

**B.Com. Semester I**  
**Paper BC 1.2: FINANCIAL ACCOUNTING**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

This course provides conceptual knowledge of financial accounting and provides knowledge about the techniques for preparing accounts in different type of business organisations.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: build an understanding of theoretical framework of accounting and be able to prepare financial statements.

CO2: explain and determine depreciation and inventory value

CO3: develop understanding of accounting for hire purchase transactions and lease transactions

CO4: understand branch and departmental accounting

CO5: develop the skill of preparation of trading and profit and loss account and balance sheet using computerized accounting or prepare accounts for dissolution of a partnership firm

**Course Contents****Unit-I: Introduction**

Conceptual Framework: Accounting principle, Concepts and Conventions, Introduction to Accounting Standards and Indian Accounting Standards (AS & Ind AS) Accounting Process: Journal, ledger, Trial Balance, Financial Statements (overview) Capital Expenditure (and Receipts), Revenue Expenditure (and Receipts) and Deferred Revenue Expenditure (overview) Preparation of Financial Statements of a profit making sole proprietorship trading firm with additional information. Preparation of Financial Statements of a not for profit organisations.

**Unit-II: Depreciation accounting and inventory valuation**

Accounting for Plant Property and Equipment & Depreciation: Meaning of Depreciation, Depletion and Amortization, Objective and Methods of depreciation (Straight line, Diminishing Balance), Change of Method, Inventory Valuation: Meaning, Significance of Inventory Valuation, Inventory Record System-Periodic and Perpetual, Methods of Inventory Valuation-FIFO, LIFO and Weighted Average,

(Relevant accounting Standards as applicable).

**Unit-III: Accounting for hire purchase and lease transactions**

Hire Purchase Accounting: Calculation of Interest, Partial and Full Repossession, profit Computation (Stock & Debtors System only) Lease Transactions: Concept, Classification of leases – an overview

(Relevant accounting Standards as applicable).

**Unit-IV: Branch and departmental accounting**

Accounting for Branches (excluding foreign branches): Dependent branches ('Debtors system' and 'Stock & debtors System').

Departmental Accounting: Concept, Type of departments, basis of allocation of departmental expenses, Methods of departmental accounting (excluding memorandum stock and memorandum mark-up account method).

**Unit-V: Computerized accounting system****Practical lab**

Computerized Accounting System: Computerized accounts by using any popular accounting software: Creating a company; Configure and Features settings; Creating Accounting Ledgers and Groups, Creating Stock Items and Groups; Vouchers Entry; Generating Reports – Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement, Selecting and Shutting a Company; Backup and Restore of Data of a Company.

**OR**

**Unit-V: Accounting for partnership firm**

Partnership accounts: Fundamentals, Admission, Retirement and Death of a partner (only an overview)

Accounting for Dissolution of Partnership Firm: Dissolution of Partnership Firm including Insolvency of partners (excluding sale to a limited company), Gradual realization of assets and piecemeal payment of liabilities.

*(This is an option in lieu of Computerized Accounting System)*

**Notes**

- Latest Accounting Standards to be followed.
- There shall be 4 credit hours for lectures + one credit hour (Two Practical Periods per week per batch) for practical lab + one credit hour for tutorials (per group).
- Examination scheme for computerized accounting system – Practical for 20 marks. The practical exam will be of one hour.
- Theory external exam shall carry 75 marks and will be of 3 hours if (unit 5) Accounting for partnership firms is opted and for the students who opt for computerized accounting (Unit 5), theory external exam shall carry 55 marks and will be of 2½ hours.

**References**

- Goyal, Bhushan Kumar. *Basic Financial Accounting*, Taxmann, New Delhi.

- Lal, Jawahar, Seema Srivastava & Shivani Abrol. *Financial Accounting Text and problems*, Himalaya Publishing House, New Delhi.
- Lt Bhupinder, *Principles of Financial Accounting*, Cengage
- Monga, J. R. *Financial Accounting: concept and Applications*. Mayur publication, New Delhi
- Sehgal, Ashok & Sehgal Deepak. *Fundamentals of Financial Accounting*. Taxmann, New Delhi.

### **Additional Resources**

- Charles, T Horngren, Gart L. Sundem, John A Elliot and Donna R. Philbrick. *Introduction to Financial Accounting*, Pearson.
- Leonardo, A. Robinson, James R. Qanis, C. Wayne Alderman, *Accounting Information Systems: A cycle Approach*. Publisher Wiley.
- Marshall, B Romney and Paul, John Steinbart, *Accounting Information Systems*, Pearson Education Limited.
- Robert, L. Hurt, *Accounting Information Systems: Basic Concepts and Current Issues*, McGraw Hill.

Note: Latest edition of readings may be used.

### **Teaching Learning Process**

Theory and numerical with examples, Practical Lab Lectures.

### **Assessment Methods**

Class participation, Presentation, Practicals, Viva/ test, End Semester Exam.

### **Keywords**

Financial Statements, Depreciation, Inventory Valuation, Hire Purchase, Branch Accounting, Departmental Accounting.

**B.Com. : Semester I**  
**Paper BC 1.3: BUSINESS ORGANISATION AND MANAGEMENT**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

The objective of this course is to develop an understanding about functions of management and challenges faced by management and organisations with changing dynamics.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand dynamics of business organisations and management practices with respect to stakeholders.

CO2: understand varied perspectives related to business environment and entrepreneurship.

CO3: analyze how organisations adapt to an uncertain environment and decipher decision making techniques managers use to influence and control the internal environment.

CO4: analyze the relationship amongst functions of management i.e. planning, organizing, directing and controlling.

CO5: appreciate the change in working pattern of modern organisations.

**Course Contents****Unit I: Introduction to Business Organisations and Management**

Meaning and role of organisations and management in our lives; Relationship between organisation and management; Overview of functions of management; Multiple perspectives of business organisations- Consumers, Employees, Entrepreneurs, Community/Society at large; Perspective as a student & researcher- underlying disciplines; Ownership forms; Business formats- Brick & Mortar; Click; Brick & Click; Franchising location & scale- local, national, global; Micro, small, medium and large.

**Unit II: Business Environment and Entrepreneurship**

Meaning, layers (micro/immediate, meso/intermediate, macro and international), characteristics of business friendly environment; Ideals of business ethics, social responsibility and conscientious commerce; Business and social entrepreneurship as a process of opportunity/problem recognition and their realization/resolution.

**Unit III: Planning and Organizing**

Planning- meaning of project, strategic and operations planning; Decision-making-process and techniques; Organizing- orderly division of labor & specialization; Organisational structures and organograms- staffed/manned structures-traditional and

modern.

#### **Unit IV: Directing and Controlling**

Motivation- needs (including Maslow's theory), incentives, rewards, equity and two factor theory (Herzberg); Leadership and followership- meaning and importance; Organisation-wide leadership; Communication- meaning and importance; determinants of effectiveness; Principles of controlling; Relationship between planning, organizing, directing & controlling; Financial, quality and operating standards/controls.

#### **Unit V: Salient Developments and Contemporary Issues in Management**

Subaltern management ideas from India; Diversity & inclusion, democracy and sociocracy at work; Freelancing; Flexi-time and work from home; Co-sharing/co-working.

### **References**

- Basu, C. (2017). *Business Organisation and Management*. McGraw Hill Education.
- Drucker, P. F. (1954). *The Practice of Management*. Newyork: Harper & Row.
- Kaul, V. K. (2012). *Business Organisation Management*. Pearson Education .
- Koontz, H., & Weihrich, H. (2012). *Essentials of Management: An International and Leadership Perspective*. Paperback.

### **Additional Resources**

- Barry, J., Chandler, J., Clark, H., Johnston, R., & Needle, D. (1999). *Organisation and Management: A Critical Text*. Cengage Learning.
- Drucker, P. F. (1999). *Management Challenges for the 21st Century*. Harper Collins Publishers Inc.
- Griffin. *Management Principles and Application*. Cengage Learning.

Note: Latest edition of readings may be used.

### **Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

### **Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

### **Keywords**

Management Functions, Organisation Structure, Social Entrepreneurship, Motivation, Diversity.

**B.Com. : Semester II**  
**Paper BC 2.2: BUSINESS LAWS**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To impart basic knowledge of the important business laws relevant to conduct general business activities in physical and virtual spaces along with relevant case laws.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand basic aspects of contracts for making the agreements, contracts and subsequently enter valid business propositions.

CO2: handle the execution of special contracts used in different types of business.

CO3: learn legitimate rights and obligations under The Sale of Goods Act.

CO4: acquire skills to initiate entrepreneurial ventures as LLP.

CO5: understand the fundamentals of Internet based activities under The Information and Technology Act.

**Course Contents****Unit I: The Indian Contract Act, 1872**

Contract – meaning, characteristics and kinds. Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. Void agreements. Discharge of contract – modes of discharge including breach and its remedies.

Quasi – contracts.

**Unit II: Special Contracts**

Contract of Indemnity and Guarantee, Contract of Bailment and Pledge Contract of Agency.

**Unit III: The Sale of Goods Act, 1930**

Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties . Transfer of ownership in goods including sale by non-owners. Performance of contract of sale. Unpaid seller – meaning and rights of an unpaid seller against the goods.

**Unit IV: The Limited Liability Partnership Act, 2008**

Salient Features of LLP, Difference between LLP and Partnership, LLP and Company LLP Agreement. Nature of LLP. Partners and Designated Partners. Incorporation Document Incorporation by Registration, Registered office of LLP and change therein. Change of name. Partners and their Relations. Extent and limitation of liability of LLP and partners. Whistle blowing. Taxation of LLP. Conversion of LLP.

**Unit V: The Information Technology Act 2000**

Definitions under the Act. Digital signature. Electronic governance. Attribution, acknowledgement and dispatch of electronic records. Regulation of certifying authorities. Digital signatures certificates. Duties of subscribers. Penalties and adjudication. Offences.

## References

- Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, “*Elements of Business Law*”. Sultan Chand & Sons Pvt. Ltd.
- Dagar, Inder Jeet and Agnihotri, Anurag. *Business Laws : Text and Problems*. Sage Publication.
- Jagota R. (2019). *Business Laws*. MKM Publishers ScholarTech Press.
- Sharma, J.P. and Kanojia S. (2019). *Business Laws*. New Delhi. Bharat Law House Pvt. Ltd.
- Singh, Avtar.(2018). *The Principles of Mercantile Law*. Lucknow. Eastern Book Company.
- Tulsian P.C. (2018). *Business Law*. New Delhi.Tata McGraw Hill.

## Additional Resources

- Arora, Sushma. (2015). *Business Laws*. New Delhi. Taxmann
- Information Technology Rules 2000 with Information Technology Act 2000, Taxmann Publications Pvt. Ltd., New Delhi.
- Kuchhal, M C. (2018). *Business Laws*. New Delhi. Vikas Publishing House.
- Sharma, J.P. and Kanojia S. (2015). *Vyavsayik Sanniyam*, Delhi University Hindi Cell.(For Hindi)

Note: Latest edition of readings may be used

## Teaching Learning Process

It includes lectures, presentations, discussions of case laws and case study discussion, role plays, seminars, tutorials and project- based learning.

## Assessment Methods

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

## Keywords

The Sale of Goods Act, 1930, The Limited Liability Partnership Act, 2008, The Indian Contract Act, 1872, The Information Technology Act, 2000.

**B.Com. : Semester II**  
**Paper BC 2.3: BUSINESS MATHEMATICS AND STATISTICS**

**Duration: 3 Hrs.****Total Marks: 100****Credits: 6****Course Objective**

The objective of this course is to familiarize students with the applications of Mathematics and Statistical techniques in business decision making.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: acquire proficiency in using different mathematical tools (matrices, calculus and mathematics of finance) in solving real life business and economic problems.

CO2: develop an understanding of the various averages and measures of dispersion to describe statistical data.

CO3: understand the relationship between two variables through correlation and regression.

CO4: understand the construction and application of index numbers to real life situations.

CO5: understand the trends and tendencies over a period of time through time series analysis.

**Course Contents****Part - A: Business Mathematics****Unit I:**

**(a) Matrices:** Definition and types; Algebra of matrices; Applications of matrix operations to simple business and economic problems; Calculation of values of determinants up to third order; Finding inverse of a matrix through determinant method; Solution of system of linear equations up to three variables.

**(b) Differential Calculus:** Mathematical functions and their types – linear, quadratic, polynomial; Concepts of limits and continuity of a function; Concept and rules of differentiation; applications of differentiation - elasticity of demand and supply, Maxima and Minima of functions relating to cost, revenue and profit.

**(c) Basic Mathematics of Finance:** Simple and Compound interest (including continuous compounding); Rates of interest- nominal and effective and their inter-relationships; Compounding and discounting of a sum using different types of rates.

**Part - B: Business Statistics****Unit II: Uni-variate Analysis**

**(a) Measures of Central Tendency:** Arithmetic mean, Geometric mean, Harmonic mean- Properties and applications. Median and other Partition values (quartiles, deciles, percentiles), Mode.



**(b) Measures of Dispersion:** absolute and relative- Range, Quartile deviation, Mean deviation, Standard deviation and their coefficients; Properties of Standard deviation/Variance.

### **Unit III: Bi-variate Analysis**

**(a) Simple and Linear Correlation analysis:** Meaning, Measurement (Karl Pearson's co-efficient and Spearman's Rank correlation) and Properties.

**(b) Simple and Linear Regression Analysis:** Regression equations and estimation; properties of Regression coefficients; Relationship between correlation and regression.

### **Unit IV: Index Numbers**

Meaning and uses; Construction of index numbers: Aggregatives and average of relatives – simple and weighted; Tests of adequacy of index numbers; Computation and uses of Consumer Price Index (CPI).

### **Unit V: Time Series**

Components; additive and multiplicative models; Trend analysis - moving averages and method of least squares (linear trend).

## **References**

- Bhardwaj, R.S. *Business Mathematics and Statistics*. Scholar Tech Press.
- Levin, Richard, and Rubin, David S. *Statistics for Management*. New Delhi: Prentice Hall of India
- Thukral, J.K. *Business Mathematics and Statistics*. Maximax Publications
- Vohra, N.D. *Business Mathematics and Statistics*. McGraw Hill Education (India) Pvt Ltd.

## **Additional Resources**

- Budnick, P. *Applied Mathematics*. McGraw Hill Publishing Co
- Dowling, E.T. *Mathematics for Economics*. Schaum's Outlines Series, McGraw Hill Publishing Co.
- Gupta, S.C. *Fundamental of Statistics*. Himalaya Publishing House
- Spiegel, M.R. *Theory and Problems of Statistics*. Schaum's Outline Series. McGraw Hill Publishing Co.

Note: Latest edition of text books may be used.

## **Teaching Learning Process**

This course is well structured and sequenced attainment of knowledge and skills. It will constitute an important aspect of teaching learning process. the course would involve lectures supported by group tutorials, open ended projects and self study.

## **Assessment Methods**

Class participation, tutorial assignments and presentations, class tests, end semester exam.

## **Keywords**

Matrices, Differential Calculus, Mathematics of Finance, Uni-variate Analysis, Bi-variate Analysis, Index Numbers, Time Series.

