as Curriculum. It prescribes courses to be studied in each semester. The booklet containing courses



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structure along with detail syllabus for each course of each program is updated periodically and made available on the website.

3.2. Semesters:

SGU implements a credit based semester system. The academic year is divided into two regular semesters. The semesters that begin in July are known as Odd semester and the semester that begin in January are known as Even semesters. Total duration of each semester is generally of 20 weeks including the period of examination, evaluation and grade declaration.

3.3. Course Credit System/Structure:

In general, a certain quantum of work measured in terms of credits is laid down as the requirement for a particular program. Calculation of number of credits for a course in any semester is as per Table 3.1

Table 3.1: Calculation of number of credits for a course

Sr. No.	Course	Credits
1	Lecture of 1 hour/week	1
2	Tutorial of 1 hour/week	1
3	Practical / Laboratory / Drawing/mini-project of two hours/ week	1
4	Seminar (1 hour per week)	1

There are mainly two types of courses- viz. Theory courses and Laboratory courses. Generally a theory course consists of Lecture hours (L) and Tutorial hours (T). Tutorial hours may not be assigned to a particular theory course if it has a separate laboratory course. Laboratory course consists of practical hours (P) for which a student works in a Laboratory/Drawing Hall/Workshop. The other courses required to be taken by a student include seminar, mini project, and project at various levels of the program.

A student shall earn credits for a particular course by fulfilling the minimum academic requirements for attendance and evaluation. No credits shall be awarded if a student satisfies the minimum attendance requirements but fails to meet minimum evaluation



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requirements.

The total number of credits required for completing a program shall be mentioned in the course structure. The total number of credits in a semester which a student registers shall generally be 20--25. The maximum number of credits per semester shall not exceed 30

3.4 Audit Course:

3.4.1 A student may have to register for an audit course in a semester which could be institute requirement or department requirement.

3.4.2 An audit course may include either a) a regular course required to be done as per structure or required as pre-requisite of any higher level course or b) the programmes like practical training, industry visits, societal activities etc.

3.4.3 Audit course shall not carry any credits but shall be reflected in Grade Card as "PP"/"NP" depending upon the satisfactory performance in the semester evaluation as per the course curriculum structure.

4.0 Course Registration:

4.1 Every student must register for the courses that he/she wants to study for earning credits at the beginning of each semester on the prescribed dates announced from time to time and shall be mandatory for every student till he/she completes the program. Only after registration his/her name shall appear in the roll list of each of such courses.

4.2 Students shall be required to fill up a Course Registration Form which shall be made available to them by the Student section of Administration office after payment of required fees.

4.3 Registration, according to rules, should be carried out as per the schedule given in academic calendar. Late registration may be permitted only for valid reasons and on payment of late registration fees. In any case, registration must be completed before the prescribed last date for registration, failing which his/her studentship shall be liable to be cancelled. Students having dues outstanding towards the institute or hostel shall be permitted to register only after clearing such dues.

4.4 In-absentia registration may be allowed only in rare cases at the discretion of the Dean Academics and with prior permission.

4.5 For registration in an odd semester, the student must have earned all the credits of the pre-previous year and at least 2/3rd credits of the previous year. For example, for registration of the 5th semester courses (i.e. 3rd year of program), a student must have earned all



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the credits of the first year and 2/3rd credits of the second year. Similarly for registration of the 7th semester courses (i.e. 4th year of program), a student must have earned all the credits of the second year and 2/3rd credits of the third year. However, if 2/3rd calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for taking decision related with this clause.

4.6 A student registered in odd semester shall be eligible to register for the courses offered in the even semester of that year irrespective of his/her SGPI or the number of credits earned by him/her in that odd semester.

5.0 Lateral Entry For B Tech Programs

Post diploma students in engineering and B.Sc. Graduates can have lateral entry at third semester of the program. Such admissions are governed by the rules of regulatory bodies like AICTE New Delhi and Directorate of Technical Education Maharashtra state and Sanjay Ghodawat University for Admission criteria and shall undergo all academic requirements as specified by the Academic council.

For such students there shall not be First Year Performance Index (FYPI). Semester Performance Index (SGPI) and Cumulative Performance Index (CGPI) shall be calculated from the third semester onwards taking into consideration the courses undergone by them at Sanjay Ghodawat University Kolhapur.

Registration of the students not covered by the cases mentioned above shall be decided by the Academic Council. Such students shall undergo the academic program as specified by the Academic Council. Such odd entry students shall not be eligible for any medals or awards instituted by the institute.

6.0 Change of Program:

This is applicable to B Tech Program only. Students shall be eligible to apply for Change of Program after completing the first two semesters. The following rules/ guidelines shall be used for considering their applications for change:

6.1 The change of program shall be permitted strictly on merit basis subject to the rules of admissions prevailing at the time of such change.

6.2 Students without fail grades and/or backlogs shall be eligible to apply for change of program and can give their choices in the order of preference.

6.3 The request for change of program by a student from program A to program B shall be considered if number of students of program B does not exceed the sanctioned capacity



of program B and also the minimum strength required to run the program as decided by Academic Council.

6.4 All such transfers can be effected only once at the beginning of the second academic year of the 4-year UG program. No application for change of program during subsequent academic years shall be entertained.

7.0 Facilitation to Students:

7.1 Faculty Advisor:

On joining the institute, a student or a group of students shall be assigned to a faculty advisor who shall be mentor for a student throughout his/her tenure in the institute. A student shall be expected to consult the faculty advisor on any matter relating to his/her academic performance and the courses he/she may take in various semesters / summer term. A Faculty advisor shall be the person to whom the parents/guardians should contact for performance related issues of their ward. The role of a faculty advisor is as outlined below:

The role of the Faculty Adviser is outlined below:

- a. Guide the students about the rules and regulations governing the courses of study for a particular degree.
- b. Advise the students for registering courses as per curriculum given. For this purpose the Faculty Adviser has to discuss with the student his/her academic performance during the previous semester and then decide the number and nature of the courses for which s/he can register during the semester as per the curriculum.
- c. Approve the registration of the students.
- d. Advise students to overload/ drop one or more courses/activities based on her/his academic performance as per the prescribed rules.
- e. At the end of the first semester/year, the Faculty Adviser may even advise a reduced load program for a poorly performing student.
- f. Pay special attention to weak students and carefully monitor performance of students recommended for slow track option.
- g. Advise students for Course Adjustment / Dropping of courses during the Semester within the stipulated time frame given in the Academic calendar.
- h. Advise students seeking semester drop either during the ongoing semester or before the commencement of the semester. FA has to ensure strict compliance of rules and regulations laid down for this purpose. Recommend the cases to the appropriate authorities for consideration.
- i. Make revised plan of study for weak/bright students based on their semester wise performance.
- j. Suggest modalities for course/credit requirements for the students recommended for exchange program.
- k. Guidance and liaison with parents of students for their performance.
- l. To ensure that students are not permitted to re-register for courses, which they have already passed.



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- m. Inform students that any academic activity (course / Lab. / seminar / project / noncredit requirement etc.) undergone without proper registration will not be counted towards the requirements of his/her degree.
- n. Strictly warn students that if she/he fails to register during any semester without prior approval, his/her studentship is liable to be cancelled.
- Keep the students updated about the Academic Administration of the University.

7.2.Helping Weaker Students:

A student with backlog/s should continuously seek help from his/her faculty advisor, Head of the Department and the Dean of respective schools. Additionally, he/she must also be in constant touch with his/her parents/local guardians for keeping them informed about academic performance. The university also shall communicate to the parents/guardians of such student at least once during each semester regarding his/her performance in in-in various tests and examination and also about his/her attendance. It shall be expected that the parents/guardians too keep constant touch with the concerned faculty advisor or Head of the Department, and if necessary - the Dean of the respective school.

8.0 Discipline And Conduct:

8.1 Every student shall be required to observe discipline and decorous behavior both inside and outside the campus and not to indulge in any activity, which shall tend to bring down the prestige of the university.

8.2 Any act of indiscipline of a student reported to the Dean, Student Development, shall be discussed in a Disciplinary Action Committee of the institute. The Committee shall enquire into the charges and recommend suitable punishment if the charges are substantiated.

8.3 If a student while studying in the university is found indulging in anti-national activities contrary to the provisions of acts and laws enforced by Government he/she shall be liable to be expelled from the institute without any notice.

8.4 If a student is involved in any kind of ragging, the student shall be liable for strict action as per provisions in the Maharashtra anti-ragging act.

8.5 If any statement/information supplied by the student in connection with his/her admission is found to be false/ incorrect at any time, his/ her admission shall be cancelled and he/she shall be expelled from the university and fees paid shall be forfeited.

8.6 If a student is found guilty of malpractice in examinations then he/she shall be punished as per the recommendations of the Grievance Redressed Committee (CRC) constituted by Board of Examinations.



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8.7 Every admitted student shall be issued photo identification (ID) card which must be retained by the student while he/she is registered at Sanjay Ghodawat University Kolhapur. The student must have valid ID card with him/her while in the University Campus.

8.8 Any student who alters or intentionally mutilates an ID card or who uses the ID card of another student or allows his/her ID card to be used by another, student shall be subjected to disciplinary action.

8.9 The valid ID card must be presented for identification purpose as and when demanded by authorities. Any student refusing to provide an ID card shall be subjected to disciplinary action.

8.10 Students should switch off the Mobiles during the Instructional hours and in the academic areas of university Building, Library, Reading room etc. Strict action will be taken if students do not adhere to this.

8.11 during the conduct of any Tests and Examination students must not bring their mobiles. A student in possession of the mobile whether in use or switched off condition will face disciplinary action and will be debarred from appearing for the Test / Examination.

9.0 Academic Calendar

The academic activities of the institute are regulated by Academic Calendar and is made available to the students/ faculty members and all other concerned in electronic form or hard copy. It shall be mandatory for students / faculty to strictly adhere to the academic calendar for completion of academic activities

10.0 Attendance:

10.1 Regular 100% attendance is expected from all students for every registered course in lectures, tutorial, laboratory, projects, mini-projects and other courses mentioned in program curriculum. Hence, attendance is compulsory and shall be monitored during the semester rigorously. Students shall be informed at the end of every month if they are failing short of attendance requirements.

10.2 A Maximum of 25% absence for the attendance may be permitted only on valid grounds such as illness, death in family of blood relations (Father, Mother, Sister, and Brother) and any other emergency reason which is beyond the control of the student and shall be approved by the authorities in respective departments.

10.3 If a student fails to put up 75% attendance individually in each course, the student will be put under X grade category and student will be debarred from attending the End Semester Examination (ESE) and Re-Exam for that semester in that course. However, student has an option to re-register for the course whenever it is offered next time or he can appear for 100% examination for which he will be awarded two grade penalties. Student's FET, CAT1 and CAT2 marks are treated as null and void.



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10.4 The maximum number of days of absence for students participating in Co-curricular activities /Sports/ Cultural events during a semester shall not exceed 10. Any waiver in this context shall be on the approval of the Academic council only after the recommendation by Dean Academics of the university

The HOD and Dean of the respective school shall report and recommend to Academic Academic council the cases of students not having 75% attendance as per the records of course instructor. After rigorously analyzing these cases AC may take a decision to debar such student from End-Semester Examination (ESE) for that course. Such a student shall re-register for that course as and when it is offered next. ISE and MSE evaluations of such a student for this course during regular semester shall be treated as null & void.

10.5 A student remaining absent during ESE of a course either on medical ground (Accident and/or hospitalization of a student) or any other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing University at university/state level in sports/co-curricular activities shall be treated as per the rules of Sec 12.6.2 and 11.1.2

The critical cases of absenteeism which are not covered by any of the above clauses shall be reported by concerned Head of Department to Academic dean and all such cases the decision of Academic council is final.

11.0 Modes of Assessment:

11.1 Assessment of Theory Courses:

11.1.1 A student shall be evaluated for his/her academic performance in a theory course through Faculty Evaluation Theory (FET), Continuous Assessment Tests (CAT1 and CAT2) and End Semester Examination (ESE).

11.1.2 The relative weightage for the theory courses having ESE shall be generally as shown in the Table 11.1.2

Table 11.1.2: Weightage for the theory courses in %



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FET	CAT1	CAT2	ESE
20	15	15	50

The details of the weightage of each course shall be listed in the structures of each program.

11.1.3 FET shall be based on student's performance in assignments, quizzes, seminars, Course projects and field assignments, term papers, etc. The mode of FET shall be decided and announced by the Course Instructor at the beginning of the course.

11.1.4 CAT1 shall generally be of one hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that Semester. The test will be based on first two units of the course.

11.1.5 CAT2 shall generally be of one hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that semester based on unit 3 and unit 4 of the syllabus.

11.1.6 ESE is of three hours comprehensive examination having the weightage of 60% for unit 5 and 6 and 40% to unit 1 to unit 4. It is of 100 marks

11.1.7 All examinations and evaluations shall be compulsory. Credits for a course shall be awarded only if a student satisfies evaluation criteria and acquires the necessary minimum grade.

11.1.8 There shall be no re-examination for CAT1 and CAT2 of the courses having all the three components of evaluation viz. FET, CAT1 CAT2 and ESE. However, a student remaining absent for CAT1 and CAT2 for representing the institute in state level or university level sports/co-curricular activities (on prior recommendation and approval from) or on valid grounds such as illness, death in family or other emergency reason which is beyond control of a student (on approval by the head of department and dean of respective school shall be considered for Make- up examinations.

11.1.9 A student remaining absent for ESE of a course either due to medical reason (Accident and/or hospitalization of a student) or other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing college at university/state level in sports/co-curricular activities shall be awarded with grade "I". Such a student shall be allowed to appear for make-up examination scheduled along with re-examinations of other courses. The student shall apply to COE with proper documentary evidence to appear for make-up examination. After make-up examination, a student shall be



entitled to an appropriate grade as per Table I of Sec. 10.1.2 based on his/her performance during the regular semester and in make-up examination.

11.2 Assessment of Laboratory Courses:

11.2.1 The assessment of laboratory course shall be continuous and based on turn-by-turn supervision of the student's work and the quality of his/her work as prescribed through laboratory journals and his/her performance in viva-voce examinations uniformly distributed throughout the semester. Where ESE for the laboratory course is specified ESE shall be based on performing an experiment followed by an oral examination. The relative weightage for FEP and ESE for assessment of laboratory courses shall be 50% each for FEP and ESE and a minimum performance of 40% in both ISE and ESE separately shall be required to get the passing grade.

11.2.2 ESE for laboratory course shall normally be held before the ESE for theory courses and shall be conducted by a panel of examiners appointed by COE from the panel of experts approved by BOS. This activity shall be coordinated by Department Examination Coordinator (DEC) in consultation with HOD of the respective department.

11.2.3 Student failed in ESE of a laboratory course in a regular semester shall be eligible to appear for 100% examination conducted alongwith ESEs of laboratory courses of the subsequent semester. Such examination shall be fairly comprehensive (generally of 3 hours similar to POE i.e. Practical-Oral-Examinations) to properly judge his/her practical skill and theoretical knowledge for that laboratory course. He/She shall suffer one grade penalty.

12.0 The Grading System:

Absolute Grading System (AGS) is adopted based on absolute numerical marks obtained by the student during all stages of evaluation for a course.

12.1. Award of Grade (Regular Semester):

12.1.1 For every course registered by a student in a semester, he/she shall be assigned a grade based on his/her combined performance in all components of evaluation scheme of a course as per the structure. The grade indicates an assessment of the student's performance and shall be associated with equivalent number called a grade point.

12.1.2 The academic performance of a student shall be graded on a ten point scale. The Absolute Grading System is followed. Letter grades, the guidelines for conversion of marks to letter grades and their equivalent grade points are as given in Table

Table 12.1.2: Grade Table for Regular Semester



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Marks Obtained	Grade Letter	Grade Point	Performance Description
90-100	O	10	Outstanding
80-89	A+	09	Excellent
70-79	A	08	Very Good
60-69	B+	07	Good
50-59	B	06	Above Average
45-49	C	05	Average
40-44	P	04	Pass
00-39	F	00	Fail
-	Ab	00	Absent
-	X	00	Detained (Failed)
-	Satisfactory	-	Pass in Non Credit Courses
-	Un Satisfactory	-	Failed in Non Credit Courses

12.1.3 A student shall pass the course if he/she gets any grade in the range "O" to "P".

12.1.4 "FF" grade shall be awarded to a student in a course if he/she gets less than 40% marks jointly in the FET, CAT1, and CAT2 & ESE for a theory course and in PET & ESE for a laboratory course. A course shall then be eligible to apply for re-examination. A student failed in laboratory course shall be eligible to apply only for 100% examination conducted with the laboratory examinations of the subsequent semester. In both cases, a student has to suffer one grade penalty.