**B.Com. : Semester III****Paper BC 3.1: COMPANY LAW****Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013 to understand the conduct of business as per legal framework provided in the country. Case studies involving issues in company law are required to be discussed.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the rules and the broader procedural aspects involved in different types of companies covering the Companies Act 2013.

CO2: comprehend and appropriately use the basic legal documents essential for operations and management of company.

CO3: distinguish between varied company processes, meetings and decisions.

CO4: know the framework of dividend distribution and role of auditors in a company.

CO5: understand and evaluate working of depositories and their functions for working in stock market.

**Course Contents****Unit I: Introduction**

Meaning and characteristics of a company; Lifting of corporate veil; Administration of Company Law including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts; Types of companies including private and public company, government company, foreign company, one person company, small company, associate company, dormant company and producer company; Association not for profit; Illegal association; Formation of company, promoters, their legal position, pre incorporation contract and Online registration of a company.

**Unit II: Documents and shares**

Memorandum of Association and its alteration, Articles of Association and its alteration, Doctrine of constructive notice and indoor management; Prospectus: shelf and red herring prospectus, misstatement in prospectus; Book building; Issue, allotment and forfeiture of share, call on shares; Issue of sweat capital; employee stock option; Issue of bonus shares; Transfer and transmission of shares, buyback and D-Mat system.

**Unit III: Management**

Classification of directors; Director Identity Number (DIN); Appointment, removal of directors; Legal positions, powers and duties; Key managerial personnel, managing director, manager Committee of board of directors- audit committee, nomination and

remuneration committee, stakeholder relationship committee and corporate social responsibility committee.

#### **Unit IV: Company Meetings**

Meetings of shareholders and board; Types of meeting, convening and conduct of meetings, requisites of a valid meeting-notice, agenda, chairman, quorum, proxy, resolutions, minutes; postal ballot, meeting through video conferencing, e-voting.

#### **Unit V: Dividends, Audit and Winding Up**

Provisions relating to payment of dividend; Company Audit; Provisions relating to audit, Auditors' qualification, appointment, rotation of auditors, auditors' report, Concept and modes of winding up; Liquidator; National company Law Tribunal (NCLT); Appellate Tribunal (NCLAT), Special Courts; Relevant provisions of Insolvency and Bankruptcy Code 2016.

#### **References**

- Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, *“Elements of Company Law”*. Sultan Chand & Sons Pvt. Ltd.
- Chadha R. & Chadha, S.(2018). Company Laws. Scholar Tech Press, Delhi.
- Hicks, Andrew & Goo S.H., (2017) Cases and Material on Company Law, Oxford University Press.
- Kumar, A., (2019)Corporate Laws, Taxmann Pvt Ltd
- Sharma, J.P.(2018). An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi
- The Depositories Act,1996.Bare Act.

#### **Additional Resources**

- Gowar, LCB. (1969). Principles of Modern company Law, Stevens & Sons,London.
- Hanningan, Brenda.(2018). Company Law, Oxford University Press,U.K.
- Ramaiya.(2015). A Guide to Companies Act. Nagpur. Wadhwa Book Company.

#### **Teaching Learning Process**

It includes lectures through presentations of case laws and discussion of case studies, role plays, seminars, tutorials, project- based learning. Case laws comprehension and higher-order skills of reasoning and analysis will be encouraged through pedagogical innovation.

#### **Assessment Methods**

The assessment methods of this course are properly aligned with teaching learning processes and expected learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

#### **Keywords**

Lifting Of Corporate Veil, National Company Law Appellate Tribunal (NCLAT), Memorandum of Association.

**B.Com. : Semester III**  
**Paper BC 3.2: INCOME TAX LAW & PRACTICE**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To impart knowledge of laws pertaining to levy of income tax in India and to enable students to apply the same practically.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the basic concepts in the law of income tax and determine the residential status of different persons.

CO2: identify the five heads in which income is categorised and to compute income under the heads 'Salaries' and 'Income from House Property'.

CO3: compute income under the head 'Profits and gains of business or profession', 'Capital gains' and 'Income from other sources'.

CO4: understand clubbing provisions, aggregate income after set-off and carry forward of losses, and deductions allowed under the Income Tax Act.

CO5: compute tax liability of individuals and firms and understand the provisions of filing return of income.

**Course Contents****Unit 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 10.

**Unit II: Computation of income under different heads-1**

Income from Salaries; Income from house property.

**Unit III: Computation of income under different heads-2**

Profits and gains of business or profession; Capital gains; Income from other sources.

**Unit IV: Total income and tax computation**

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

**Unit V: Computation of total individuals and firms**

Tax liability of individual and firm; Preparation of return of income; filing of returns: manually, online filing of returns of income & TDS; provision and procedures of compulsory on-line filing of returns for specified assesses.

Note:

1. There shall be a practical examination of 20 Marks on E-filing of Income Tax Returns using a software utility tool. The student is required fill appropriate Form and generate the XML file.

2. There shall be 4 credit hours for lectures + one credit hour (Two Practical Periods per week per batch) for practical lab + one credit hour for tutorials (per group)

·Practical Examination of 20 marks (External examiner). The practical exam will be of one hour.

·Theory exam shall carry 80 marks (Including Internal Assessment of 25 Marks) of a duration of 2.5 hours

## References

- Ahuja, Girish and Ravi Gupta. *Systematic Approach to Income Tax*. Bharat Law House, Delhi.
- Singhanian, Vinod K. and Monica Singhanian. *Students' Guide to Income Tax*, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.

## Additional Resources

- *Current Tax Reporter*. Current Tax Reporter, Jodhpur.
- *Income Tax Reports*. Company Law Institute of India Pvt. Ltd., Chennai.
- *Corporate Professionals Today*. Taxmann. New Delhi.

## Software

- 'Excel Utility' available at [incometaxindiaefiling.gov.in](http://incometaxindiaefiling.gov.in)
- Singhanian, Vinod K. *e-filing of Income Tax Returns and Computation of Tax*, Taxmann Publication Pvt. Ltd, New Delhi. Latest version

Note: Latest edition of text books and soft-wares may be used.

## Teaching Learning Process

The teaching learning process would include classroom lectures to introduce students to the law pertaining to the levy of income tax. This would be supported by case studies to enable an understanding of the practical implications of the income tax law. Further, to enable the students to apply the law practically, presentations by students and practical on online filing would be included in the teaching learning process.

## Assessment Methods

The assessment methods would include end semester examination, assignments and class tests. Further, practical exams may be conducted to gauge the understanding of students regarding application of relevant provisions of the income tax law.

**Keywords**

Assessment Year, Previous Year, Assessee, Person, Finance Act, Income, Agricultural Income, Resident, Non-Resident, Standard Deduction, Allowances, Perquisite, Deemed Ownership, Capital Gain, Relative, Annual Value.

**B.Com. : Semester III**  
**Paper BC 3.4 (a): COMPUTER APPLICATIONS IN BUSINESS**

**Duration: 3 Hrs.****Marks: 100****Credits: 4****Course Objectives**

To provide computer based knowledge to commerce students and to equip them with computational skills using ICT tools.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: handle document creation for communication.

CO 2: acquire skills to create and make good presentations.

CO 3: make various computations in the area of accounting and finance and present business data using appropriate charts.

CO4: process and analyze the business data and generalize the work sheets for better understanding of the business environment and decision making.

CO5: understand and apply the various database concepts and tools in the related business areas.

**Course Contents****Unit I: Word Processing**

Introduction to word Processing, Word processing concepts, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Autotext; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents. Creating Business Documents using the above facilities.

**Unit II: Preparing Presentations**

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation; and Slideshow.  
Creating Business Presentations using above facilities.

**Unit III: Spreadsheet and its Business Applications**

**Spreadsheet concepts**, Managing worksheets; Formatting, Entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs.

**Spreadsheet functions:** Mathematical, Statistical, Financial, Logical, Date and Time, Lookup and reference, Database, and Text functions.

**Unit IV: Creating Business Spreadsheet**

**Creating spreadsheet in the area of:** Loan and Lease statement; Ratio Analysis; Payroll statements; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression.

**Unit V: Database Management System**

**Database Designs for Accounting and Business Applications:** Reality- Expressing the Application; Creating Initial design in Entity Relationship(ER) Model; Transforming ER Model to Relational data model concepts; Implementing RDM design using an appropriate DBMS.

**DBMS Software:** Environment; Tables; Forms; Queries; Reports; Modules; Applying DBMS in the areas of Accounting; Managing the data records of Employees, Suppliers and Customers.

**Note:**

There shall be 2 credit hours (2 lectures) per class and 2 credit hours (4 Practical Lab periods) per batch.

**References**

- Elmasari, Ranez and Shamkant B. Navathe *Fundamentals of Database Systems, 7<sup>th</sup> Edition*, (2016), Pearson Education.
- Jain, Hem Chand and Tiwari H. N *Computer Applications in Business.. (2019)*,Taxmann.
- Madan, Sushila, *Computer Applications in Business*. Scholar Tech Press.
- Mathur, Shruti and Jain Pooja, *Computer Applications in Business*. Galgotia Publishing Company.
- Sharma S.K. and Bansal, Mansi *Computer Applications in Business*, Taxmann.
- Wayne Winston, *MS Excel 2016, Data Analysis & Business Modeling*, PHI.

**Additional Readings**

- Simon Benninga, *Financial Modeling, 4th edition*. The MIT Press

Note: Latest edition of text books may be used.

**Teaching Learning process**

The course would involve lectures supported by group discussion, real life projects, open ended projects and hands-on-practice in computer labs.

**Assessment Methods**

There shall be an examination of 100 marks consisting of practical exam of 75 marks (3 hours duration), 10 marks workbook, 10 marks class test/viva and 5 marks for attendance.

**Keywords**

Computer application in Business, Spreadsheet Solver, Database Management system, Mail merge, Word Processing, Data analysis, Pivot table.



**B.Com. : Semester III**  
**Paper BC 3.4 (b): CYBER CRIMES AND LAWS**

**Duration: 3 Hrs.****Marks: 100****Credits: 4****Course Objective**

This paper intends to create an understanding towards the cyber crimes and to familiarize the students with the application of cyber laws in general.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

O1: identify cyber risk associated with online activities.

CO2: learn safe working in the vertical having varied access points, data sources, network and system related issues, especially in online transactions.

CO3: identify the threats attached with using different popular virtual places or platforms.

CO4: generate and preserve electronic evidences for personal and professional use.

CO5: work in virtual space safely and with business process or products conforming to the regulatory framework and not falling under the ambit of cyber crimes.

**Course Contents****Unit I: Cyber Crimes**

Introduction- Computer crime and cyber crimes; Distinction between cyber crime and conventional crimes; Kinds of cyber crimes- cyber stalking, cyber terrorism, forgery and fraud, crimes related to IPRs, computer vandalism; cyber forensic.

**Unit II: Definitions under IT Act, 2000**

Definitions under IT Act, 2000; Concept of Internet, Web Centric Business, E Business and its significance, Electronic Governance, Cyber jurisdiction.

**Unit III: Contemporary Business Issues in Cyber Space**

Security risks: Instant messaging platform, social networking sites, mobile applications and Internet of Things (IOT). Domain name dispute and their resolution, E-forms; E-Money, regulations of PPI (Pre-Payment Instruments) by RBI, Electronic Money Transfer, Privacy of Data and Secure Ways of Operation in Cyber Space.

**Unit IV: Electronic Records**

Authentication of Electronic Records; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Applications and usage of electronic records and Digital Signatures in Government and its Agencies; Retention of Electronic Records, Intermediaries and their liabilities; Attribution, Acknowledgement and Dispatch of Electronic Records; Secure Electronic Records and Digital Signatures.

**Unit V: Regulatory Framework**

Regulation of Certifying Authorities; Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be Followed by Certifying Authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences; Overview of GDPR and Indian data protection regime

**References**

- Brian, Craig. (2012). *Cyber Law: The Law of the Internet and Information Technology*. Pearson Education.
- Sharma J. P., and Kanojia, S. (2018). *E Business and Cyber Laws*. New Delhi. Bharat Law house Pvt Ltd.
- Rattan J, (2015) *Cyber Crime and Information Technology*, Bharat Law House, Pvt Ltd.
- Arora, S. and Arora R. (2017), *Cyber crimes and laws*, Taxmann Pvt Ltd, New Delhi.

**Additional Resources**

- Information Technology Rules & Cyber Regulations Appellate Tribunal Rules with Information Technology Act 2000. Taxmann Publications Pvt. Ltd., New Delhi.
- Painttal, D. (2016) *Law of Information Technology*, New Delhi: Taxmann Publications Pvt. Ltd.
- Dietel, Harvey M., Dietel, Paul J., and Steinbuhler, Kate. (2001). *E-business and E-commerce for managers*. Pearson Education.
- Joseph, P.T. (2015). *E-Commerce-An Indian Perspective*. PHI

**Teaching Learning Process**

Lectures, presentations of case laws discussing the real life cyber scams and the relevant precautionary measures, case study approach would be widely followed, role plays, seminars, tutorials, project- based learning. Case laws comprehension and higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

**Assessment Methods**

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

**Keywords**

Regulatory Framework, Electronic Records, IT Act, 2000, Cyber Crimes.

**B.Com. : Semester IV**  
**Paper BC 4.2: CORPORATE ACCOUNTING**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To acquire the conceptual knowledge of corporate accounting and to understand the various techniques of preparing accounting and financial statements.

**Course Learning Process**

After completing the course, the student shall be able to:

CO1: develop an understanding of accounting for share capital and debentures.

CO2: prepare financial statements of a company.

CO3: develop understanding of cash flow statements.

CO4: understand the accounting for amalgamation of companies.

CO5: prepare consolidated balance sheet for Holding company.

**Course Contents****Unit I: Accounting for Share Capital and Debentures**

Introduction to issue of shares and debentures. Issue of rights and Bonus shares, ESOPs and buyback of shares, book building. Redemption of Preference shares, Redemption of debentures: sinking/debenture Redemption fund, open market purchase and conversion of debentures. *Relevant AS and IND-AS as applicable.*

**Unit II: Financial Statements of a Company**

Preparation of financial Statement of Joint Stock companies as per schedule III Part I & II (Division I in detail and Division II only on overview) *Relevant AS and IND-AS as applicable.*

**Unit III: Cash Flow Statements**

Meaning, Usefulness, Preparation of a cash flow statement in accordance with Accounting Standard 3(Revised) issued by the Institute of Chartered Accountants of India. (Only indirect method), Limitations of cash flow statement. *Relevant AS and IND-AS as applicable.*

**Unit IV: Amalgamation of Companies**

Concept of Purchase Consideration. Accounting for Amalgamation of Companies (excluding inter-company transactions and holdings) and external reconstruction Accounting for Internal Reconstruction (excluding preparation of scheme for internal reconstruction). *Relevant AS and IND-AS as applicable.*

**Unit V: Accounts of Holding Companies/ Parent Companies**

Preparation of consolidated balance sheet with one subsidiary company. *Relevant AS and IND-AS as applicable.*

**References**

- Goyal, Bhushan Kumar. *Corporate Accounting*. Taxmann, New Delhi.
- Kumar, Alok. *Corporate Accounting*. Kitab Mahal, New Delhi.
- Sah, Raj Kumar, *Concept Building Approach to Corporate Accounting*, Cengage

**Additional Resources**

- Maheshwari, S N. *Corporate Accounting*. Vikas Publishing House, New Delhi.
- Monga, J R. *Fundamentals of Corporate Accounting*. Mayur Paper Backs, New Delhi.
- Sehgal, Ashok & Deepak Sehgal. *Corporate Accounting*. Taxmann, New Delhi.
- Tulsian, P C. *Corporate Accounting*. S Chand & Co. New Delhi. New Delhi.