13 Assignment of X Grade

Grade "X" in a regular course shall be given to a student if he/she falls in any of the following categories.

13.1.1 A student does not maintain the minimum 75% attendance in any of the theory or laboratory courses.

13.1.2 A student has not completed most of the Evaluations like FET, CAT1 and CAT2 due to non-medical reasons (for example when a student has missed all or most of the components of internal evaluation conducted by the instructor in that semester).

13.1.3 The performance of a student is less than 40% in FET, CAT1 and CAT2 Combined.

13.1.4 A student is guilty of any academic malpractice during semester (Such cases shall be dealt by Grievance Redressed and Discipline Committee).

In above four cases grade "X" shall be declared one week before ESE and intimated to the Academic Office and COE immediately thereafter. Such a student shall not be permitted to take the ESE of that course.

13.1.5 Grade "X" may be given to a student if

13.1.5.1 A student eligible for ESE remains absent for ESE of a course with no written intimation to Exam Cell within four days after the respective ESE is over.

13.1.5.2 A student is guilty of any academic malpractice during examination. (Such cases shall be dealt by Grievance Redressal Committee).

In 13.1.5.2 grade "X" in that course shall be declared after Grievance Redressed Committee confirms the academic malpractice.

In above two cases when a student gets "X" grade in a course, then this shall be treated as "FF" for the purpose of calculation of Semester Performance Index (SGPI) and First Year Performance Index (FYPI) or Cumulative Performance Index (CGPI).

Following rules apply to the student who has obtained grade "X" in a regular semester:

13.1.6.1 A student obtaining grade "X" in a course in a regular semester or during examination shall be not be allowed to appear for End semester examination and also Re ESE conducted before the beginning of the next semester. His/her FET, CAT1 and CAT2 evaluations for all courses shall be treated as null and void. He/She needs to re-register for courses of that semester



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in the next academic year whenever they are offered and undergo all evaluations along with fresh regular students for which he will get one grade penalty.

13.1.6.2 Grade "I" shall be declared in a theory/laboratory course if a student has satisfactory performance FET, CAT1, CAT2 and has fulfilled the 75% attendance requirement, but has not appeared for ESE due to genuine reasons. Such students shall be eligible for the make-up examination of ESE only on medical grounds/valid reasons and on production of authentic medical certificate or other supporting document/s (as required by the University) to the COE within ten days after the respective examination is over. The application form with requisite amount of fees must be submitted to the Exam Cell before the last date of filling such application forms for make-up examinations. These examinations shall be based on 100% syllabus and shall be scheduled before the commencement of the subsequent semester for theory courses and along with ESEs of laboratory courses of the subsequent semester. A student with "I" grade when appears for the make-up examination shall be eligible to obtain a regular performance grade ("O" to "F") as per Table 11.1.2 depending on his/her overall performance in FET, CAT1, CAT2 and make-up examination. If a student fails to appear for make-up examination too, a grade "XX" shall be awarded to him/her. Thus "I" is only a temporary grade and shall be replaced by a valid grade only after make-up examination.

13.2 There shall be a few audit courses as per the policies of the institute or as decided by DPC of respective program. The grade "PP" (Passed)/ "NP" (Not Passed) shall be awarded for such courses depending upon the performance of a student evaluated by the faculty in-charge. No grade points shall be associated with these grades and performance in these courses shall be not taken into account in the calculation of the performance indices (SGPI, CGPI). However, the award of the degree shall be subject to obtaining a "PP" grade in all such courses.

13.3 Award of Grades for Re-Examination:

13.3.1 A student who has obtained grade "F" in regular semester shall be eligible to appear for re-examination conducted before the commencement of the next regular semester. In such cases FET, CAT1 and CAT2 marks are carried forward and a student has to suffer one grade penalty

13.3.2A student shall apply for re-examination before the last date of such application and shall appear for re-examination.

13.3.3 50% weightage similar to ESE shall be given to re-examination and there is one grade penalty.



13.3.4 A student who has obtained "F" grade in ESE of a regular semester and has not availed re-examination option or a student who has obtained "F" grade in both ESE and re-examination shall be eligible to choose one of the two options below to clear his/her backlog:

- Re-registration for the next regular semester course whenever that course is offered.
- Appearing for ESE of the course when conducted...
A student detained in a regular semester due to either a) by obtaining "X" grade or b) by involvement in academic malpractice or c) by breaking the institute code of conduct and discipline can re-register for the course when offered next

Following rules apply for these cases:

13.4.1 In first case i.e. Re- registration the earlier performance of a student in all the evaluations of that course shall be treated as null and void. The student has to undergo all the evaluations after re-registration.

13.4.2 Grades for Third and Subsequent attempts:

If A student opts for ESE or Re ESE who previously had obtained grade "F" in a course in two attempts, his/her FET, CAT1 and CAT2 performance of the regular semester shall be considered for evaluation and He/She has to suffer two grade penalty for the third attempt and for 4th and subsequent attempts shall be awarded a grade "P" or "F" or "X" based on his/her performance.. However, if a student takes more than three chances (regular examination being the first chance, re-examination being the second chance, to clear a course, then the maximum passing grade that he/she can get shall be only "P". Thus a student has to suffer a grade penalty by accepting a lower grade than that obtained in the regular examination, re-examination, or examination for a re-registered course.

14. CALCULATION OF PERFORMANCE INDICES:

14.1. Semester Grade Point Average (SGPA)

The performance of a student in a one specific semester is indicated by SGPA. SGPA is a weighted average of the grade points obtained in all courses registered by the students during the semester. SGPA can be calculated by following equation.

$$SGPA = S_i = \frac{\sum_{i=1}^n C_i P_i}{\sum_{i=1}^n C_i}$$



Where, $i = 1, 2, 3, \dots, n$ are number of courses during semesters. C = No of credits associated with that course and P = Grade point earned in that course. SGPA will be rounded off to two decimal places.

14.2 Cumulative Grade Point Average (CGPA)

The total cumulative performance of a student at the end of specific semester is indicated by CGPA. An up-to-date assessment of the overall performance of a student for the courses from the first semester onwards till completion of the program shall be obtained by calculating Cumulative Grade Point Average (CGPA).

CGPA is a weighted average of the SGPA obtained in all semesters by the students during the semesters. CGPA can be calculated by following equation.

$$CGPA = \frac{\sum_{j=1}^n C_j S_j}{\sum_{j=1}^n C_j}$$

Where, $j = 1, 2, 3, \dots, n$ are number of semester during program. C = Total No of credits in the semester for which CGPA is to be calculated.

CGPA will be rounded off to two decimal places.

Conversion of CGPA to percentage marks for $CGPA \geq 4.5$ can be obtained using equations. Percentage marks = $(CGPA \times 10) - 7.5$.

14.3 For the students acquiring "I" grade (which is only a temporary grade) in any of the courses, SGPA, CGPA shall be calculated only after make-up examination.

14.4. First Year Performance Index (FYPI): (Applicable For B. Tech Programs Only)

14.2.1 For a student registered in Sanjay Ghodawat University Kolhapur right from the First semester, First-Year-Performance-Index (FYPI) shall be calculated as weighted average of the grade points obtained in all the courses registered by him/her in semesters I and II only.

$$FYPI = \frac{\sum_i C_i g_i}{\sum_i C_i}$$



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Where summation is for all the courses registered by a student in first two semesters. FYPI shall be calculated when SPI for the second semester is calculated. FYPI shall be rounded off to two decimal places.

14.2.2 FYPI shall reflect all the courses undergone by a student in the first year including the courses in which he/she has failed. FYPI may get modified in the subsequent semesters whenever a student clears his/her first year backlog courses.

14.2.3 If a student has been awarded "I" grade in the regular semester course of the first year then, FYPI shall be calculated after the make-up examination on the basis of the grade obtained by that student in a make-up examination.

14.2.4 If a student has obtained grade "F" or "X" at any time in any of the courses registered by him, then zero grade points corresponding to these grades shall be taken into consideration for calculation of FYPI.

15 Maximum Duration for Completing the Program

Maximum duration for completing any program UG/PG offered by Sanjay Ghodawat University is respective program duration plus two additional years.