Note: Latest edition of readings may be used

**Teaching Learning Process**

The pedagogy would involve discussion of theory substantiated with numerical al live examples taken from business world.

**Assessment Methods**

Class participation, Presentation, Practical's, test, End Semester Exam.

**Keywords**

Redemption of shares, Financial Statements, cash flow, Amalgamation, Purchase consideration, holding company.

**B.Com. : Semester IV**  
**Paper BC 4.3: COST ACCOUNTING**

**Duration: 3 Hrs.**

**Marks: 100**

**Credits: 6**

### **Course Objectives**

To provide an in-depth understanding of the cost accounting principles for identification, analysis and classification of cost components and cost ascertainment using various costing methods.

### **Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand conceptual framework of Cost Accounting.

CO2: understand in detail the accounting and control of material and labour cost.

CO3: understand classification, allocation, apportionment and absorption of overheads in cost determination.

CO4: calculate the cost of products, jobs, contracts, processes and services.

CO5: have basic understanding of cost accounting book keeping systems and reconciliation of cost and financial account profits.

### **Course Contents**

#### **Unit 1: Introduction**

Meaning, scope, objectives and advantages of cost accounting; Difference between financial and cost accounting. Cost concepts and classifications, Overview of elements of cost and Cost sheet. Role of a cost accountant in an organisation. Introduction to Cost Accounting Standards & Cost Accounting Records and Audit Rules

#### **Unit II: Elements of Cost: Material and Labour**

(a) *Materials*: Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Inventory systems, Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard Cost; Physical Verification, Accounting treatment and control of losses — Wastage, scrap, spoilage and defectives;

(b) *Labour*: Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits.

#### **Unit III: Elements of Cost: Overheads**

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 costing.

#### **Unit IV: Methods of Costing**

Unit costing, Job costing, Contract costing, Process costing (including process losses, valuation of work-in-progress but excluding Joint products By Products). Service costing (only transport).

### **Unit V: Cost Accounting Book-Keeping Systems**

A brief introduction to integral and non-integral system of book-keeping; Reconciliation of cost and financial accounts profit.

### **References**

- Jain, S.P., and K. L. Narang. *Cost Accounting: Principles and Methods*. Kalyani Publishers, Jalandhar.
- Jhamb, H. V. *Fundamentals of Cost Accounting*. Ane Books Pvt. Ltd, New Delhi.
- Singh, Surender. *Elements of Cost Accounting*, Kitab Mahal, Allahabad/New Delhi.

### **Additional Resources**

- Arora, M. N. *Cost and Management Accounting-Principles and Practice*. Vikas Publishing House, New Delhi.
- Lal, Jawahar & Seema Srivastava. *Cost Accounting*. McGraw Hill Publishing Co., New Delhi.
- Maheshwari, S. N., & S. N. Mittal. *Cost Accounting. Theory and Problems*. Shri Mahabir Book Depot, New Delhi.

Note: Latest edition of text books may be used.

### **Teaching Learning Process**

This paper would be taught using lecture, class discussion, numerical examples and cases from corporate world.

### **Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires class participation, class test, assignment, project work and end semester examination

### **Keywords**

Elements of Cost, Overheads, Process Costing, Reconciliation of Cost and Financial Profits.

**B.Com. : Semester IV**  
**Paper: BC 4.4 (a): E-COMMERCE**

**Duration: 3 Hrs.****Marks: 100****Credits: 4****Course Objective**

To familiarize the students with concepts and techniques of E-Commerce and to enhance skills for effective and contemporary applications of E-commerce.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the basics of E-commerce, current and emerging business models.

CO2: familiarize with basic business operations such as sales, marketing, HR etc. on the web.

CO3: enhance the students' skills for designing and developing website.

CO4: identify the emerging modes of e-payment.

CO5: understand the importance of security, privacy, ethical and legal issues of e-commerce.

**Course Contents****Unit I: Introduction to E- Commerce**

Scope of E-commerce, E-commerce Based Activities, Technical Components of E-commerce, E-commerce Applications, Frame Work of E-commerce, Supply Chain Management, E-commerce and E-Business, M-commerce, Pure Online V/S Brick and Click business.

**Unit II: Planning online business**

Nature and dynamics of Internet ,electronic business models, B2B, B2C, C2C, C2B, B2G, website designing, assessing requirement for an online business, designing, developing and deploying the system.

**Unit III: Technology for online business**

Internet and its evolution, intranet and extranet, IT infrastructure, middleware, domain names, contents: text and integrating e-business application, components of internet Information technology structure.

**Unit IV: Operations of E-commerce**

Online payment mechanism, electronic payment system, payment gateways, visitors to websites, tools for promoting websites, risk management options for e-payment systems.

**Unit V: Security and Legal Aspects of E-commerce**



Threats in E-commerce, security of clients and service provider, cyber laws-relevant provisions of Information Technology Act 2000: offences, secure electronic records and digital signatures, penalties, adjudication

## References

- Agarwala, Kamlesh N., Lal, Amit and Agarwala, Deeksha. “*Business on the Net: An Introduction to the whats and hows of E-commerce.*” Macmillan India Ltd.
- Bajaj KK, Debjani Nag *E-Commerce*. Tata McGraw Hill Company New Delhi.
- Chhabra, T.N., Jain, Hem Chand, Jain, Aruna. “*An Introduction to HTML*” Dhanpat Rai & Co
- Dietel, Harvey M., Dietel, Paul J., and Steinbuhler Kate. *E- Business and E-commerce for Managers*. Pearson Education.
- Diwan, Parag and Sharma, Sunil *Electronic commerce- A manager’s Guide to E-Business*. Vanity Books International, Delhi.
- Elias M. Awad *Electronic Commerce from vision to fulfillment, Third Edition*. PHI publications.
- Turban, E., et.al. *Electronic commerce: A Managerial perspective*. Pearson Education Asia.

## Additional Resources

- *Information Technology Act 2000*
- Kumar A. *Cyber Laws*. Book Age Publications, New Delhi

Note: Latest edition of the books should be used.

## Teaching Learning Process

A combination of various learning methods like audio-visual materials, class presentations, expert lectures(Webinar), case studies and group discussion using ICT (such as: WhatsApp group, Google Group, Etc.).

## Assessment Methods

The methods of assessing the students includes presentations, online/off line quiz, micro research projects, group discussion and class tests.

Theory exam of 75 marks ( including internal assessment of 10 marks for practical + 10 marks for class test/ assignment + 5 marks for attendance) of 2 hours duration

Practical will be of 1 hour of 25 marks (internal examiner)

## Keywords

E-commerce, E-business, Mobile Commerce, Electronic Data, Digital Signature, Electronic Payment System.

**B. Com. : Semester IV**  
**Paper BC 4.4 (b): INVESTING IN STOCK MARKETS**

**Duration: 3 Hrs.****Marks: 100****Credits: 4****Course Objective**

To equip students with the basic skills required to operate in stock market.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 - understand the basics of Investing, the Investment Environment as well as Risk & Return.

CO2 – learn Indian securities market including the Derivatives Market.

CO3 - learn EIC framework and conduct Fundamental Analysis.

CO4 - understand Technical Analysis.

CO5 - understand the Mutual funds market and learn to Invest in Mutual Funds.

**Course Contents****Unit-I: Basics of Investing**

Basics of Investment & Investment Environment. Risk and Return, Instruments of Investment - Equity shares, Preference shares, Bonds and Debentures. Trading in securities: Types of orders, using brokerage and Analyst recommendations.

**Unit- II: Indian Securities Market**

An overview of Indian Securities Market: Primary Market (IPO, FPO, Private placement, Offer for sale), Secondary Market (cash market and derivative market: Futures and Options) Market Participants: Stock Broker, Investor, Depositories, Clearing House, Stock Exchanges. Role of stock exchange, Stock exchanges in India: BSE, NSE, MSEI. Security Market Indices: Nifty & Sensex, Sources of financial information.

**Unit-III: Fundamental Analysis**

Top down and bottom up approaches, Analysis of international & domestic economic scenario, Industry analysis, Company analysis (Quality of management, financial analysis :Both Annual and Quarterly, Income statement analysis, position statement analysis including key financial ratios, Cash flow statement analysis, Industry market ratios: PE, PEG, Price over sales, Price over book value, EVA), Understanding Shareholding pattern of the company.

**Unit-IV: Technical Analysis**

Trading rules (credit balance theory, confidence index, filter rules, market breath, advances vs declines and charting (use of historic prices, simple moving average and MACD) basic and advanced interactive charts. Do's & Don'ts of investing in markets.

**Unit-V: Investing in Mutual Funds**

Concept and background on Mutual Funds: Advantages, Disadvantages of investing in Mutual Funds, Types of Mutual funds: Open ended, close ended, equity, debt, hybrid, money market, and entry load vs. exit load funds. Factors affecting choice of mutual funds. CRISIL mutual fund ranking and its usage, calculation and use of Net Asset Value.

**References**

- Kumar, V and Nangia, R.S. *Investing in Stock Markets*, Ane books.
- Singh J K & Singh Amit Kumar, *Investing in stock Markets*, A K Publications, Delhi.
- Tripathi Vanita & Panwar N , *Investing in Stock Markets*, Taxmann's Publication.

**Additional Resources:**

- Chandra, Prasanna. *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
- Damodaran, Aswath. *Investment Validation Tools and Technique for Determining Mutual Funds*, John Wiley & Sons.
- Gurman and Jochnk, *Fundamentals of Investing*, Pearworth.
- Madura, Jeff, *Personal Finance*, Pearson.

Note: Latest edition of text books may be used.

**Teaching Learning Process**

As the course is designed to equip students with the basic skills required to operate in stock market, the teaching learning process will be based on lectures, seminars, workshops, project work and case studies.

**Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires class participation, class test, assignment, project work, end semester examination.

**Keywords**

Investments, Indian Securities Market, Primacy Market, Secondary Market, Derivatives Market.

**B. Com. : Semester IV**  
**Paper BC 4.4 (c): PERSONAL TAX PLANNING**

**Duration: 3 Hrs.****Marks: 100****Credits : 4****Course Objective**

To provide basic knowledge of Income Tax and its planning to students in easily comprehensible manner with a view to equip them to use the legitimate tool of planning in their economic life.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the concept of Tax Planning and relevance of residential status to plan the scope of income.

CO2: apply critical thinking and problem solving skills to minimize tax liability.

CO3: devise tax planning strategy in relation to income from house property and business.

CO4: devise tax planning strategies w.r.t. capital gains and income from other sources.

CO5: understand provisions related to clubbing and certain deductions under Income Tax Act.

**Course Contents****Unit I: Concept of Tax Planning**

- (i) Meaning of tax planning, tax avoidance, tax evasion and tax management; Objectives of tax planning; Case studies relating to tax planning, tax avoidance, tax evasion and tax management.
- (ii) Tax Planning with reference to residential status: Relevance of residential status in computing taxable income; Determination of residential status of an individual, HUF, company, other persons; Relationship between residential status and incidence of tax; Case studies relating to residential status.
- (iii) Provisions relating to concept of agricultural income; Tax treatment and tax planning of agricultural income.

**Unit II: Tax Planning with Reference to Salary Income**

- (i) Tax planning in respect of salary income: Bonus; Fees; Commission and allowances; Valuation of perquisites; Allowances; Retirement benefits like gratuity, leave encashment, pension tax relief under Section 89 (1) (arrears of salary).
- (ii) Case studies based on designing pay package.

**Unit III: Tax Planning in relation to Income from House Property and Business Income**

- (i) Tax Planning in respect of self-occupied house property, let-out house property, partly let out and partly self-occupied house property; and property used for business or profession of the assessee.
- (ii) Set-off and carry forward of house property losses.
- (iii) Tax planning related to Section 80C.
- (iv) Tax Planning related to business income covering only Presumptive schemes of computing business income (Section 44AD, 44ADA, 44AE).

#### **Unit IV: Tax Planning in relation to Capital gains and other sources**

- (i) Tax planning with reference to long-term and short-term capital assets and choice of price-inflation indexation; Capital gains on equity and non-equity financial instruments.
- (ii) Tax planning in relation to gifts received from relatives and non-relatives.

#### **Unit V: Other Areas of Tax Planning**

- i) Income of others' liable for clubbing.
- ii) Deductions under Sections 80C, 80CCD(1), 80CCD(1B), 80CCD (2), 80D, 80DD, 80DDB, 80E, 80G, 80TTA, 80TTB
- iii) Rebate under Section 87A.

### **References**

- Ahuja, G. and Gupta, R., *Corporate Tax Planning and Management*. Bharat Law House, Delhi, 2017.
- Singhania, Vinod K. and Singhania, K., *Direct Taxes Law & Practice -With special reference to Tax Planning*. Taxmann Publications Pvt. Ltd., New Delhi, 2017.

### **Additional Resources**

- Jain, R.K., *Ayakar Vidhan avam Likhankan*, Rajeev Bansal Publications, 2017.
- Mehrotra, H.C. and Goyal, S.P., *Ayakar Vidhan avam Likhankan (Income Tax Law and Accounts)*, Sahitya Bhawan, Agra, 2016.
- Mehrotra, H.C. and Goyal, S.P., *Direct Tax including Tax Planning & Management*. Sahitya Bhawan, Agra, 2017.

Note: Latest edition of text books may be used.

### **Teaching Learning Process**

Classroom lectures; Case studies; Presentations; Class discussion.

### **Assessment Methods**

End semester examination; Class participation; Assignments; Class tests.

### **Keywords**

Tax Planning, Residential status, Agricultural Income, Perquisites, Allowances.

**B.Com. : Semester V**  
**Paper BC 5.1 (a): HUMAN RESOURCE MANAGEMENT**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

The course aims to make the learners understand the importance of human resources & their effective management in organisations.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the concept of HRM and its role in effective business administration.

CO2: understand the role of recruitment and selection in relation to organisation's business and HRM objectives.

CO3: explain the importance of performance management system in enhancing employee performance.

CO4: design compensation schemes that are cost effective, increase productivity of the workforce, and comply with the legal framework.

CO5: recognize emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.

**Course Contents****Unit I: Introduction to HRM**

Nature, importance, evolution and scope of HRM, difference between HRM and HRD, competencies of HR manager; Human resource planning—quantitative and qualitative dimensions; Job analysis—Job description and Job specification; HR policies.

**Unit II: Recruitment, Selection & Development**

Recruitment, selection, placement, induction, and socialization – an overview; Training and development- concept, importance, methods, role specific and competency based training.

**Unit III: Performance Appraisal**

Performance appraisal—meaning, objectives and methods; Potential appraisal and employee counseling; Job changes-transfers (meaning and reasons), promotion (meaning and basis) and demotion (meaning, causes and guiding principles).