Maximum duration for getting the B. Tech degree for students admitted in the first semester of UG program is, program duration plus two additional years (i.e. 12 Semesters and 6 academic years) For lateral entry student academic admitted in the third semester shall be (10 Semester and 5 Years).

The maximum duration of the program includes the period of withdrawal, absence and different kind of leaves permission to student but excludes the period of rustication of the student from the university however genuine case an confidential of valid reason may be referred to academic council for extending this limit by additional criteria

16 NFTE (Not Fit For Technical Education) (Applicable to B Tech program only)

It is mandatory for the student to earn all credits of first year specified for semester I & II or eligible for ATKT as per the rules to seek admission to semester III of second year in three years from the date of admission to avoid NFTE. If a student fails to become eligible for admission to Semester III in three year form the date of his admission, he shall be declared as "Not Fit for Technical Education" leading to discontinuation of his/her registration with the university. Such cases should be put up in the academic council.



17. Academic Progress Rules (ATKT Rules):

17.1 A student shall be allowed to register for the courses of the next year's odd semester only if he/she has earned all the credits of the previous year and has earned at least 75% credits of the current year. If 75% calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for deciding the eligibility for ATKT.

At the end of 1st year a student shall be allowed to keep terms (ATKT) to 2nd year of study provided he/she attends course work prescribed for 1st year with prescribed attendance and successfully earned at least 75% of the total credits specified for 1st year program.

For Example: Total credits for B. Tech first year 2017-18, are 45 (Total of Semester I and II). A Student should earn minimum 75% of the 45 Credits i.e. 33.75 (Rounded to 33 Credits). A student can go to next higher class with a maximum backlog of 12 credits of semester I & II of the first year.

Student, who fails to earn those credits, cannot register for next semester, either it can re-register for the course and credits or can use the next opportunity to earn the credits when exams are conducted. .

(b) At the end of 2nd year a candidate shall be allowed to keep terms to 3rd year of study provided he/she attends course work prescribed for 2nd year with prescribed attendance, and successfully cleared 1st year program and at least 75% of total credits prescribed for 2nd year program.

(c) At the end of 3rd year a candidate shall be allowed to keep terms to final year of study provided he/she attends course work prescribed for 3rd year with prescribed attendance, and should have completed 2nd year program and 75% of total credits prescribed for 3rd year program.

All such candidates fulfilling the above criteria shall be declared as FAILED, ATKT.

A student shall be allowed to take admission for odd semester of next academic year only if he/ she have earned all the credits of the previous year and 75% happens to be a decimal, it is rounded to only integer part.



18 Semester Grade Report:

18.1 Semester grade report reflects the performance of a student in that semester (SGPI) and also his/her cumulative performance for the first year (FYPI) and also the cumulative performance since the third semester of his/her study (CGPA).

18.2 The semester grade card issued at the end of each semester/ summer term to each student shall contain the following.

- The credits for each course registered for that semester.
- Any audit course/s undertaken by a student in a Semester.
- The letter grade obtained in each course.
- The total number of credits earned by a student for the first year separately.
- The total number of credits earned by a student since the 3rd semester onwards.
- SGPI, FYPI, CGPI.
- A list of backlog courses, if any.
- Remarks regarding eligibility of registration for the next semester.

18.3 Semester grade card shall not indicate class or division or rank however a conversion from grade point index to percentage based on CGPI shall be indicated on the final grade card of the program.

19 Award of Degree:

Following rules prevail for the award of degree.

- A student has registered and passed all the prescribed courses under the general institutional and departmental requirements.
- A student has obtained $CGPI \geq 4.75$.
- A student has paid all the institute dues and satisfied all the requirements prescribed.
- A student has no case of indiscipline pending against him/her.
- Academic Council shall recommend the award of degree to a student who is declared to be eligible and qualified for above norms.

20.0 Grace Marks

- Maximum total grace marks will be 1 % of the total theory credit courses x 100 subjected
- To maximum 6 marks in that semester.



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- Grace marks will be given candidate for change in grades for theory credit courses, i.e. from
- Fail to pass grade only and will be reflected in final ESE marks.
- The grace marks are applicable only for maximum $1/3^{\text{rd}}$ courses (rounded to higher Integer part i.e. if there are 4 theory courses then $4/3 = 1.33 = 2$ courses).
- Maximum grace marks will be distributed in maximum courses
- Benefit of grace marks is not applicable for any medal/award.
- Applicable to theory and (Theory + Practical Courses). If is not applicable for Practical courses.
- Scheme for grace marks only can be used when the student will pass in all courses of That semester.

21.0 CGPA Improvement Policy for Award of Degree:

An opportunity shall be given to a student who has earned all the credits required by the respective program with CGPA greater than or equal to 4.00 but less than 4.75 to improve his/her grade by allowing him/her to appear for ESE examinations of maximum two theory courses of seventh semester. Such examinations shall be scheduled along with re-examinations/make-up examinations. However, CGPA shall be limited to 4.75 even though the performance of a student as calculated through modified CGPA becomes greater than 4.75.

Conclusions:

The academic policies regarding conduct of programs in Sanjay Ghodawat University Kolhapur are published in this document. The Academic Council shall reserve the right to modify these policies as and when required from the point of view of achieving academic excellence. In special and abnormal cases (i.e. the cases not covered through above rules) the decision of the (Chairman, Academic Council shall be final and shall be binding on all concerned.

Chairman
Academic Council



SCHOOL OF COMMERCE AND MANAGEMENT

School of Commerce and Management (SCM) is committed towards creating, preserving and imparting internationally benchmarked knowledge & skills to a diverse community of students. SCM provides a variety of opportunities for students to improve their employability. SCM capitalizes on the industry and academic experience of its faculty to prepare students to work effectively in today's complex and challenging business environment. SCM offers undergraduate commerce courses (B.Com), postgraduate commerce courses (M. Com.), undergraduate (B.B.A.), postgraduate (M.B.A.). The commerce and management offer UG and PG programs in management, which are industry oriented with a right mix of knowledge in areas of Management, Commerce and Finance. The aim of management courses undergraduate (B.B.A.), postgraduate (M.B.A.) and commerce programs offered by SCM is to enable students to embark upon a management career.

BACHELOR OF COMMERCE

The B.COM Program is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all B.COM graduates.

BACHELOR OF BUSINESS ADMINISTRATION

The BBA Program offered by School of Commerce and Management is aimed to stimulate in students an interest in Business Management and Administration which will lead to employment and personal growth and making them good human beings and responsible citizens of the society.

MASTER OF BUSINESS ADMINISTRATION

The MBA Program is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all MBA graduates.



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Curriculum Structure for B.COM Program(2018-19) R0

Semester III										
Course Code	Course Title	L	T	P r	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT%	Pass%	%
CBC 201 (PC SC) Version: 1.0	Fundamentals of Financial Management	3	2	-	5	Th (100)	FET	20	Min 40	Min 40
							CAT I	15		
							CAT II	15		
							ESE	50	Min 40	
CBC 203 (PC SC) Version: 1.0	Bank Management	3	2	-	5	Th (100)	FET	20	Min 40	Min 40
							CAT I	15		
							CAT II	15		
							ESE	50	Min 40	
CBC205 (PC SC) Version: 1.0	Foreign Language I	3	1	-	4	Th (100)	FET	20	Min 40	Min 40
							CAT	30		
							ESE	50		
CBC207.1 (PE SC) Version: 1.0	Business Services	2	-	-	2	Th (100)	FET	20	Min 40	Min 40
							CAT I	30		
							ESE	50		
CBC209.1 (PE SC) Version: 1.0	OR	2	-	-	2	Th (100)	FET	20	Min 40	Min 40
	Indian Economy						CAT I	30		
							ESE	50		
CBC207.2 (PE SC) Version: 1.0	Fundamentals of Marketing	1	1	-	2	Th (100)	FET	20	Min 40	Min 40
							CAT	30		
							ESE	50		
CBC209.2 (PE SC) Version: 1.0	OR	1	1	-	2	Th (100)	FET	20	Min 40	Min 40
	Aptitude and Reasoning						CAT	30		
							ESE	50		
CBC211.1 (UE SC) Version: 1.0	Social Media Management	2	-	-	2	Th (100)	FET	100	Min 40	Min 40
CBC211.2 (UE SC) Version: 1.0	OR Holistic Development	2	-	-	2	Th (100)	FET	100	Min 40	Min 40
TOTAL		14	6	-	20	Total Hours:20 Total Credits 20				

Publication in Conference/Journal * Presentation in department

L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts CAT –I Continuous Assessment Test I, CAT – II Continuous Assessment Test II, ESE End Semester Examination IE : Internal Evaluation, IA : Internal Assessment, EE: External Evaluation.