**Unit IV: Compensation Management**

Job evaluation; Compensation- base and supplementary compensation, methods of wage payment, fringe benefits, incentive plans (individual, group and organisation wide).

**Unit V: Employee Maintenance and Emerging Issues in HRM**

Employee welfare, safety and health; Grievance redressal; Emerging issues and challenges of HRM- workforce diversity, employee empowerment, downsizing, work-life balance, use of technology in HRM functions, e- HRM, green- HRM, outsourcing HRM, ethics in HRM (surveillance vs. privacy), employee retention.

## References

- Decenzo, D. A., & Robbins, S. P. (2011). *Fundamentals of Human Resource Management*. India: Wiley.
- Dessler, G. (2017). *Human Resource Management*. Pearson.
- Pattanayak, B. (2018). *Human Resource Management*. Delhi. Prentice Hall of India.
- Rao, V. *Human Resource Management: Text and Cases*. Excel Books.
- Rastogi, S. *Management of Human Resources*. Sun India.

## Additional Resources

- Awasthappa, K. *Human Resource Management*. Tata McGraw Hill Education.
- Muller-Camen, M., Croucher, R., & Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. Viva Books.

Note: Latest editions of the books may be used.

## Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

## Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

## Keywords

Human resource planning, Job analysis, Selection, Training, Job evaluation, e-HRM.

**B.Com. : Semester V**  
**Paper BC 5.1 (b): PRINCIPLES OF MARKETING**

**Duration: 3 Hrs.****Marks: 100****Credits: 6**

### **Course Objective**

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

### **Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: develop understanding of basic concepts of marketing, marketing philosophies and environmental conditions effecting marketing decisions of a firm.

CO2: understand the dynamics of consumer behaviour and process of market selection through STP stages.

CO3: learn about marketing decisions related to product produced by a firm.

CO4: learn about marketing decisions involving product pricing and its distribution.

CO5: learn marketing decisions involving product promotion.

### **Course Contents**

#### **Unit I**

**Introduction to Marketing:** Meaning, Nature, Scope and Importance; Marketing Philosophies; Marketing Mix.

**Marketing Environment:** Need for studying marketing environment; Micro environmental factors- company, suppliers, marketing intermediaries, customers, competitors, publics; Macro environmental factors – demographic, economic, natural, technological, politico-legal and socio-cultural.

#### **Unit II**

**Consumer Behaviour:** Need for studying consumer behaviour; Types; Stages in Consumer buying decision process; Factors influencing consumer buying decisions.

**Market Selection:** Market Segmentation- concept, importance, levels and bases of segmenting consumer markets. Market Targeting- concept and factors affecting the choices for market targeting. Product Positioning– concept and bases. Product differentiation- concept and bases.

#### **Unit III**

**Product Decisions:** Concept and classification; Levels of Product; Product-mix dimensions; Branding- concept, functions, types and qualities of good brand name; Packaging and Labeling- concept and functions; Product support services.

**New Product Development:** Product life cycle– concept and marketing strategies; New product development process.

#### **Unit IV**



**Pricing Decisions:** Objectives; Factors affecting price of a product; Pricing methods; Pricing strategies.

**Distribution Decisions:** Channels of distribution- meaning and importance; types of distribution channels and their functions; Factors affecting choice of distribution channel; Distribution logistics – concept, importance and major logistics decisions. Wholesaling and retailing.

### Unit V

**Promotion Decisions:** Communication process; Nature and Importance of Promotion; Promotion mix concept and distinctive characteristics of advertising, personal selling, sales promotion, public relations, publicity and direct marketing; Factors influencing promotion mix decisions.

**Contemporary Issues in Marketing:** Relationship Marketing; Sustainable Marketing; Rural marketing; Social marketing; Digital marketing; Ethical issues in marketing.

### **References**

- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). *Marketing (14th ed.)*. McGraw Hill.
- Kapoor, Neeru. *Principles of Marketing* PHI.
- Kotler, P., Armstrong, G. and Agnihotri, P. (2018). *Principles of Marketing* (17th edition) Pearson Education. Indian edition.
- Sharma, K., & Aggarwal S. (2018). *Principles of Marketing*. Taxmann's.

### **Additional Resources**

- Grewal, D. & Levy, M. (2017). *Marketing (5thed.)*. McGraw-Hill Education.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). *Principles of Marketing: A South Asian Perspective (13thed.)*. Pearson Education.
- Saxena, R. (2006). *Marketing Management (3rd ed.)*. Tata Mc-Graw Hill.

Note: Latest edition of text books may be used.

### **Teaching Learning Process**

The teaching learning process helps students to become more effective learners in the course. It includes lectures, case study discussions, individual, group presentation and projects.

### **Assessment Methods**

The assessment methods of this course include class tests, assignments, project evaluations and class presentations.

### **Keywords**

Targetmarket, Product, Price, Distribution, Promotion, Segmentation, Targeting, Positioning, Branding, Packaging, Labelling, Consumer Behaviour, Marketing Environment.



**B. Com. : Semester V**  
**Paper BC 5.1 (c): AUDITING AND CORPORATE GOVERNANCE**

**Duration: 3 Hrs.****Marks: 100****Credits:****6**

### **Course Objective**

To provide knowledge of auditing principles and techniques and to familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context including case studies.

### **Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: differentiate between different aspects of auditing especially for internal check, internal control and for overall corporate governance.

CO2: understand the concept of corporate governance in organisations and its essence for management.

CO3: provide and assimilate information leading to failure of organisation and corporate scams.

CO4: comprehend the governance framework for an organisation provided by different regulatory bodies in India and Abroad.

CO5: recognise the essence of ethics in business.

### **Course Contents**

#### **Unit I: Auditing**

Basic Principles and Techniques; Classification of Audit, Audit Planning, Internal Control – Internal Check and Internal Audit; Audit Procedure – Vouching and verification of Assets & Liabilities; Company Auditor- Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties; Auditor's Report- Contents and Types, Liabilities of Statutory Auditors under the Companies Act 2013.

#### **Unit II: Special Areas of Audit**

Cost audit, Tax audit and Management audit; Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Relevant Auditing and Assurance Standards (AASs).

#### **Unit III: Corporate Governance Framework in India**

Initiatives- Confederation of Indian Industry (CII) (1997), Kumar Mangalam Birla (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017). Regulatory framework- Securities and Exchange Board of India (SEBI) (1999), relevant provisions of Companies Act, 2013 and Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.

#### **Unit IV: Major Corporate Governance Failure and International Codes**

BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, Kingfisher Airlines and PNB Heist; Common Governance Problems Noticed in various Corporate Failures; Codes and Standards on Corporate Governance; Initiatives in India.

### **Unit V: Business Ethics and CSR**

Morality and Ethics; Business Values and Ethics; Various Approaches to Business Ethics; Ethical Theories; Ethical Governance; Corporate Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee; Concept of Corporate Philanthropy, CSR, CR, Corporate Sustainability; Environmental Aspect of CSR; CSR provision under the Companies Act 2013, CSR Committees; CSR Reporting; CSR Models, Drivers of CSR, Codes and Standards on CSR, Global Reporting Initiatives, ISO 26000.

### **References**

- Tricker, Bob.(2015) Corporate Governance-Principles, Policies, and Practice (Indian Edition). Oxford University Press, New Delhi.
- Sharma, J.P.(2016), Corporate Governance, Business Ethics, and CSR, Ane Books Pvt Ltd, New Delhi
- Kumar A., Gupta L. and R.J. Arora, Auditing and Corporate Governance, (2016), Taxmann Pvt Ltd.

### **Additional Resources**

- Mallin, Christine A.(2018), Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- Rani, Geeta D., and R.K. Mishra, (2017) Corporate Governance- Theory and Practice, Excel Books, New Delhi.
- Gupta, Kamal and Ashok Arora, (2015) Fundamentals of Auditing, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
- Institute of Chartered Accountants of India, Auditing and Assurance Standards, ICAI, New Delhi.

### **Teaching Learning Process**

The teaching -learning processes play a vital role in instilling in the student the curiosity to study the subject corporate governance and auditing. It includes lectures through presentations of corporate scams, expert lectures, case study approach is widely followed , role plays , seminars , tutorials , project- based learning. Higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

### **Assessment Methods**

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case

presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

**Keywords**

Auditing, Corporate Governance Framework in India, Business Ethics and CSR.

**B. Com. : Semester V****Paper BC 5.1 (d): FINANCIAL REPORTING AND ANALYSIS****Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

This develops an ability to understand, analyze and interpret the basic framework of financial reporting.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1-describe the conceptual framework of financial reporting to have an understanding of components of financial statements.

CO2- identify major disclosures related to financial statements.

CO3- explain techniques of analysis of financial statements.

CO4-analyze and interpret financial statements of companies.

CO5- gain understanding of emerging areas in financial reporting - Accounting for E-commerce business, value added statements and Integrated Reporting.

**Course Contents****Unit-I: Introduction**

Concept and objectives of financial reporting, Users of financial reports, Conceptual Framework for financial reporting. Understanding financial statements of a Joint Stock Company : Balance sheet, Statement of Profit and Loss, Cash Flow statement, Statement of changes in Equity, Notes to the accounts, Significant accounting policies, Accounting Standards, Converged Indian Accounting Standards (Ind AS) relevant to the financial statements.

**Unit-II: Disclosures in Annual Report**

Disclosures under Companies Act, 2013, Accounting Standards, Securities Exchange Board of India (SEBI) – in annual reports and company website.

**Unit-III: Analysis of Financial Statements – Techniques**

Comparative financial statements, Common Size Financial Statements, Ratio Analysis, Cash Flow Analysis, Trend Analysis.

**Unit-IV: Analysis of Financial Statements – A Case Study**

Intra-firm and inter-firm comparison of any three listed companies from any sector/industry for a period of five years using the spread sheet, Use of Ratio analysis, Industry Averages, Growth rates, CAGR, Z-score etc. in the analysis.

**Unit-V: Emerging Trends in Reporting**

Accounting for E-commerce business – Introduction, elements of e-commerce transactions, business models, classification of e-commerce websites, revenue recognition and measurement of costs, Indian Accounting Standard and its implication on E-Commerce companies. Integrated Reporting – Meaning, Purpose, Salient features of framework, the Capitals and Value creation. Value Added Statement.

**References**

- Bhattacharya, K Ashish. *Corporate Financial Reporting and analysis*. PHI learning, Delhi.
- Gupta, Ambrish, *Financial Accounting for Management: An Analytical Perspective*, Pearson Education, Delhi.
- Lal, Jawahar & Sucheta, Gauba, *Financial Reporting and Analysis*. Himalaya Publishing House, Mumbai.
- Sapra, Ritu, Kaur K. & Chawla K. *Financial Reporting and Analysis*. Wisdom Publications, Delhi.

**Additional Resources**

- George J. Benston et al, *World Financial Reporting*, Oxford University Press.
- Gibson, C. H., *Financial reporting and analysis*. Nelson Education.
- Lawrence Revsine, Daniel W. Collins, W. Bruce Johnson, H. Fred Mittelstaedt. *Financial Reporting and Analysis*. McGraw Hill Education.
- R.K. Mautz and William G. May, *Financial Disclosure in a Competitive Economy*, Financial Executive Research Foundation, USA.

Notes: Latest Accounting Standards to be followed.

**Teaching Learning Process**

Theory and Numerical.

**Assessment Methods**

Class participation, Presentation, test, End Semester Exam.

**Key words**

Ratio Analysis, Financial Disclosures, Integrated Reporting, Reporting For E Commerce Business.





**B.Com. : Semester V**  
**Paper BC 5.1 (e): DOCUMENT MANAGEMENT SYSTEM**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

This course aims to familiarize the learners with principles and practice of document management system in digital and non-digital environment.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: appreciate the importance of effective documentation in business.

CO2: understand traditional methods of documentation.

CO3: understand significance and utility of modern documentation methods.

CO4: practice business documentation with the help of real life cases.

CO5: understand complexities involved in field project work.

**Course Contents****Unit I: Meaning, Elements and Typology in the process of Documentation**

Meaning and importance (costs & rewards) of documentation in business, elements in the process- requirements engineering, design & development; Typology of documentation- form /environment-digital and paper documentation; Nature-legal/mandatory and voluntary; Purpose-evidence, reference, record/archival; Expiry-standing/long-term, short-term, instantaneous; Content- text, images, drawings & designs, maps, sound, video; Design- pro forma, standardized; Custom design; Specificity- general, all purpose, industry specific e.g. medical documentation, HR documentation, international trade documentation, educational sector documentation, library documentation, engineering documentation, etc.; Implementation, evaluation and revision.

**Unit II: Documentation in Non-Digital Environment**

Pro forma and forms- design, development, printing and inventory; Document printing and inventory management- Economic Ordering Quantity, Safe-keeping; Creating, storing/ archiving, labeling/bar-coding/scanning, retrieving folders/documents; Physical documentation infrastructure and services e.g. plagiarism/ IPR audit, security audit.

**Unit III: Documentation in Digital Environment**

Dematerialization and document database; Document access control and data privacy; Data user interface and user rights – e.g. read only, edit/modify, download, upload, payment mechanism, etc; Digital documentation infrastructure and services e.g. plagiarism/ IPR audit, security audit.

**Unit IV: Case Studies on Digital and Non digital Documentation for Industrial/Functional Verticals**

Educational/academic documentation; Medical record documentation; HR records documentation; Domestic and international trade documentation.

**Unit V: Project Work**

Project work on digital and non digital documentation for the chosen industrial/functional verticals.

**References**

- Locker and Kaczmarek. (2009). *Business Communication: Building Critical Skills*. The McGraw- Hill Companies, Inc.
- Newman, Amy. (2017). *Business Communication: In Person, In Print, Online*. Cengage Learning.
- Smallwood, Robert F. and Williams, Robert F. (2013). *Managing Electronic Records: Methods, Best Practices, and Technologies*. John Wiley and Sons.

**Additional Resources**

- Andrews, Deborah C. and [Andrews](#), William D. (2003). *Management Communication: A Guide*. Cengage Learning.
- Shirley, Taylor. (2005). *Communication for Business*. Pearson Education.

Note: Latest edition of text books may be used.

**Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group activities to ensure active participation and continuous learning.

**Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

**Keywords**

Documentation Typologies, Physical Documentation Infrastructure and Services, Digital and Non Digital Documentation, Document Access Control and Data Privacy.

**B.Com. : Semester V**  
**Paper BC 5.2 (a): FUNDAMENTALS OF FINANCIAL MANAGEMENT**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To familiarize the students with the basic principles and practices of financial management.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 – explain the nature, scope and objective of financial management, along with Time Value of Money, Risk & Return.

CO2 – analyze Capital Budgeting Process and Techniques including NPV, IRR and Profitability Index.

CO3 – examine various Capital structure theories and estimating cost of capital.

CO4 – critically examine basic Theories and policies of Dividend.

CO5 – estimate working capital along with an overview of cash receivables and inventory management.

**Course Contents****Unit I: Introduction**

Nature, scope and objectives of financial management, Time value of money, Risk and Return.

**Unit II: Capital Budgeting**

The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index method.