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Curriculum Structure for B.COM Program(2018-19) R0

Semester IV										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT %	Pass%	Pass %
CBC202 (PC SC) Version: 1.0	Cost Accounting	3	2	-	5	Th (100)	FET	20	Min 40	Min 40
							CAT I	15		
							CAT II	15		
							ESE	50	Min 40	
CBC204 (PC SC) Version: 1.0	Income Tax	3	2	-	5	Th (100)	FET	20	Min 40	Min 40
							CAT I	15		
							CAT II	15		
							ESE	50	Min 40	
CBC206 (PC SC) Version: 1.0	Foreign Language II	3	1	-	4	Th (100)	FET	20	Min 40	Min 40
							CAT	30		
							ESE	50		
CBC208.1 (PE SC) Version: 1.0	Human Resource Management	2	-	-	2	Th (100)	FET	20	Min 40	Min 40
							CAT I	30		
							ESE	50		
CBC210.1 (PE SC) Version: 1.0	OR Entrepreneurship	2	-	-	2	Th (100)	FET	20	Min 40	Min 40
							CAT I	30		
							ESE	50		
CBC208.2 (PE SC) Version: 1.0	Behaviour in Organization	1	1	-	2	Th (100)	FET	20	Min 40	Min 40
							CAT II	30		
							ESE	50		
CBC 210.2 (PE SC) Version: 1.0	OR Small Business Management	1	1	-	2	Th (100)	FET	20	Min 40	Min 40
							CAT II	30		
							ESE	50		
CBC212.1 (UE SC) Version: 1.0	Personal Selling Skills OR	2	-	-	2	Th (100)	FET	100	Min 40	Min 40
TOTAL		14	6	-	20	Total Hours:24 Total Credits 20				

Publication in Conference/Journal * Presentation in department
 L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age PC: Program Core, PE: Program Elective,
 UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of
 Commerce, SM: School of Management, SA: School of Arts CAT –I Continuous Assessment Test I, CAT – II Continuous
 Assessment Test II, ESE End Semester Examination IE : Internal Evaluation, IA : Internal Assessment, EE: External
 Evaluation.



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CBC 201 FUNDAMENTALS OF FINANCIAL MANAGEMENT (Ver 1.0)
(Program Core, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
3	2	-	5	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcomes: At the end of this course students will able to

- CO.1** Interpret² the role and functions of Chief Financial Manager
- CO.2** Apply³ ‘ the techniques of Calculating Time Value of Money’ and ‘Risk & Return Model’
- CO.3** Calculate⁴ the time required to recoup the cost of an Investment
- CO1.4** Appraise⁵ the Investment Project
- CO.5** Calculate⁴ cost of difference of finance
- CO.6** Compute⁴ various leverages using simple information

Syllabus (Theory)

Units	Description	Hours
I	Introduction to Financial Management Nature, scope and objective of Financial Management Agency Problem Basic Concepts in Financial Management Emerging Role of Finance Managers in India	06
II	Time value of money: Rationale and Techniques of Calculating Present Value and Future Value Practical Applications of Compounding Risk and return: Conceptual Framework of Risk and Return: Type of Risks; Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio); Portfolio Selection Capital Asset Pricing Model (CAPM)	06



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III	Investment Decision: I The Capital Budgeting Process Cash flow Estimation, Payback Period Method, Accounting Rate of Return,	06
IV	Investment Decision: II Concept and Computation of Net Present Value (NPV) Net Terminal Value Internal Rate of Return (IRR) Profitability Index of Financial Project	06
V	Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of Components of cost of capital Methods for Calculating cost of equity capital Cost of Retained Earnings Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital.	06
VI	Financial Leverage Operating Leverage Financial Leverage Combined Leverage.	06
Note-	Tutorials are based on every Unit. (Per Unit 2 Hours)	12

References:

1. Khan and Jain, Basic Financial Management, McGraw Hill Education
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CBC 203 BANK MANAGEMENT (Ver 1.0)
(Program Core, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
3	2	-	5	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcomes: At the end of this course students will be able to

- CO.1** Understand² the management aspects of banking business and sources of bank funds
- CO.2** Demonstrate² Credit generation process by Banking organization
- CO.3** Understand² Liquidity Management by Banking Organizations
- CO.4** Understand² Profitability Management by Banking Organizations
- CO.5** Interpret² banking services in more customer oriented way
- CO.6** Analyse⁴ financial position of Bank on basis of Income and Equity Statements

Syllabus (Theory)

Units	Description	Hours
I	Introduction: Managing Banking Services: Planning, organizing, controlling, co-ordinating and Communicating Sources of Bank Funds Basic Concepts Deposits: Types of Deposits, Pricing Deposit Services, Illustrations of Deposit Schemes Non Deposit Sources	06
II	Uses of Bank Funds Lending Function: Basic Concepts, Features and Types of Bank Lending Credit Process, Financial Appraisal for Credit Decisions, Loan Pricing and Customer Profitability Analysis	06
III	Management of Liquidity Theories of Liquidity Management Priorities in the employment of bank funds, Problems of resource allocation	06



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	Nature of Primary reserves, secondary reserves	
	Factors influencing, estimating liquidity needs	
IV	Management of Profitability	06
	Profit planning	
	Measures to improve profitability	
	Management of investments	
V	Innovations in Products and Services in Banking	06
	Personal Banking, Loan Schemes, Cards, High Tech Banking Products, Services for Non Residents, Other Important Services	
VI	Preparation of Banking Financial Statements	06
	Preparation of Bank Profit and Loss and Balance Sheet as per the format provided by Banking Regulation Act	
	Analysis of Banks Financial Statement	
Note-	Tutorials are based on every Unit. (Per Unit 2 Hours)	12

References:

1. Paul Justin, Padmalata Suresh, Management of Banking and Financial Services, 4th Edition, Pearson Publication, 2017
2. Maheshwari S.N., Maheshwari S K, Advanced Accountancy Volume II, 11th Edition, Vikas Publishing House
3. VC Joshi & V V Joshi, Managing Indian, Banks, Response, New Delhi
4. Halen Woodruffe, Services Marketing, Macmillan, New Delhi
5. Rajeev K. Seth, Marketing of Banking Services, Macmillan, New Delhi
6. R.M.Srivastava, Management of Indian Financial Institutions, Himalaya, Bombay
7. P. SubbaRao, Principles and Practice of Bank Management Himalaya, Bombay



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CBC 207.1 BUSINESS SERVICES (Ver 1.0)
 (Program Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Theory (100)	FET	20	Min 40
					CAT I	30	
					ESE	50	

Course Outcomes: At the end of this course students will able to

- CO.1** Define¹ the various Services as Strategic Business Proposition
- CO.2** Understand² Retailing, Travel and IT Enabled Services
- CO.3** Analyze⁴ Leisure and Post Construction Services
- CO.4** Apprasie⁵ the different promoting services for marketing

Syllabus (Theory)

Units	Description	Hours
I	Introduction to Services: Introduction, Services as a Business Proposition, Services as a Differentiator, Importance of Services to an Economy Classification of services: on basis of Recipient, type of relationship, customization of service, service outlet etc.	06
II	Types of Services I: Retailing Services: Industry Structure and Ownership Patterns, Retail Institutions and their formats, An Overview of Indian Retailing Travel and Tourism: Types of Travel, Tourism Industry, Factors responsible for Growth of Tourism, An Overview of India as Tourist Destination IT Enabled Services: Features of ITES, Call Centers, GIS Services, Medical Transcription, Business Process Outsourcing	06
III	Types of Services II: Leisure Services: Leisure Service providers, Characteristics, Leisure offerings and Classification Post Construction Services: Marketing services, Security, Shopping, Leisure and Entertainment, Estate Management	06
IV	Marketing of Services:	06



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Meaning and importance of services marketing. Extended marketing mix for services (7P's Price, Place, Product, Promotion, People, Process & Physical Evidence.)