**Unit III: Cost of Capital and Financing Decision**

Sources of long-term financing, Estimation of components of cost of capital, Method for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating, Financial and Combined Leverage. EBIT-EPS Analysis. Determinants of Capital Structure.

**Unit IV: Dividend Decision**

Theories for relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Approach, Forms of dividend payment and Determinants of Dividend policy.

**Unit V: Working Capital Decision**

Concepts of Working Capital, Operating & Cash Cycles, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management.

### **Practical**

Note: Spreadsheet is the recommended software for doing basic calculations in finance and hence can be used for giving students subject related assignments for their internal assessment purposes.

### **References**

- Pandey, I.M. *Essentials of Financial Management*. Vikas Publications.
- Rustagi, R.P. *Basic Financial Management*, Sultan Chand, New delhi
- Singh, J.K. *Financial Management- Theory & Practice*, Galgotia Publishing Company.
- Singh, Surender and Kaur, *Rajeev, Basic Financial Management*, Scholor Tech Press New Delhi.
- Tripathi, Vanita, *Basic Financial Management*” Taxmann Publications.

### **Additional Resources**

- Chandra, P. *Financial Management-Theory and Practice.*, Tata McGraw Hill.
- Horne, Van., James, C., and John, Wachowicz. *Fundamentals of Financial Management*. Pearson Education.
- Khan, M.Y. and Jain P.K. *Financial management: Text and Problems*. Tata McGraw Hill.
- Singh, Preeti. *Financial Management*. Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the book may be used.

### **Teaching Learning Process**

As this course is designed to familiarize the students with the principles and practice of financial management, the teaching learning process will be based on lectures/seminars/project work.

### **Assessment Methods**

The assessment of the students will be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work/Seminars/Quiz, End Semester Examination.

### **Keywords**

Financial Management, Time Value of Money, Risk and Return, Capital Budgeting, Capital Structure, Dividend Decisions, Working Capital Management.

**B. Com. : Semester V****Paper BC 5.2 (b): GOODS & SERVICES TAX (GST) AND CUSTOMS LAW****Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To impart knowledge of principles and provisions of GST and Customs Law, the important legislation dealing with indirect tax system in India; and to enable the students to apply the same practically.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: connect with the genesis of goods and services tax (GST), decipher the constitutional amendment carried out to install GST in India and comprehend the composition and working of GST council.

CO2: understand the meaning of supply under GST law, differentiate between intra-state and inter-state supply, comprehend rules related to the place of supply and compute the value of supply.

CO3: comprehend the utilization of input tax credit, and the reverse charge mechanism of paying GST and to know the procedure for claiming refund under GST law.

CO4: understand the provisions for registration under GST along with special provisions such as those related to anti-profiteering and avoidance of dual control.

CO5: know the basic concepts of Customs Act and to compute the assessable value for charging customs duty.

**Course Contents****Unit I: Introduction**

Constitutional framework of indirect taxes before GST (taxation powers of Union & State Government); Concept of VAT: meaning, variants and methods; Major defects in the structure of indirect taxes prior to GST; Rationale for GST; Structure of GST ( SGST, CGST, UTGST & IGST); GST Council; GST Network; State compensation mechanism.

**Unit II: Levy and collection of GST**

Taxable event- "Supply" of goods and services; Place of supply: intra-state, inter-state, import and export; Time of supply; Valuation for GST- valuation rules; Taxation of reimbursement of expenses; Exemption from GST: Small supplies and Composition scheme; Classification of goods and services: Composite and Mixed supplies.

**Unit III: Input Tax Credit**

Eligible and ineligible input tax credit; Apportionment of credit and blocked credits; Tax credit in respect of capital goods; Recovery of excess tax credit; Availability of tax credit in special circumstances; Transfer of input credit (Input Service Distribution); Payment of taxes; Refund; Doctrine of unjust enrichment; TDS; TCS; Reverse Charge Mechanism; Job work.

**Unit IV: Procedures and Special Provisions under GST**

Registration; Tax invoice; Credit and debit notes; Returns; Audit in GST; Assessment: Self-assessment; Summary and scrutiny; Taxability of e-Commerce; Anti-profiteering; Avoidance of dual control.

**Unit V: Customs Law**

Basic concepts; Territorial waters; High seas; Types of custom duties; Valuation; Baggage rules & exemptions.

Note: In case of any subsequent notifications/amendments regarding GST or customs law by the government, the syllabus would be updated accordingly.

**References**

- Ahuja, Girish, Gupta Ravi, *GST & Customs Law*.
- Babbar, Sonal, Kaur, Rasleen and Khurana, Kritika. *Goods and Service Tax (GST) and Customs Law*. Scholar Tech Press.
- Bansal, K. M., *GST & Customs Law*, Taxmann Publication.
- Gupta, S.S. *GST- How to meet your obligations (April 2017)*, Taxmann Publications.
- Gupta, S.S., *Vastu and Sevakar*, Taxmann Publications, 2017.
- Sahi, Shilpi. *Concept Building Approach to Goods & Service Tax, & Customs Laws*. Cengage.
- Singhania V. K., *GST & Customs Law*, Taxmann Publication..
- Sisodia Pushpendra, *GST Law*, Bharat Law House.

**Additional Resources**

- *The Central Goods and Services Tax, 2017*.
- *The Constitution (One hundred and First Amendment) Act, 2016*.
- *The Goods and Services Tax (Compensation to States), 2017*.
- *The Integrated Goods and Services Tax, 2017*.
- *The Union Territory Goods and Services Tax, 2017*.
- *Vastu and Sevakar Vidhan, by Government of India*.

**Teaching Learning Processes**

The teaching learning process would include classroom lectures to introduce students to the provisions of GST and customs law. This would be supplemented by case studies to enable an understanding of the practical aspects of GST and customs law. In addition, class presentations and class discussion to be included in the teaching learning process.

**Assessment Methods**

The assessment methods would include end semester examination and assignments. Further, class tests may be conducted to gauge the understanding of students regarding GST and customs and application of relevant tax provisions.

**Keywords**

State compensation cess, Job-work, E-way bill, Inter-state supply, IGST, SGST, UTGST, CGST, Supply, Related person, Distinct person, Value of supply, Bill of entry, Baggage, Electronic ledger, Refund, Registration, GST network, GST council.

**B. Com. : Semester V**  
**Paper BC 5.2 (c): TRAINING AND DEVELOPMENT**

**Duration: 3 Hours****Marks: 100****Credits: 6****Course Objective**

The course aims at exposing learners to the concept and practice of training and development in the modern organisational setting, provide an experimental, skill-based exposure to process of planning, organizing and implementing a training system in an organisation through pedagogy of case discussions and recent experiences.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: link training and development to company's strategy effectively and assess training needs of the people working in the organisation.

CO2: apply various methods of training and development in real life situations.

CO3: design, develop, and conduct management development programmes.

CO4: evaluate the effectiveness of training and development programmes.

CO5: leverage the emerging trends in training and development field.

**Course Contents****Unit I: Introduction**

Training and Development- concept, rationale and nature; Training, Learning and Development interface; Theories of management training and development and practical application of these theories in today's organisations; Training needs assessment-meaning and purpose, different levels, various approaches, outputs, methods used in training needs assessment; Training and development as source of competitive advantage.

**Unit II: Training and Development Methodologies**

Training- process and methods; Human re-engineering; Principles of learning; Individual differences in learning, learning process, learning curves, workmen training, re-training, government initiatives, self-directed work teams; Use of audio-visual aids in training; Computer aided instructions- distance learning, open learning, e- Learning; Technologies convergence and multimedia environment; Development techniques for enhancing decision-making and interpersonal skills- case-study, in-basket exercise, special projects, multiple management Programme learning, action learning, syndicate work, games, action maze, role play.

**Unit III: Executive Development**

Importance of executive development, steps in organisation of a management development program/ executive development program, methods/ techniques of management development program; Role of development officers, administrators, consultants, designers and instructors; Trends towards performance management and its impact on training professionals.



### **Unit IV: Evaluation of Training and Development**

Reasons for evaluating training and development programs, problems in evaluation; Evaluation planning and data collection- statistical methods; Use of appropriate training and development software packages; Different evaluation frameworks, problems of measurement and evaluation, effective training follow-up; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Kirkpatrick model of training effectiveness; Training issues resulting from the external environment and internal needs of the company; L&D practices of 5 prominent corporations.

### **Unit V: Emerging Trends in Training and Development**

Career development and planning; Career development programmes and counseling; Group projects; Training for international assignments; Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)- concept and types, benefits and challenges in using EETS, concerns in implementation of EETS- availability, incorporation, extension, and learning renewals for EETS, use of EETS and its up scalability, follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

### **Practical**

Some cases of real business world to supplement learning from the course. Practical may be done for pedagogical purpose. Project work may be taken from any unit.

### **References**

- Blanchard, P. N., Thacker, J. W., & Ram, V. A. *Effective Training: Systems, Strategies, and Practices*. Dorling Kindersley (India) Pvt. Ltd.
- Kumar, M., & Talwar, P. *Human Resource Development*. APH Publishing Corporation.
- Lynton, R., & Pareek, U. *Training for Development*. New Delhi: Vistaar.
- Noe, R. A., & Kodwani, A. D. (2012). *Employee Training and Development (5th Edition ed.)*. Tata McGraw Hill.
- Phillips, J. J. *Hand book of Training Evaluation and Measurement Methods*. Routledge.
- Prior, J. *Handbook of Training and Development*. Mumbai: Jaico Publishing House.
- Rao, V. *Human Resource Management: Text and Cases*. Excel Books.
- Rolf, P., & Pareek, U. *Training for Development*. Sage Publications Pvt. Ltd.

### **Additional Resources**

- Dessler, G. (2017). *Human Resource Management*. Pearson.
- Noe, R. A., & Kodwani, A. D. (2012). *Employee Training and Development (5th Edition ed.)*. Tata McGraw Hill.

Note: Latest editions of the book may be used.

### **Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

### **Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination

### **Keywords**

Training needs assessment, Learning curve, Human re-engineering, Kirkpatrick model, Electronic Enabled Training Systems.

**B.Com. : Semester V**  
**Paper BC 5.2 (d): Industrial Laws**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To familiarize the students with the understanding and provisions of industrial related laws. Case studies and problems involving issues in industrial laws are required to be discussed.

**Course Learning Outcome**

After completing the course, the student shall be able to:

CO1: understand the schemes for labour and their benefits enacted under the Indian Legislature.

CO2: imbibe how to extend the benefits of different schemes of insurance available for defined set of employees.

CO3: acquaint with the basic framework of payment of just and fair wages and bonus to employees of factories, industrial establishments or other establishments.

CO4: understand the legal structure provided for social welfare under the Gratuity Act 1972.

CO5: design and understand the calculation and payment of compensation under the Employees Compensation Act 1923.

**Course Contents****Unit I: The Employees Provident Fund & Miscellaneous Provisions Act, 1952**

Definitions; Schemes under the Act – Employees' Provident Fund Scheme; Employees'

Pension Scheme, 1995; Employees' Deposit linked Insurance Scheme.

**Unit II: Employees State Insurance Act, 1948**

Objects and Applicability of the Scheme; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute and Claims, Benefits.

**Unit III: Wages and Bonus**

Definitions under Payment of Wages Act 1936 – Employed Person, Employer, Factory, Industrial or other Establishment, Wages; Responsibility for Payment of Wages; Fixation of Wage Period; Time of Payment of Wages; Mode of Payment; Deductions from Wages and Fines. Definitions under the Payment of Bonus Act 1961 – Accounting year, allocable surplus, available surplus, employee, employer, establishments, salary or wage; determination of bonus, calculation of bonus, eligibility for bonus, disqualifications for bonus, payment of minimum and maximum bonus, set on and set off of allocable surplus, deductions of certain amounts from bonus payable, time limit for payment of bonus.

**Unit IV: Payment of Gratuity Act, 1972**

Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer's duty to determine and pay gratuity; recovery of gratuity; penalties.

### **Unit V: Employee's Compensation Act, 1923**

Definitions: dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; contracting; commissioner.

### **References**

- Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, "*Elements of Industrial Law*". *Sultan Chand & Sons Pvt. Ltd.*
- Malik, K. L. (2017). *Industrial Laws and Labour Laws*, Eastern Book Company, Lucknow.
- Sharma, J. P. (2018). *Simplified Approach to Labour Laws*. New Delhi. Bharat Law House Pvt. Ltd.
- Singh, Avtar. (2017). *Introduction to Labour and Industrial Laws*. Nagpur. Wadhwa and Company.

### **Additional Resources**

- Arora Sushma, and Arora R. (2017), *Industrial Laws*, Taxmann Pvt Ltd.
- Institute of Company Secretaries of India, "*Executive Programme-Module II, Paper 5 Economic and Labour Laws*", New Delhi.
- Srivastava, S. C. (2012). *Industrial Relations & Labour Laws*. Vikas Publishing House (P) Ltd.

### **Teaching Learning Process**

The teaching -learning processes play a vital role in instilling in the student the curiosity to study the subject law. It includes lectures through presentations of case laws, expert lectures, case study approach is widely followed , role plays , seminars , tutorials , project- based learning. Case laws comprehension and higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

### **Assessment Methods**

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

### **Keywords**

Employee's Compensation Act, 1923 Payment of Gratuity Act, 1972 The Payment of Bonus Act, 1965 Payment of Wages Act, 1936.

**B. Com. : Semester V**  
**Paper BC 5.3 (a): ENTREPRENEURSHIP DEVELOPMENT**

**Duration: 3 Hrs.****Marks: 100****Credits: 4****Course Objective**

The aim of this paper is to make students aware of the concept, need and relevance of entrepreneurship in the contemporary Indian society and further create a desire among the students towards entrepreneurial orientation and see it as an alternative career options.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the concept of entrepreneurship in the context of Indian economic scenario.

CO2: link the individual's capability and strength as a guiding factor towards entrepreneurial orientation and their commitment to act as an agent of social change through entrepreneurial participation.

CO3: understand entrepreneurial process for initiating new venture creation.

CO4: understand social support system for garnering strength towards entrepreneurial preferences.

CO5: understand various dimensions of managing a business enterprise once it is formed.

**Course Contents****Unit I: Introduction**

Entrepreneurship- concept, functions, need and its relevance in Indian society; Pros and cons of entrepreneurship; Entrepreneurship as a creative response to society's problem; Dimensions of entrepreneurship- intrapreneurship, social entrepreneurship; Entrepreneurship and new challenges of globalization.

**Unit II: Individual and Entrepreneurship**

Entrepreneurial competencies; Individual risk behavior and propensity for entrepreneurship; Family and social support for entrepreneurship; Entrepreneurial values; Attitudes and motivation; Family business in India- role and contribution towards growth of entrepreneurship; Entrepreneurial rewards system.

**Unit III: Entrepreneurial Process**

Generation of business ideas; Opportunity sensing and identification; Test of feasibility of business ideas; Developing a business proposal, contents of a business plan/project report; Project appraisal by external agencies. (Students should be taught to prepare a business plan of their choice based on the framework of opportunity sensing and identification techniques).