References :

1. C. Bhattacharjee, Service Sector Management an Indian Perspective, Jaico Book 2008
2. Adrian Palmer, Principles of Services Marketing, McGraw Hill, 3rd Ed, 2011
3. Buying Business Services, Axelsson, Finn Wynstra, Wiley, 2002,
4. Sunil B Rao - Service Management Shanker, Ravi;
5. Services Marketing - the Indian Perspective; Excel Books, New Delhi; First Edition; 2002



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CBC 209.1 INDIAN ECONOMY (Ver 1.0)
 (Program Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Theory (100)	FET	20	Min 40
					CAT I	30	
					ESE	50	

Course Outcomes: At the end of this course students will able to

- CO.1** State¹ the scenario of agriculture and rural development in India
- CO.2** Understand² Industrial sector and Employment Issue in Indian Economy
- CO.3** Demonstrate⁵ the features and facts of India's foreign trade
- CO.4** Analyse⁴ the present Fiscal Policy of India

Syllabus (Theory)

Units	Description	Hours
I	Agriculture and Rural Development: Strategies including those relating to technologies and institutions: land relations and land reforms, rural credit, modern farm inputs and marketing, price policy and subsidies, commercialisation and diversification. Rural development programmes including poverty alleviation programmes Development of economic and social infrastructure	06
II	Industry: Strategy of industrial development , Industrial Policy Reform Public sector reform, privatization and disinvestment Labour: Employment, unemployment and under-employment, strategies for employment generation Urban labour market and informal sector employment Report of National Commission on labour Social issues relating to labour e.g. Child labour, Bonded labour.	06



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III	Foreign trade: Salient features of India's foreign trade , composition, direction and organization of trade Recent changes in trade policy Balance of payments, tariff policy, exchange rate and WTO requirements.	06
IV	Budgeting and Fiscal Policy: Tax, expenditure, budgetary deficits, debt and fiscal reforms. Black money and Parallel economy in India - definition, estimates, genesis, consequences and remedies	06

References:

1. General Studies and Indian Economy, PratiyogitaDrapan
2. Indian Economy and Year Book MCQ SERIES: Indian Economy, Kalinjar Publications,
3. Indian Economy, MCQ with Explanations, MockTime Publishers
4. DuttRuddar, Indian Economy, S. Chand Publishing.



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CBC 207.2 FUNDAMENTALS OF MARKETING (Ver 1.0)
(Program Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Theory (100)	FET	20	Min 40
					CAT I	15	
					ESE	50	

Course Outcomes: At the end of this course students will be able to

- CO.1** Explain² core concepts of marketing.
- CO.2** Examine⁵ combination of factors that influence buying process
- CO.3** Describe² Market segmentation, targeting and positioning
- CO.4** Analyse³ different types buyers and their behavior .

Syllabus (Theory)

Units	Hours
I Basics of Marketing: Concept of market; Marketing-Definition, Nature and scope of marketing, the core concepts of marketing, Marketing Environment and its Analysis	06
II Marketing Mix Marketing Mix: Overview of “Marketing mix”, Elements of marketing mix (7P’s)	06
III Segmentation, Market Targeting, Differentiation, Positioning (STDP-) Meaning and concept, Bases for market segmentation, Market targeting, Differentiation, Positioning.	06
IV Consumer Behaviour- Consumer Behaviour – Meaning and definition of consumer behavior, consumer buying decision process, factors influencing consumer behavior	06



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References :

1. Arun Kumar, N Meenakshi, Marketing Management, 3E, Vikas Publication House, 2016.
2. Philip Kotler, Suzan Burton, Marketing Management, Pearson Education Australia, 2008.
3. Neeru Kapoor, Marketing Management, PHI Learning Pvt. Ltd., 2014.
4. Gary Armstrong, Philip Kotler, Principles of Marketing, Pearson College Division, 2013.
5. Rajan Saxena, Marketing Management, 4E, Tata McGraw-Hill Education, 2009



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CBC 209.2 QUANTITATIVE APTITUDE AND REASONING (Ver 1.0)
(Program Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
1	1	-	2	Theory (100)	FET	20	Min 40
					CAT	30	
					ESE	50	

Course Outcomes: At the end of this course students will be able to

- CO.1** Understand² the procedural fluency with real number arithmetic operations
- CO.2** Apply² arithmetic operations to represent real-world scenarios
- CO.3** Solve³ situational problems through methodical thinking
- CO.4** Solve³ situational problems through Non Verbal Reasoning

Syllabus (Theory)

Units	Hours
I Data Interpretation, Sequence & Series	05
II Quadratic Equations, Simplification, Number System, Ratio, Proportion Percentage & Averages, Profit & Loss, Work & Time, Time & Distance, Mixtures and Alligations, Simple Interest, Compound Interest, Surds, Indices, Mensuration- Cylinder Cone Sphere	05
III Verbal Reasoning: Number series, Letter & symbol series, Statement, and argument, Logical Reasoning problems, Alphabet test, Passage, and conclusions, Blood relations, Direction sense test, Input output, Coding-decoding, Number Ranking, Making judgments, analogy, classification, series, logical arrangement of words, inserting the missing character, mathematical operations, Venn diagram, clock, calendar, statement and conclusion, cause and effects, puzzles, course of action, assertion and reason, syllogism, statement and arguments, input and output, analytical reasoning, data sufficiency, statement and assumptions.	05



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IV Non-verbal Reasoning 05
Making series/analogy, Classification, Series test, Odd figures, Mirror images, Figure matrix questions, Miscellaneous test, etc.

Note- Tutorials are based on Each Unit (1 Hour for Each Unit) 04

References:

1. Agarwal R.S., Quantitative Aptitude for Competitive Exam, S Chand Publication
2. Agarwal R.S., A Modern Approach to Verbal and Non Verbal Reasoning, S Chand Publication
3. Agarwal R.S, Objective Arithmetic, S. Chand Publication
4. Tyra. M., Quicker Maths, BSC Publication



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CBC 211.1 Social Media Management (Ver 1.0)
 (University Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Th (100)	FET	100	Min 40

Course Outcomes: At the end of this course students will able to

- CO.1** Develop³ content of a business to be shared on Social Media
- CO.2** Understand² Social media etiquette
- CO.3** Appraise⁵ the method of information sharing through Facebook, Twitter & LinkedIn
- CO4** Demonstrate⁴ the method of information sharing through Google+, Tumblr

Syllabus

Units	Theory	Hours
I	Introduction- Meaning and Importance Social Media Aggregators: Meaning Importance and Tools Social Media Content Management: Creating content, Managing content program, Planning Worksheets	05
II	Social Media Etiquette and Policies Etiquette on social media - Fundamental Dos & Don'ts of Social Media – Building a network of connections that reflects you Accurate personal presentation - Etiquette specifically for Twitter, Facebook, and LinkedIn	05
III	Social Networking Sites: Facebook: Setting Up Facebook Page - Understanding Facebook Page Features - Monitoring Facebook Insights - Understanding how marketers and businesses use Facebook - Creating a Facebook Brand Page - Best Practices for New Facebook Pages- Using Facebook for Public Relations Twitter: Setting Up Your Twitter Account - Understanding Twitter's Web Features - Following & Connecting with Your Community on Twitter - Understanding Hashtags & Privacy Settings - How to Track the Success of	10



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Syllabus for Second Year Bachelor of Commerce (2020-21) R0

- a Message from Tweet Twitter for Business- Understanding Marketing Best Practices for Twitter
- Linked In: Create and maintain a professional presence on LinkedIn - Understand how to incorporate multimedia into materials.
- YouTube: Creating video and uploading it on You Tube
- IV What is Google+? - Creating and Customizing Google+ Profile - 10
Understanding Google+ Features - Creating and Using Google+ Circles -
Google+ page for client and connecting them in business circle/
community –Measuring Site Traffic Using Google Analytics
Tumblr- Create and Customize a Tumblr blog - Difference between
blogging on Tumblr and Other Blogging Platforms- Tumblr for Business
Customer Touch points Analysis

References:

1. Social media for social mediemarketing, Ashutosh Nair & Jaspreet Sidhu
2. E-Commerce, Strategy, Technologies and Applications By David Whiteley Tata McGraw
3. E-commerce and its applications By Mahapatra P.B.S. Chand Publication.
4. Jefkins & Yadin; Advertising, 4th Edition; Pearson Education, New Delhi, 2000
5. Rajeev Batra, John. G. Myers. T. David. A. Aaker; Advertising Management; 5th Edition, PHI Edition, New Delhi, 1998



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CBC 211.2 Holistic Development (Ver 1.0)
 (University Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Th (100)	FET	100	Min 40