**Unit IV: Entrepreneurial Eco-System**

Socio-economic support system for entrepreneurial orientation; Public and private support system; Institutional support system-financial, marketing, technological and managerial; Social organisations-trade and industry associations, self-help groups; Business incubators, angel investors, venture capital, prototype centres, private equity funds; Start-ups and success stories; Startup Action Plan; Make in India initiative.

**Unit V: Managerial Aspects of Business**

Managing finance; Understanding capital structure; Understanding organisation structure and management of human resources of a new enterprise; Understanding of marketing-mix; Management of assets (cash management); Relationship management; Cost management; Understanding family business management.

**References**

- Brandt, S. C. *Entrepreneurship: The Ten Commandments for Building a Growth company*. MacMillan Business Books.
- Dollinger, M. J. *Entrepreneurship: Strategies and Resources*. Illinois: Irwin.
- Holt, D. H. *Entrepreneurship: New Venture Creation*. New Delhi: Prentice Hall of India.
- Panda, S. C. *Entrepreneurship Development*. New Delhi: Anmol Publications.
- Taneja, S., & Gupta, S. L. *Entrepreneurship Development-New Venture creation*. New Delhi: Galgotia Publishing House.
- Vasper, K. H. *New Venture Strategies* (Revised Edition ed.). New Jersey: Prentice-Hall.

Note: Latest editions of the book may be used.

**Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

**Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

**Keywords**

Relationship Management, Venture Capital, Business Incubators, Project Appraisal, Business Plan, Opportunity Sensing, Intrapreneurship.

**B. Com. : Semester V**  
**Paper BC 5.3 (b): PERSONAL FINANCE**

**Duration: 3 Hrs.****Marks: 100****Credits : 4****Course Objective**

To familiarize the students with different aspects of financial planning like savings, investment, taxation, insurance & retirement planning and to develop necessary skills to become a successful financial planner.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 - understand the meaning and relevance of financial planning, time value of money & process of financial planning.

CO2 - explain the concept of investment planning and its methods.

CO3 - examine the concept of personal tax planning.

CO4 - analyse insurance planning.

CO5 - understand retirement planning.

**Course Contents****Unit I: Introduction to Financial Planning**

Financial goals, Time value of money, steps of financial planning, personal finance/loans, education loan, car loan & home loan schemes. Introduction of savings, benefits of savings, management of spending & financial discipline, Net banking and UPI, digital wallets, security and precautions against Ponzi schemes and online frauds such as phishing, credit card cloning, skimming etc.

**Unit: II Investment planning**

Process and objectives of investment, Concept and measurement of return & risk for various assets class, Measurement of portfolio risk and return, Diversification & Portfolio formation. Real estate, financial derivatives & Commodity market in India. Mutual fund schemes including SIP.

**Unit III: Personal Tax Planning**

Tax Structure in India for personal taxation, Steps of Personal tax planning, Exemptions and deductions for individuals, tax avoidance versus tax evasion.

**Unit IV: Insurance Planning**

Need for Protection planning. Risk of mortality, health, disability and property. Importance of Insurance: life and non-life insurance schemes.

**Unit V: Retirement Planning**

Retirement Planning Goals, Process of retirement planning, Pension plans available in India, Reverse mortgage, New Pension Scheme.

**Practical**

**Note:** Practical exposure is recommended to develop skills required for a financial planner.

**References**

- *Introduction to Financial Planning (4th Edition 2017) – Indian Institute of Banking & Finance.*
- Sinha, Madhu. *Financial Planning: A Ready Reckoner July 2017*, McGraw Hill.

**Additional Resources**

- Halan, Monika. *Lets Talk Money: You've Worked Hard for It, Now Make It Work for You* July 2018 Harper Business.
- Pandit, Amar *The Only Financial Planning Book that You Will Ever Need*, Network 18 Publications Ltd.

Note: Latest edition of text books may be used.

**Teaching Learning Process**

As the course is designed to familiarize the students with different aspects of financial planning like savings, investment, taxation, insurance & retirement planning and to develop necessary skills to become a successful financial planner, the teaching learning process will be based on lectures/seminars, and project work.

**Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work, End Semester Examination.

**Keywords**

Personal Finance, Financial Planning, Investment Planning, Personal Tax Planning, Insurance Planning and Retirement Planning.



**B.Com. : Semester VI**  
**Paper BC 6.1 (a) : CORPORATE TAX PLANNING**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To provide students with knowledge of various aspects of corporate tax planning and their impact on decision-making; and further to provide an understanding of relevant tax provisions in this context.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: differentiate between various tax planning concepts and understand the procedure of assessment of corporate assesses.

CO2: devise strategies for tax planning in respect of a new business, understand the specific tax issues for start-ups, and comprehend the Income Tax provisions relevant for financial management decisions.

CO3: decipher the tax factors relevant for managerial decisions.

CO4: understand how to claim relief in case of double taxation of income.

CO5: understand tax planning with reference to business restructuring.

**Course Contents****Unit 1**

Tax planning, tax management, tax evasion, tax avoidance; Types of companies; Residential status of companies and tax incidence, clubbing; Tax liability and minimum alternate tax; Carry forward and set off of losses in case of certain companies; Deductions available to corporate assesses; Tax on distributed profits; Units of Mutual funds.

**Unit 2**

Tax planning with reference to setting up of a new business; taxation issues of start-ups; Location of Business, nature of business, form of organisation; Tax panning with reference to financial management decision – Capital structure, dividend and bonus shares; Tax planning with reference to sale of scientific research assets.

**Unit 3**

Tax planning with reference to specific management decisions – Make or buy, own or lease, repair or replace; Tax planning with reference to receipt of insurance compensation.

**Unit 4**

Double taxation relief; Provisions regulating transfer pricing, computation of Arm's length pricing; Advance rulings; Advance Pricing Agreement.

**Unit 5**

Tax planning with reference to business restructuring: Amalgamation; Demerger; Slump sale; Conversion of company into LLP; Transfer of assets between holding and subsidiary companies.

## References

### Books

- Acharya. Shuklendra and Gurha. M.G. *Tax Planning under Direct taxes*. Modern Law Publications, Allahabad.
- Ahuja. Girish. and Gupta, Ravi. *Corporate Tax Planning and Management*. Bharat Law House, Delhi.
- Ghosh. T.P. IFRSs. Taxmann Publications Pvt. Ltd., New Delhi.
- IAS-12 and AS-22.
- Mittal, D.P. *Law of Transfer Pricing*. Taxmann Publications Pvt. Ltd., New Delhi.
- Singhanian. Vinod K. and Singhanian. Monica. *Corporate Tax Planning*. Taxmann. Publications Pvt. Ltd., New Delhi.

### Journals

- *Current Tax Reporter*. Current Tax Reporter. Jodhpur.
- *Income Tax Reports*. Company Law Institute of India Pvt. Ltd., Chennai.
- *Corporate Professionals Today*. Taxmann. New Delhi.

Note: Latest edition of text books may be used.

## Teaching Learning Process

The teaching learning process would include classroom lectures to introduce students to the tools with regard to corporate tax planning. This would be supported by case studies to enable an understanding of the practical aspects of corporate tax planning. In addition, class presentations and class discussion to be included in the teaching learning process.

## Assessment Methods

The assessment methods would include end semester examination and assignments. Further, class tests may be conducted to gauge the understanding of students regarding corporate tax planning and application of relevant tax provisions.

## Keywords

Tax planning, Tax evasion, Minimum alternate tax, Corporate dividend tax, Advance ruling, Double taxation avoidance, Non residents, Amalgamation, Demerger.

**B.Com. : Semester VI**  
**Paper BC 6.1 (b): BANKING AND INSURANCE**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To impart knowledge about the basic principles of the banking and insurance.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 - understand the meaning and scope of Banking with functions of Banks and their role into banking.

CO2 - familiarize with the operations of Banking and various services and benefits.

CO3 - get an insight of lending operations of banking and causes of NPAs into banking sector.

CO4 - acquaint with the concept of Insurance through functions and fundamental principles of Insurance.

CO5 - understand the types of Insurance and Regulatory framework of Insurance.

**Course Contents****Unit I: Origin of banking**

Definition and function of banks, banker and customer relationship, general and special types of customers. Types of Deposits: Types of banks in India; Role of Foreign Banks in India; Advantages and Disadvantages of Foreign banks, Road Map for Foreign Banks in India; India's approach to Banking Sector reforms; Achievements of financial sector reforms and areas of concern, Credit Allocation Policies of Commercial banks, Credit Market Reforms.

**Unit II: Operations of Banking**

Cheque: Definition, features and types of cheque; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, Home banking, Virtual Banking, Electronic Clearing System (ECS), e-payments, Electronic Fund Transfer (EFT), E-money, Safeguard for internet banking, Critical comparison of traditional banking methods and e-banking; Balance Sheet of a Bank, special items of a Balance Sheet, off Balance Sheet Items; Anti-money Laundering Guidelines.

**Unit III: Loans and Advances**

Principles of sound lending, Types of loans and advances, Advances against various securities; Securitization of Standard Assets; Basel Accord: merits and weaknesses of the Basel II, Basel III; NPA: Meaning, causes of NPA, Impact of NPA on Banking Sector, Insolvency and Banking Code 2016 - Objectives & Features.

**Unit IV: Concept of Insurance**

Characteristics, Functions of Insurance, Fundamental Principles of Insurance: Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation, Economic Function; Reinsurance and Co-insurance: features, objectives, methods; Bancassurance: features, merits.

### **Unit V: Life and Non-Life Insurance**

Types of Insurance, Life and Non-Life: Features, needs, policies of different types of Insurance, Control of Malpractices and Misselling, Negligence, Loss Assessment and Loss control, Computation of Insurance Premium, Dematerialisation of Insurance Policies; Regulatory Framework of Insurance: IRDA Act 1999; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA; Role of IRDA: Delegation of Powers, establishment of Insurance Advisory Committee, Power to make Regulations.

### **References**

- Bhasin, N. *Indian Financial System: Evolution and Present Structure*, New Century Publication.
- Mishra, M.N. *Principles and Practices of Insurance*. Sultan Chand and Sons.
- Suneja, H.R. *Practical and Law of Banking*. Himalaya Publishing House.

### **Additional Resources**

- Agarwal, O.P. *Banking and Insurance*. Himalaya Publishing House.
- Vaughan, E.J. and Vaughan, T. *Fundamentals of Risk and Insurance*. Wiley & Sons.

Note: Latest edition of text books may be used.

### **Teaching Learning Process**

As the course is designed to impart knowledge about the basic principles of the banking and insurance, the teaching learning process will be based on lectures, workshops, project work and cases studies.

### **Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work, End Semester Examination.

### **Keywords**

Banking, Insurance, Bank Deposits, Types of Banks, NPA's, Life and Non-Life Insurance, Regulatory framework of Insurance.

**B. Com. : Semester VI****Paper BC 6.1 (c): MANAGEMENT ACCOUNTING****Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

Enable students to acquire knowledge of concepts, methods and techniques of management accounting for the purpose of managerial planning, control and decision making.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand thoroughly the conceptual framework of Management Accounting; different forms of accounting—Financial, Cost and Managerial; types of costs for decision making and cost control; cost control and cost reduction.

CO2: understand the concept of marginal cost and marginal costing; preparation of income statements using absorption and variable costing; learning of cost-volume-profit analysis and break-even analysis using mathematical and graphical approaches; and their application in businesses.

CO3: understand the concept of relevant cost and make decisions related to different business situations using marginal costing and differential costing techniques.

CO4: understand preparation of various types of budgets and budgetary control system as a tool of managerial planning and control; Ability to understand standard costing system as a tool of managerial control; calculation of variances in respect of each element of cost and sales; control ratios.

CO5: have basic understanding of techniques of performance measurement such as Responsibility Accounting, Divisional Performance Measurement and Transfer Pricing.

**Course Contents****Unit I: Introduction**

Meaning, objectives, nature and scope of management accounting, difference between different forms of accounting— Cost, Financial and Management accounting, Cost control and Cost reduction.

**Unit II: Marginal Costing**

Concept of marginal cost and marginal costing; Absorption versus Variable Costing: Distinctive features and income determination; Cost-volume-profit analysis; Break-even analysis - mathematical and graphical approaches; Profit-volume ratio, angle of incidence, margin of safety, Cash break-even point and Composite break-even point, determination of cost indifference point.

**Unit III: Decision Making**

Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short-term decision making situations –Profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, Sell or process further, Operate or shut down, Fixation of selling price.

#### **Unit IV: Budgetary Control and Standard Costing System**

(a) Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control; Objectives, merits and limitations; Budget Administration; Functional Budgets; Fixed and Flexible budgeting; Zero base budgeting; Programme and Performance budgeting.

(b) **Standard Costing and Variance Analysis:** Meaning of standard cost and standard costing; advantages, limitations and applications; Variance Analysis – material and labour variances only; Control ratios.

#### **Unit V: Performance Measurement**

Responsibility Accounting: Concept, Significance, Different Responsibility Centres; Divisional Performance Measurement: Financial and Non-Financial measures; Transfer pricing.

### **References**

- Goel, Rajiv Kumar & Ishaan Goel. *Concept Building Approach to Management Accounting*. Cengage.
- Jhamb, H. V. *Management Accounting*. Ane Books Pvt Ltd, New Delhi.
- Khan, M. Y. and P. K. Jain. *Management Accounting*. Tata McGraw Hill Publishing Co., New Delhi.
- Maheshwari, S. N., & S. N. Mittal, *Management Accounting*. Shri Mahabir Book Depot, New Delhi.
- Singh, Surender. *Management Accounting*. PHI Learning Pvt. Limited, Delhi.
- Singh, S.K. and Gupta, L. “*Basic Management Accounting*”. A.K. Publications, New Delhi.

### **Additional Resources**

- Arora, M.N. *Management Accounting*. Himalaya Publishing House, New Delhi.
- Drury, Colin. *Management and Cost Accounting*. Thomson Learning.
- Horngren, Charles T., George Foster and Srikant M. Dattar. *Cost Accounting: A Managerial Emphasis*. Prentice Hall of India Ltd., New Delhi.
- Lal, Jawahar & Seema Srivastava. *Cost Accounting*. McGraw Hill Publishing Co., New Delhi.
- Usry, Milton E. and Lawrence H. Hammer. *Cost Accounting: Planning and Control*. South Western Publishing Co.

Note: Latest edition of text books may be used.

### **Teaching Learning Process**

The teaching learning process will be based on lectures, presentations, project work and cases studies.

### **Assessment Tasks**

The assessment of the students must be aligned with the course learning outcomes and requires class participation, class test, assignment, project work, end semester examination

### **Keywords**

Cost Control, Cost-Volume-Profit Analysis, Relevant Costs, Variance Analysis, Divisional Performance.

**B.Com. : Semester VI**  
**Paper BC 6.1 (d): COMPUTERISED ACCOUNTING SYSTEM**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objectives**

This course seeks to enhance the skills of a commerce student needed for accounting for business transactions using Computerized accounting system.

**Course Learning Outcome**

After completing the course, the student shall be able to:

CO1: understand Computerized Accounting System environment

CO2: create structure of Computerized Accounting System for a business firm

CO3: record day to day business transactions in Computerized Accounting System

CO4: make necessary tax adjustments while recording business transactions and to generate various Accounting Reports for analysis and decision making

CO5: perform verification and audit activities for the voucher entries passed in computerized accounting environment.