Course Outcomes: At the end of this course students will able to

- CO.1** Analyze³ himself , his motives and character
- CO.2** Understand ² the concept of creativity, powerful attitude and self motivation
- CO.3** Plan³ personal goals and tangible ways to achieve them
- CO.4** Understand ² ethical and unethical behavior at workplace

Syllabus

Units	Theory	Hours
I	SELF ANALYSIS SWOT Analysis, Who am I, Attributes, Importance of Self Confidence, Self Esteem, Hard Working, Being learner, Attaining skills and knowledge, Attentiveness	06
II	CREATIVITY, ATTITUDE and MOTIVATION Out of box thinking, Lateral Thinking. Factors influencing Attitude, Challenges and lessons from Attitude, Etiquette. Factors of motivation, Self talk, Intrinsic & Extrinsic Motivators	06
III	GOAL SETTING Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals, Time Management Value of time, Diagnosing Time Management, Weekly Planner, To do list, Prioritizing work.	06
IV	Workplace Ethics Workplace Ethics: Introduction, Needs, Principals, Development of Personal Ethics, Ethical behavior in workplace- Professionalism, Ethical violations by employees, Factors leading to Unethical Behaviors, Different unethical behaviors, Measures to control unethical behaviors	06



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References :

1. GhoshB.N,Managing Soft Skills for Personal Development, Tata McGraw Hill Education Ltd. New Delhi
2. Tancock Adrian, The Self Motivation Workbook, Hachette, UK, 2015
3. BarunMitra, Personality Development and Soft Skills, Oxford University Press, 2012
4. Larry Feralazzo, Self Driven Learning, Routeledge, New York
5. Michael J. Provitera, Mastering Self-Motivation, Business Expert Press, 2012
6. Arun Mittal, I Can... I Will...: From 'Knowing the Things... to 'doing the Things', Sterling Publishers Pvt. Limited, 2015



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CBC 202 COST ACCOUNTING (Ver 1.0)
(Program Core, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
3	2	-	5	Theory (100)	FET	30	Min 40
					CAT I	10	
					CAT II	10	
					ESE	50	

Course Outcomes: At the end of this course students will be able to

- CO.1** Understand² the different types of costs of production
- CO.2** Prepare³ the records of cost affairs of business
- CO.3** Evaluate⁵ the material cost
- CO.4** Evaluate⁵ the labour cost
- CO.5** Evaluate⁵ the overhead cost
- CO.6** Analyse⁴ the cost of production using the methods like contract costing, process costing, service costing and Job costing

Syllabus (Theory)

Units	Description	Hours
I	Introduction Meaning, objectives and advantages of cost accounting; Difference between cost accounting and financial accounting; Cost concepts and classifications; Elements of cost; Preparation of Cost Sheet Tutorial on Preparation of Cost Sheet.	08
II	Book Keeping in Cost Accounting: Integral and non-integral system, Rectification of errors Tutorial on Rectification of errors	08
III	Elements of Material Cost: Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement Tutorial on Methods of pricing of materials issues	08
IV	Elements of Labour Cost:	08



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	Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits. Methods of wage payment and the Incentive schemes- Halsey, Rowan, Taylor's Differential piece wage. Tutorial on Methods of wage payment and the Incentive schemes	
V	Elements of Overheads Cost : Classification, allocation, apportionment and absorption of overheads; Under- and over-absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based cost allocation. Tutorial on Treatments of certain items in costing	08
VI	Methods of Costing Job costing, Contract costing, Process costing, Service costing (only transport). Tutorials on Methods of Costing	08

References:

1. Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. ShriMahavir Book Depot, New Delhi.
2. Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers
3. Arora, M.N. Cost Accounting – Principles and Practice. Vikas Publishing House, New Delhi.
4. DatarSrikant M., Madhav V. Rajan ,Cost Accounting: A Managerial Emphasis, Pearson Education.
5. JawaharLal, Cost Accounting. McGraw Hill Education
6. Nigam, B.M. Lall and I.C. Jain. Cost Accounting: Principles and Practice. PHI Learning
7. Rajiv Goel, Cost Accounting. International Book House
8. Singh, Surender. Cost Accounting, Scholar Tech Press, New Delhi.
9. Iyengar, S.P. Cost Accounting. Sultan Chand & Sons



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CBC 204 INCOME TAX (Ver 1.0)
(Program Core, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
3	2	-	5	Theory (100)	FET	30	Min 40
					CAT I	10	
					CAT II	10	
					ESE	50	

Course Outcomes: At the end of this course students will be able to

- CO.1** Understand² the basic concepts in Income Tax
- CO.2** Evaluate⁵ the taxable income from salaries and House Property
- CO.3** Evaluate⁵ the taxable income from Business and Profession
- CO.4** Analyse⁴ the taxable income from Capital Gains and Other Sources
- CO.5** Analyse⁴ the Gross Total Income
- CO.6** Prepare³ the Tax records for Sole Trading and Partnership Business

Syllabus (Theory)

Units	Description	Hours
I	Introduction Basic concepts: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN) Residential status; Scope of total income on the basis of residential status; Exempted income under section. Tutorial on Basic concept	08
II	Computation of Income under different heads-1 Income from Salaries Income from house property Tutorial on Computation of Income under different heads-1	08
III	Computation of Income under different heads-2	08



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	Profits and gains of business or profession Tutorial on Computation of Income under different heads-2	
IV	Computation of Income under different heads-3 Income from Capital Gains Income from Other Sources Tutorial on Computation of Income under different heads-3	08
IV	Deductions from Gross Total Income and Miscellaneous Income of other persons included in assessee's total income Aggregation of income and set-off and carry forward of losses; Deductions from gross total income; Rebates and reliefs Tutorial on Deductions from Gross Total Income and Miscellaneous	08
VI	Computation of total income of individuals and firms; Tax liability of an individual and a firm, Filing of return Tutorial on Computation of total income	08

References:

1. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
2. Singhanian, Vinod K. and Monica Singhanian. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
3. Hariharan, Income Tax: Law and Practice, Tata McGraw-Hill Education
4. Singhanian V.K., SinghanianKapil, Direct Taxes: Law & Practice, Taxmann Publications

Students are expected to use latest editions of the books.



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CBC 208.1 Human Resource Management (Ver 1.0)
 (Programme Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Theory (100)	FET	20	Min 40
					CAT	30	
					ESE	50	

Course Outcomes: At the end of this course students will able to

- CO.1** Demonstrate² Human Resource Management as business functions
- CO.2** Understand² Human Resource Planning and Recruitment function
- CO.3** Describe² selection procedure
- CO.4** Analyse³ the performance of employee after the training

Syllabus

Units	Theory	Hours
I	Introduction Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System	05
II	Acquisition of Human Resource : I Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Recruitment – Concept and sources	05
III	Acquisition of Human Resource : II Selection – Concept and process; methods of selection; test and interview; placement and induction	05



IV	Training and Performance Appraisal Training: Concept and Importance; Identifying Training and Development Needs; Designing Training Programs Performance Appraisal: Nature, objectives and importance; Modern techniques of performance appraisal; performance linked compensation.	05
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References:

1. Rao VSP, Human Resource Management: Text and Cases, Excel Books India, 2nd Edition, 2007
2. Gary Dessler. A Framework for Human Resource Management. Pearson Education.
3. DeCenzo, D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
4. Bohlander and Snell, Principles of Human Resource Management, Cengage Learning
5. Ivancevich, John M. Human Resource Management. McGraw Hill.
6. Wreather and Davis. Human Resource Management. Pearson Education.



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CBC 208.2 Behavior in Organization (Ver 1.0)
 (Programme Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Theory (100)	FET	30	Min 40
					CAT	10	
					ESE	50	

Course Outcomes: At the end of this course students will be able to

- CO.1** Demonstrate² conceptual fundamentals in organizational behaviour
- CO.2** Understand² the stimulation and response through Learning and Motivation theories
- CO.3** Understand³ the Leadership and Team working in organization
- CO.4** Analyse³ politics in organization and stages in conflict resolution

Syllabus

Units	Theory	Hours
I	Conceptual Foundations and Importance of organizational Behavior Perception and Attribution: Concept, Nature, Process, Personality: Concept, Types and Theories of Personality.	05
II	Learning: Concept and Theories of Learning, reinforcement Motivation: Concepts and their application, Need (Maslow and Herzberg), Content & Process theories, Expectancy theory, Equity theory, goal Setting theory.	05
III	Leadership: Leaders and Leadership Process: Traits, Behavior, and Situational theories, Blake & Mouton's: Managerial grid, Hersey & Blanchard's situational Leadership Model, and Contemporary Leadership issues: Charismatic, Transformational Leadership Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams.	05



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IV	Organizational Power and Politics: Concept, Sources of Power, Tactics to gain power in Organizations, Nature of organizational politics Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict	05
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References:

1. Khanaka S S, Organizational Behaviour, S Chand Publishing, New Delhi, 2006
2. Chandan J S, Organizational Behavior, Vikas Publishing House, Delhi.
3. Koontz & Heinz Wehrich: Essential of management McGraw Hill, 1999
4. SinhaJai B P, Culture and OrganizationalBehaviour, Sage Publications, 2009
5. Albert J. Mills, John Bratton, Jean C. Helm Mills, Carolyn Forshaw, Organizational Behaviour in Global Context, University of Toronto Press, 2006



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CBC 210.1 Entrepreneurship (Ver 1.0)
 (Programme Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Theory (100)	FET	30	Min 40
					CAT	10	
					ESE	50	

Course Outcomes: At the end of this course students will able to

- CO.1** Explain ²Entrepreneurship as a creative behaviour
- CO.2** Understand² the stimulation and incubation provided by society for entrepreneurs
- CO.3** Prepare³ feasibility report for entrepreneurial venture
- CO.4** Appriase⁴entrepreneurial report to seek financial resources

Syllabus

Units	Theory	Hours
I	Introduction Meaning, elements, determinants and importance of entrepreneurship and creative behavior; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship	05
II	Public and private system of stimulation: Support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.	05
III	Sources of business ideas and tests of feasibility: Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of projectreport (various aspects of the project report	05



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CBC 210.2 Small Business Management (Ver 1.0)
 (Programme Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Theory (100)	FET	30	Min 40
					CAT	10	
					ESE	50	

Course Outcomes: At the end of this course students will be able to

- CO.1** Describe² the environment for small business management
- CO.2** Understand² the business level strategy for small business
- CO.3** Apply³ general management principle to small business organizations
- CO.4** Apply³ marketing management tactics for small business organizations

Syllabus

Units	Theory	Hours
I	Introduction to Small Business and Management: Evolution and development of Small Business, Definition and concept of Small Business, Importance of Small Business, Small business	04
II	Strategic Management: Views of leading thinkers on strategy, Levels of strategy -corporate, business & functional, Vision – Mission –Objectives, Environmental analysis -PEST framework, Porter’s five forces model, Internal environment analysis - SWOT framework, Pointers for prospects in Small Business Management, Competitive strategies —Cost leadership, differentiation & focus, Principles of competitive advantage, Value chain analysis	08
III	Managerial aspects of Small Business: Managerial traits, Nature of managerial qualities, Pros and cons of managerial qualities, Gap analysis, Bridging the gaps, Honing the skills, Tools and techniques of enhancing managerial skills, Long range perspective, Best models	06



- IV **Marketing aspects of Small Business:** Approaches to marketing, Core concept of marketing, Assessment of needs & wants of customers, Understanding buyer behavior, Competitor analysis , Marketing strategy, Market segment analysis, Marketing opportunities, Pricing strategies, Marketing channels, advertising & sales promotion 06

References :

1. Kakkar Arjun, Small Business Management: Concepts & Techniques for Improving Decisions, Global Indian Publications, Delhi, 2014
2. Dr. Bhawna Bhatnagar, Small Business Management: Concepts & Techniques for Improving Decisions, Global Indian Publications, Delhi, 2014
3. David Stokes, Nicholas Wilson, Nick Wilson , Small Business Management and Entrepreneurship, Cengage Learning
4. B. S. Bhatia, G. S. Batra, Entrepreneurship and Small Business Management, Deep and Deep Publications, 2001
5. Michael Schaper, Entrepreneurship and Small Business, John Wiley and Sons Australia, 2014



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CBC 212.1 Personal Selling Skills (Ver 1.0)
 (University Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Th (100)	FET	100	Min 40

Course Outcomes: At the end of this course students will able to

- CO.1** Explain²Personal selling as a creative behaviour and Career
- CO.2** Understand² the buying motives and their uses in personal selling
- CO.3** Understand³ selling process and its specific approach for personal selling
- CO.4** Prepare³different types of sales report required in personal selling

Syllabus

Units	Theory	Hours
I	Introduction to Personal Selling: Nature and importance of personal selling, myths of selling, Difference between Personal Selling, Salesmanship and Sales Management, Characteristics of a good salesman, types of selling situations, types of salespersons, Career opportunities in selling, Measures for making selling an attractive career	06
II	Buying Motives: Concept of motivation, Maslow’s theory of need hierarchy; Dynamic nature of motivation; Buying motives and their uses in personal selling	06
III	Selling Process: Prospecting and qualifying; Pre-approach; Approach; Presentation and demonstration; handling of objections; Closing the sale; Post sales activities.	06
IV	Sales Reports: reports and documents; sales manual, Order Book, Cash Memo; Tour Diary, Daily and Periodical Reports; Ethical aspects of Selling	06

References :

1. *Spiro, Stanton, and Rich, Management of the Sales force, McGraw Hill.*



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2. Rusell, F. A. Beach and Richard H. Buskirk, *Selling: Principles and Practices*, McGraw Hill
3. Futrell, Charles, *Sales Management: Behaviour, Practices and Cases*, The Dryden Press.
4. Still, Richard R., Edward W. Cundiff and Norman A. P. Govoni, *Sales Management: Decision Strategies and Cases*, Prentice Hall of India Ltd., New Delhi,
5. Johnson, Kurtz and Schueing, *Sales Management*, McGraw Hill



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CBC 212.2 Visual Merchandizing (Ver 1.0)
 (University Elective, School of Commerce & Management)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT%	Pass%
2	-	-	2	Th (100)	FET	100	Min 40

Course Outcomes: At the end of this course students will able to

- CO.1** Explain² Visual Merchandizing Mix
- CO.2** Understand² store management in Merchandizing
- CO.3** Demonstrate³ store design and display
- CO.4** Demonstrate³ store communications through managing the image

Syllabus

Units	Theory	Hours
I	Introduction to Visual Merchandising (VM): Introduction, Objectives, Concept of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India The Merchandise Mix: Introduction, Objectives, Concept of Merchandise Mix, Merchandise line, The Assortment of Products, Assortment strategy, Merchandise Mix of Show Off, Role of a merchandiser, Other Atmospherics in Merchandising, Colour scheme, Lighting	06
II	Store Management in Merchandising: Introduction, Objectives, Types of Stores, Location of a Store, Types of retail locations, Planning a Store Layout: Various Types of Store Layouts, Grid layout, Forced-path layout, Free-form layout, Boutique layout, Combined layout, Store Space Allocation, Heads of space allocation in a store, Managing Customer Navigation in a Store, General Rules of Customer Traffic in a Store, The Loop for Guiding the Shoppers through a Store	06



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- III Store Design and Display: Introduction, Objectives, Concept of Store Design and Display, Objectives of store design, Purpose and importance of display, Rules of display planning, Display Settings, Store Design, Exterior of a store, Interior of a store, Window displays, Merchandise Presentation Strategies, Colour blocking, Other techniques of merchandise placement, Physical materials used to support the display, Components of display, Some Useful Display Fixtures, Shelves, Gondolas, Round racks, Four ways, Saccades and fixation, Replenishes. 06
- IV **Store Image & Security:** Introduction, Objectives, Concept of Image Mix, Elements of Image Mix, Merchandise, Fixtures, Sound/Music, Odour, Visuals, Employees, Elements that Levy Negative Impact on Shoppers, Change of Image, Security Issues 06
Managing Communication for a Retail Store Offering: Introduction, Objectives, Marketing Communication, Thematic Communication, Methods of Communication, Graphics, Signage

References:

1. Swati Bhalla, gaarunA S. – Visual Merchandizing, Tata McGraw Education Hill, New Delhi, 2010
2. Martin M. Pegler, Visual Merchandising and Display, Bloomsbury Academic, 5th Edition, 2006
3. PradhanSwapana, Retailing Management, Tata McGraw-Hill Education, New Delhi
4. Ramaswamy, Namakumari, Marketing Management: Global Perspective, Indian Context, McMillan, Delhi
5. Sarah Bailey, Jonatham Baker, Visual Merchandizing for Fashion, Bloomberg