**Course Contents****Unit-I: Computerised Accounting System**

Computerised Accounting Systems: Basics of Computerised accounting systems; Difference between manual and computerized Accounting system; factors affecting selection of suitable Computerised accounting software; Procurement and installation of Computerised accounting software;

Using any popular accounting software: Create, Select, shut, and delete a Company; setting security features of company; Date and Period features; Configure and Features settings; Backup and Restore data of a Company

**Unit-II: Creating Masters**

Creating Accounting Ledgers and Groups: Single Create Vs. Multiple Create, creating ledger under a group and entering opening balance

Creating Stock Items and Groups: Creating Unit of Measurement, creating Stock Groups using Single or multiple create feature under an existing group, creating Stock items using Single or multiple feature under an existing group,

**Unit-III: Voucher Entry**

Types of vouchers; selection of voucher type for transactions; Vouchers Entry: Voucher Number and date settings, Voucher entry with more than one debit or credit accounts, Editing and deleting a voucher, Printing of Voucher and Cheque.

**Unit-IV: Taxation and Generating Reports**

**Taxation:** Accounting for Tax Deducted at Source, Tax Collected at Source, and Goods and Service Tax.



**Generating Reports:** Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement.

**Unit-V: Auditing**

Auditing in Computerized Accounting system: Statutory Audit, Voucher verification, Verification of related party transaction, CAAT: Various Tools.

**Note:**

There shall be 4 credit hours (4 Lectures) per class and 2 credit hours (4 Practical periods) per batch.

**References**

- Ashok K Nadhani *Tally ERP 9 Training Guide – 4<sup>th</sup> Edition*. Publisher: BPB Publications.
- *Tally ERP 9 book advanced user*. Publisher: Swayam Publication ([www.tallyerp9book.com](http://www.tallyerp9book.com)).

Note: Latest edition of text books may be used.

**Teaching Learning Process**

The course would involve lectures supported by group discussion, real life projects, open ended projects and hands-on-practice in computer labs.

**Assessment Methods**

There shall be an examination of 100 Marks divided into Practical Examination (3 hour duration) -75 Marks, Viva/Test-10 Marks, Work Book- 10 Marks and Attendance - 5 Marks.

**Keywords**

Computerized Accounting System, Taxation, Auditing.

**B.Com. : Semester VI****Paper BC 6.1 (e): FINANCIAL MARKETS, INSTITUTIONS AND SERVICES****Duration: 3 Hours****Marks: 100****Credits: 6****Course Objective**

To provide students an overview of financial markets & institutions in India and familiarize them with important fee and fund based financial services.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 – understand the meaning and scope of Financial Markets as well as institutions in India.

CO2 – familiarize the students with the concepts of Money Market and Capital Market.

CO3 - explain Commercial Banking and its Current developments.

CO4 - familiarize the students with the concept of Non-Banking Financial Companies (NBFC's).

CO5 - examine the Financial Services Industry.

**Course Contents****Unit-I: Introduction to Financial System**

An Introduction to Financial System, Components, Financial System and Economic Development, Financial intermediation, An overview of Indian financial system since 1951, Financial Sector Reforms since liberalization 1990-91.

**Unit-II: Financial Markets & Capital Markets**

Financial Markets: Money Market – functions, organisation and instruments. Role of central bank in money market. Indian Money Market – an overview. Capital Markets – Introduction, role and functions. Components of Capital market. Cash markets- Equity and Debt, Depository (NSDL, CDSL). Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX. Role of Stock Exchanges in India. SEBI and Investor Protection. An overview of Global financial markets: NYSE, NASDAQ, Dow Jones, Federal Reserve Bank, Bank of England, Bank of Japan, European Central Bank.

**Unit-III: Financial Institutions I**

Financial Institutions: Commercial banking – introduction, classification, its role in financing-commercial and consumer, recent developments like MUDRA financing, problem of NPAs, Bankruptcy and Insolvency Act, Financial Inclusion.

**Unit IV: Financial Institutions II**

Life and non-life insurance companies in India: public and private. Mutual Funds – Introduction and their role in capital market development. Types of mutual fund schemes

(open ended vs close ended, Equity, Debt, Hybrid schemes and ETFs. Non-banking financial companies (NBFCs).

### **Unit-V: Financial Services Industry**

Overview of financial services industry. Merchant banking – Pre and Post issue management, underwriting. Regulatory framework relating to merchant banking in India. Consumer and Housing finance, Venture Capital Finance, Credit Rating.

### **References**

- Bhole, L.M., et. al. *Financial Institutions and Markets* . Tata McGraw Hill Publishing Company.
- Khan,M.Y. and Jain,P.K. *Financial Services*, Tata McGraw Hill.
- Khan,M.Y. *Indian Financial System–Theory and Practice*, Vikas Publishing House.
- Kumar, V., Gupta, K., Kaur, M., *Financial Markets, Institutions and Financial Services*, Taxmann’s Publications.

### **Additional Resources**

- *Annual Reports of Major Financial Institutions in India*.
- Bhole, L.M., *Financial Markets and Institutions*. Tata McGraw Hill Publishing Company.
- Sharma, G.L., & Singh, Y.P., *Contemporary Issues in Finance and Taxation*, Academic Foundation, Delhi.

Note: Latest Editions of the text books may be used.

### **Teaching Learning Process**

As the course is designed to enable the students to provide an overview of financial markets & institutions in India and familiarize them with important fee and fund based financial services, the teaching learning process will be based on lectures/seminars, and project work.

### **Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work, End Semester Examination.

### **Keywords**

Financial System, Financial Markets, Money Market, Capital Markets, Financial Institutions, Commercial Banking, Life and Non-Life Insurance, Financial Services Industry, Merchant Banking.

**B.Com. : Semester VI**  
**Paper BC 6.2 (a): INTERNATIONAL BUSINESS**

**Duration: 3 Hrs.****Marks: 100****Credits: 6**

### **Course Objective**

This course aims to introduce students to the international business, trading and financial environment. Students are also expected to understand the basic features of the foreign exchange market and types of exchange rates. The course also creates awareness about emerging issues such as outsourcing and environmental sustainability in the context of international business.

### **Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the process of globalization, its impact on the evolution and growth of international business and to appreciate the changing dynamics of the diverse international business environment.

CO2: analyze the theoretical dimensions of international trade and intervention measures adopted; to appreciate the significance of different forms of regional economic integration and to understand the concept of Balance of payment account and its components.

CO3: understand the significance of different forms of regional economic integration and to appreciate the role played by various international economic organisations such as the WTO, UNCTAD, IMF and World Bank.

CO4: familiarize students with the international financial environment, and get them acquainted with the basic features of the foreign exchange market – its characteristics and determinants.

CO5: critically examine the concept and form of foreign direct investment, and to create awareness about emerging issues in international business such as outsourcing and ecological issues.

### **Course Contents**

#### **Unit I**

**Introduction to International Business:** Globalization and its growing importance in the world economy; Impact of Globalization; International business contrasted with domestic businesses –complexities of international business; Modes of entry into International businesses.

**International Business Environment:** Economic, demographic, cultural and political legal environment.

#### **Unit II**

**International Trade:** Theories of International trade - Absolute advantage theory, Comparative advantage theory, Factory proportion theory and Leontief paradox, Product life cycle theory, National competitive advantage theory; Tariff and Non-Tariff Barriers.

**BOP-** Balance of payment account and its components.

**Unit III**

**Regional Economic Integration:** Forms of regional integration; Integration efforts amongst countries in Europe, North America and Asia: EU, NAFTA and SAARC.

**International Economic Organisations:** WTO, World Bank and IMF.

**Unit IV**

**International Financial Environment:** Foreign exchange markets – participants and functioning; spot and forward rate quotations, direct and indirect quote, arbitrage, hedging and speculation; Foreign exchange risk and exposure.

**Foreign exchange rate:** exchange rate determination, types of exchange rate systems - fixed and flexible, currency convertibility, soft peg, crawling peg, free float, managed float.

**Unit V**

**Foreign Direct Investment:** Types of FDI - Greenfield investment, Brownfield investments, Mergers & Acquisition, Strategic alliances; Benefits and drawbacks of FDI.

**Contemporary issues in International Business:** IT and outsourcing and its potential for India; environmental sustainability in international business.

**References**

- Bennett, Roger. *International Business*, Delhi: Pearson.
- Charles, W L Hill and Jain, Arun Kumar, *International Business*, New Delhi: Tata McGraw Hill.
- Daniels John. D. Lee H. Radenbaugh and David P Sullivan. *International Business*, Pearson Education.
- Griffin, Ricky W and Michael W Pustay- *International Business-A Managerial Perspective* Prentice Hall.
- Mathur, V., Marwah, P. *International Business*, Pinnacle Learning
- Michael R. Czinkota, et al. *International Business*. Fortforth. The Dryden Press.

Note: Latest edition of the text books may be used.

**Additional Resources:**

- *Economic Survey, various issues.*
- *RBI Report on Currency & Finance, various issues.*
- *UNCTAD Reports.*
- *Websites: RBI, IMF, WORLD BANK, WTO.*
- *WTO Annual report, various reports.*

**Teaching Learning Process**

It is recommended that the pedagogy should be a combination of classroom lectures, case studies, presentations and class discussion.

**Assessment Methods**

Students should be assessed on the basis of a continuous evaluation system consisting of class participation, assignments, class tests and end semester exam.

**Keywords**

Globalization, International Business Environment, International Trade, Balance of payments, Regional Economic Integration, WTO, IMF, World Bank, Exchange rates, Foreign direct investment, Outsourcing, Ecological concerns.

**B.Com. : Semester VI**  
**Paper BC 6.2 (b): FUNDAMENTALS OF INVESTMENT**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

To familiarize the students with different investment alternatives, introduce them to the basics of their analysis, valuation and investor protection.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 – acquaint with the Investment Environment and concept of Return & Risk.

CO2 – develop the understanding of Bond valuation & role of Credit Rating agencies.

CO3 – understand the methods of Equity analysis approaches.

CO4 – analyze two securities portfolio using Harry Markowitz model and CAPM, Mutual Funds and Financial derivatives.

CO5 – examine investors' protection framework.

**Course Contents****Unit-I: The Investment Environment**

The investment decision process. Types of Investment-Commodities, Real Estate and Financial Assets. The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information. Return and Risk: Concept, Calculation, Trade off between return and risk, Impact of taxes and inflation on return.

**Unit-II: Fixed Income Securities**

Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks. Default risk and credit rating.

**Unit-III: Approaches to Equity Analysis**

Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis. Valuation of Equity Shares.

**Unit-IV: Portfolio Analysis and Financial Derivatives**

Two securities Harry Markowitz Model of Portfolio Analysis and Diversification. CAPM, Portfolio Risk and Return, Mutual Funds, overview of Financial Derivatives- Forwards, Futures & Options.

**Unit-V: Investor Protection**

Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' education and awareness.

**References**

- Mayo, *An Introduction to Investment*. Cengage Learning.

- Rustagi, R.P., *Investment management*. Sultan Chand, New Delhi.
- Singh, Y.P., *Fundamentals of Investment management*. Galgotia Publications.
- Tripathi, Vanita, *Fundamentals of Investments*. Taxmann.

**Additional Resources**

- Jones, C.P., *Investment Analysis and Management*. Wiley.
- Videos of Eugene Fama on the history of Finance.
- Vohra, N.D., and Bagri, *Future and Options*. McGraw Hill Publishing

Note: The latest edition of text books may be used.

**Practical**

Note: Spreadsheet is the recommended software for doing basic calculations in finance and hence can be used for giving students subject related assignments for their internal assessment purposes.

**Teaching Learning Process**

As the course is designed to familiarize the students with different investment alternatives, introduce them to the basics of their analysis, valuation and investor protection, the teaching learning process will be based on lectures, workshops, project work and cases studies.

**Assessment Methods**

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work, End Semester Examination.

**Keywords**

Investments, Bonds, Equity, Portfolio, Diversification, Investor Protection, Financial Derivatives.



**B.Com. : Semester VI**  
**Paper BC 6.2 (c): CONSUMER PROTECTION**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

This paper seeks to familiarize the students with their rights and responsibilities as a consumer, the social framework of consumer rights and legal framework of protecting consumer rights. The student should be able to comprehend the business firms' interface with consumers and the consumer related regulatory and business environment.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the importance of consumer buying process and to identify the alternatives available to dissatisfied consumers.

CO2: learn how to pursue the consumer rights under consumer protection act 1986.

CO3: understand the procedure of filing a complaint.

CO4: analyse the role of industry regulators in consumer protection.

CO5: comprehend the hearings, enquiry and appeal provisions.

**Course Contents****Unit I Introduction**

**Consumer and Markets:** Concept of Consumer, Nature of markets: online and offline, urban and rural; Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP), Fair Price, Grey Market, GST, ethical and legal aspects of misleading advertisements and deceptive packaging.

**Experiencing and Voicing Dissatisfaction:** Consumer buying process, Alternatives available to Dissatisfied Consumers; Forms of Complaint to a Business, Making a complaint heard by the business, Conciliation and Intermediation for out-of-court Redressal.

**Unit II The Consumer Protection Act (CPA), 1986**

**Objectives and Basic Concepts:** Consumer rights and UN Guidelines on consumer protection, Consumer, goods, defect in goods, spurious goods and services, service, deficiency in service, unfair trade practice, restrictive trade practice.

**Organisational set-up under the Consumer Protection Act:**

Advisory Bodies: Consumer Protection Councils at the Central, State and District Levels; Adjudicatory Bodies: District Forums, State Commissions, National Commission: Their Composition, Powers, and Jurisdiction (Pecuniary and Territorial), Role of Supreme Court under the CPA with important case law.

**Unit III: Grievance Redressal Mechanism under the CPA, 1986**

**Filing and handling of Complaints:** Who can file a complaint; Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of

cases; Relief/Remedy available; Temporary Injunction; Enforcement of order; Appeal; Frivolous and vexatious complaints; Offences and penalties.

**Leading Cases decided under Consumer Protection law by Supreme Court/National Commission:**

Medical Negligence; Banking; Insurance; Housing & Real Estate; Electricity; Education; Defective Products; Unfair Trade Practices.

**Unit IV: Industry Regulators and Consumer Complaint Redressal Mechanism**

Banking Ombudsman; Insurance Ombudsman; Telecommunication: TRAI; Food Products: FSSAI; Advertising Standard Council of India; Real Estate Regulatory Authority.

**Unit V: Consumerism**

**Consumer Movement in India:** Evolution of Consumer Movement in India, Formation of consumer organisations and their role in consumer protection, Recent Developments in Consumer Protection in India, National Consumer Helpline, Citizen Charter, Product testing.

**Quality and Standardisation:** Voluntary and Mandatory standards; Role of BIS, Indian Standards Mark (ISI), Hallmarking, Licensing and Surveillance, consumer grievance redressal under the BIS Act, 2016; Ag-mark, Overview ISO.

**Note: Unit 2 and 3 refers to the Consumer Protection Act, 1986. Any change in law would be added appropriately after the new law is notified.**

**References**

- Aggarwal V. K. (2018) *Consumer Protection: Law and Practice*, Bharat Law House, Delhi.
- Kapoor Sheetal, (2019) *Consumer Affairs and Customer Care*, 2<sup>nd</sup> Edition, Galgotia Publishing Company.
- Rajya Laxmi Rao, (2012) *Consumer is King, 3rd Ed.* Universal Law Publishing Company.
- Sharma, Deepa, (2011) *Consumer Protection and Grievance-Redress in India* (LAP LAMBERT, Germany).
- *The Bureau of Indian Standards, 2016.*
- *The Competition Act, 2002.*
- *The Consumer Protection Act, 1986.*
- *The Food Safety and Standards Act, 2005.*

**Additional Resources**

- Choudhary, R. N. (2005) *Consumer Protection: Law and Practice. 5th Ed.* Bharat Law House, Delhi.
- *Consumer Voice Magazine.*
- *E-books :- [www.consumereducation.in](http://www.consumereducation.in)*
- *Empowering Consumers e-book, [www.consumeraffairs.nic.in](http://www.consumeraffairs.nic.in)*
- *[www.bis.org](http://www.bis.org)*
- *[www.delhistatecommission.nic.in](http://www.delhistatecommission.nic.in)*
- *[www.ncdrc.nic.in](http://www.ncdrc.nic.in)*

Note: The latest edition of text books may be used.

### **Teaching Learning Process**

The teaching learning process includes lectures, tutorials, use of multimedia and presentations and all the relevant and landmark cases for discussion and analysis.

### **Assessment Methods**

The assessment methods of the course include tests, assignments, marks for attendance and final exam.

### **Keywords**

Consumer Protection.

**B.Com. : Semester VI**  
**Paper BC 6.2 (d): ORGANISATIONAL BEHAVIOR**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objective**

The underlying objective of this course is to create basic understanding of concept of organisational behavior and help students gain theoretical and practical knowledge along with desirable skills to become successful managers and effective employees in organisation.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the development of organisational behavior and its importance in managing people at the workplace.

CO2: understand human behavior as an individual.

CO3: appreciate different theories of motivation.

CO4: critically evaluate leadership styles and strategies.

CO5: understand the importance of organisational culture and learn to deal with change and stress.

**Course Contents****Unit I: Introduction**

Introduction to organisational theories; Organisational behavior- concepts, determinants, challenges and opportunities; Contributing disciplines of OB; OB models.

**Unit II: Individual Behavior**

Foundations of Individual Behavior; Personality- factors influencing personality, Traits, Type A and B; Values, attitudes & learning- concept and types of values- terminal values and instrumental values; components of attitude, job related attitudes (only job satisfaction & job involvement); Perception and emotions- concept, perceptual process, factors influencing perception; Emotional Intelligence.

**Unit III: Motivation and Communication**

Meaning and importance of motivation; Theories- Equity, Intrinsic Motivation by Ken Thomas; Behavior modification; Communication and feedback; Transactional Analysis; JOHARI Window; Motivation practices of 5 prominent organisations.

**Unit IV: Group Behavior and Leadership**

Group dynamics- concepts, types- group norms, group roles, and group cohesiveness; Leadership- concept and trait theory, leadership continuum, transactional, charismatic, and transformational leadership.

**Unit V: Dynamics of Organisational Behavior**

Conflict- sources and resolution strategies; Organisational culture- concept and determinants; Organisational change- importance, resistance to change, managing change; Stress- individual and organisational factors to stress, prevention and management of stress.

**Practical**

Case studies can be taught from units III, IV, and V.

**References**

- Chhabra, T. N. *Organisational Behavior*. Sun India Publications.
- Luthans, F. (1997). *Organisational Behavior*. McGraw-Hill International Editions.
- Moshal, B. S. *Organisational Behavior*. New Delhi: Ane Books Pvt. Ltd.
- Pareek, U. (2014). *Understanding Organisational Behavior*. Oxford University Press.
- Robbins, S. T., Judge, T. A., & Hasham, E. S. (2013). *Organisational Behavior*. Pearson.
- Sekaran, U. *Organisational Behavior: Text and Cases*. New Delhi: Tata McGraw Hill.
- Singh, A. K., & Singh, B. P. *Organisational Behavior*. New Delhi: Excel Books Pvt. Ltd.
- Singh, K. (2015). *Organisational Behavior: Texts & Cases (3rd Edition ed.)*. India: Pearson.

**Additional Resources**

- Greenberg, J., & Baron, R. A. *Behavior in Organisations*. New Delhi: Prentice Hall of India Pvt. Ltd.
- Hersey, P. K., Blanchard, D., & Johnson, D. *Management of Organisational Behavior: Leading Human Resources*. Pearson Education.

Note: The latest edition of text books may be used.

**Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

**Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

**Keywords**

Organisational theories, Personality, Values and Attitudes, Learning, Leadership, Conflict, Organisational culture, Organisational change.

**B.Com. : Semester VI**  
**Paper BC 6.3 (a): ADVERTISING, PERSONAL SELLING AND**  
**SALESMANSHIP**

**Duration: 3 Hrs.****Marks: 100****Credits: 4****Course Objective**

The objective of this course is to provide knowledge concerning advertising and personal selling and to equip them with the skill to use these promotion tools.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

C01: understand the communication objectives behind advertising and promotions.

C02: understand the various message and media elements in the advertising decisions.

C03: analyse the effectiveness of advertising.

C04: comprehend the importance and role of personal selling.

C05: understand the process of personal selling.

**Course Contents****Unit I: Introduction to Advertising**

Communication Process; AIDA Model, Advertising: Importance, types and objectives; DAGMAR Approach; Audience Selection; Methods of setting Advertising Budget.

**Unit II: Message and Media Decisions**

Advertising Appeals; Advertising Copy: Elements of print and broadcast advertising copy; Types of Media: Merits and Demerits; Media Scheduling.

**Unit III: Advertising Effectiveness**

Advertising Agency: Role and types. Evaluating Communication and Sales Effect; Pre and Post-testing Techniques.

**Unit IV: Introduction to Personal Selling and Salesmanship**

Concept of Personal Selling and Salesmanship; Personal Selling Situations; Qualities of a Good Salesperson; Types of Salespersons; Role of Personal Selling in CRM; Career Opportunities in Selling; Measures for making selling as an attractive career; Buying Motives.

**Unit V: Personal Selling Process**

Prospecting; Pre Approach; Approach; Presentation and Demonstration; Handling of Objections; Closing the Sale; Follow-Up.

Note: All units would be having an application oriented component.

## References

- Buskirk, R. A. B. D. Buskirk, F. A. Russell (1988), *Selling: Principles and Practices*, McGraw-Hill.
- Futrell, Charles (2013), *Fundamentals of Selling*, McGraw Hill Education
- Gupta, Ruchi (2017), *Advertising*, Scholar Tech Press.
- Sharma, Kavita (2018), *Advertising: Planning and Decision Making*, Taxmann Publication Pvt. Ltd.

## Additional Resources

- Belch, G. E., M. A. Belch and Purani K. (2009), *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education.
- Castleberry, S.B. and Tanner, J. F. (2013), *Selling: Building Relationships*, McGraw Hill Education.
- IBS Case Study Centre, [www. ibscdc.org](http://www.ibscdc.org)
- Kapoor, Neeru (2008), *Advertising and Personal Selling*, Pinnacle.
- Shah, Kruti and A. D'Souza (2008), *Advertising and Promotions: An IMC Perspective*, McGraw Hill Education.

Note: Latest edition of the books should be used.

## Teaching Learning Process

The components used for effective teaching learning process includes experiential learning via simulation, exercises and role playing, research projects, internships, case study, discussions, presentations and field trips.

## Assessment Methods

The methods used for assessing the students and providing feedback to them includes class test, assignments, projects, presentations and end semester examination.

## Keywords

Advertising, Sales Management, Salesmanship, Media, Message, Effectiveness, Selling Process, Advertising Agency.

**B.Com. : Semester VI**  
**Paper BC 6.3 (b): COLLECTIVE BARGAINING AND NEGOTIATION SKILLS**

**Duration: 3 Hrs.****Marks: 100****Credits: 4****Course Objective**

To promote understanding of the concept and theories of collective bargaining, and also to provide exposure to the required skills in negotiating a contract.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: identify issues in collective bargaining, its significance.

CO2: understand the levels, coverage and agreements of collective bargaining.

CO3: enable to liaison in negotiations.

CO4: differentiate between negotiations, collective bargaining and use of its approaches.

CO5: administer the negotiation agreement and handle grievance management.

**Course Contents****Unit I: Issues in Collective Bargaining**

Meaning, Definitions and Characteristics of Collective Bargaining ; Critical Issues in Collective Bargaining; Theories of Collective Bargaining: Hick's Analysis of Wages Setting under Collective Bargaining, Conflict-choice Model of Negotiation, A Behavioural Theory of Labour Negotiation.

**Unit II: Collective Bargaining in India**

Pre-requisites for successful Collective Bargaining in any Country; Collective Bargaining in Practice; Levels of Bargaining, Coverage and Duration of Agreements; Difficulties in the Bargaining Process and Administration of Agreements. Select case studies from Indian perspective.

**Unit III: Negotiating a Contract**

Meaning of Negotiations, Pre-negotiation- Preparing the Charter of Demand(s), Creating the Bargaining Team, Submission of COD, Costing of Labour Contracts.

**Unit IV: Negotiation Skills**

Negotiation Process; Effective Negotiation-Preparing for Negotiation, Negotiating Integrative Agreements; Negotiation and Collective Bargaining- Approaches and Phases in Collective Bargaining, Coalition Bargaining and Fractional Bargaining, Impasse Resolution, Contract Ratification.

**Unit V: Negotiation and Administration**

Post Negotiation-Administration of the Agreement, Grievance Management, Binding up the Wounds; Collective Bargaining & the emerging scenario.



## References

- Venkataratnam, C. S. (2017). *Industrial Relations: Text and Cases*. Delhi: Oxford University Press.
- Salamon, Michael. (2001). *Industrial Relations—Theory & Practice*. London: Prentice Hall.
- Dubey, S., Jain, P. (2017) *Collective Bargaining and negotiation Skills*. Bookage Publications.

## Additional Resources

- Dwivedi, R.S. (2002). *Managing Human Resources: Industrial Relations in Indian Enterprises*. New Delhi: Galgotia Publishing Company.
- Edwards, P. (2009). *Industrial Relations: Theory and Practice in Britain*. U.K: Blackwell Publishing.
- Anand, K.B., Paswan, A.K., (2017), *Collective Bargaining and negotiation Skills*. Galgotia Publishing Company

## Teaching Learning Process

The teaching -learning processes play a vital role in instilling in the student the curiosity to study this subject. It includes lectures through presentations of real life scenarios , expert lectures, case study involving industrial disputes , role plays , seminars , tutorials , project- based learning. Case laws comprehension and higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

## Assessment Methods

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

## Keywords

Collective Bargaining, Negotiation, Grievance Management.

# **Generic Elective**

**B.Com. : Semester V (G.E)**  
**Paper BC 5.4 (a): HUMAN RESOURCE MANAGEMENT**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

The objective of the course is to familiarize the students with different aspects of managing people in the organisations from the stage of acquisition to development and retention.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: Understand different tools used in forecasting and planning human resource needs.

CO2: Demonstrate the ability to prepare strategies for acquisition of human resources.

CO3: Understand the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits.

CO4: Appreciate the varied initiatives undertaken to maintain human resources.

CO5: Understand modern HRM to meet challenges of changing business environment.

**Course Contents****Unit I: Introduction to Human Resource Management & Human Resource Planning**

Human resource management- meaning importance and functions; Human resource planning- concept, objectives and problems; Job analysis- concept, nature, uses and process; Job description and specification.

**Unit II: Acquisition of Human Resources & Performance Appraisal**

Recruitment- meaning, process and sources; Selection- meaning and process; Placement, induction and socialization- an introduction; Performance appraisal—nature, objectives and process.

**Unit III: Employee Counseling & Compensation Management**

Employee counseling; Job changes—transfers and promotions; Job evaluation; Compensation—concept, components—base, supplementary (fringe benefits, performance linked compensation—individual, group, organisation wide).

**Unit IV: Employee Maintenance**

Employee health, safety, welfare and social security (excluding legal provisions); Grievance handling and redressal.

**Unit V: Emerging Horizons & Challenges in HRM**

Emerging horizons posing challenges for HRM in the contemporary business environment-workforce diversity, employee empowerment, downsizing, work-life balance, e-HRM, green-HRM, outsourcing HRM, ethics in HRM (surveillance vs. privacy).

**References**

- Awasthappa, K. *Human Resource Management*. Tata McGraw Hill Education.
- Decenzo, D. A., & Robbins, S. P. (2011). *Fundamentals of Human Resource Management*. India: Wiley.
- Dessler, G. (2017). *Human Resource Management*. Pearson.
- Rao, V. *Human Resource Management: Text and Cases*. Excel Books.

**Additional Resources**

- Muller-Camen, M., Croucher, R., & Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. Viva Books.
- Pattanayak, B. (2018). *Human Resource Management*. Delhi. Prentice Hall of India.
- Rastogi, S. *Management of Human Resources*. Sun India.

Note: Latest editions of the books may be used.

**Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

**Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

**Keywords**

Human Resource Planning, Job analysis, Recruitment, Compensation, Challenges in HRM.

**B.Com. : Semester V (G.E)**  
**Paper BC 5.4 (b): BASICS OF ACCOUNTING**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

This course provides students a firm foundation in basic accounting concepts and methodology and also acquaints them with the changes taking place in the preparation and presentation of financial statements in accordance to the applicable accounting standards and relevant Acts.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: gain an understanding of theoretical framework of accounting.

CO2: explain the concept of accounting equation and process.

CO3: develop understanding of depreciation and inventory.

CO4: develop the skill of preparation of trading and profit and loss account and balance sheet.

CO5: state the meaning, objectives and significance of different types of ratios.

**Course Contents****UNIT 1: Introduction to Accounting**

Accounting- concept, objectives, advantages and limitations, types of accounting information; users of accounting information and their needs. Qualitative Characteristics of Accounting Information. Basic Accounting Terms- Business Transaction, Capital, Drawings. Liabilities (Non-Current and Current). Assets (Non-Current, Current); Fixed assets (Tangible and Intangible), Expenditure (Capital and Revenue), Expense, Income, Profit, Gain, Loss, Purchase, Sales, Goods, Stock, Debtor, Creditor, Voucher Accounting Concepts, Principles and Conventions Introduction to financial accounting standards System of Accounting. Basis of Accounting: cash basis and accrual basis.

**UNIT 2: Concepts Related to Income Determination**

Voucher and Transactions: Source documents and Vouchers, Rules of Debit and Credit. Recording of Transactions: Books of Original Entry- Journal, Special Purpose books: Cash Book: Simple, cash book with bank column and petty cashbook (simple practical problems), Purchases book, Sales book, Purchases return book, Sales return book (theory only) Bank Reconciliation Statement: Need and preparation Trial balance: Objectives and preparation (Scope: Trial balance with balance method only).

**UNIT 3: Business Income**

Depreciation: Concept, Features, Causes, factors affecting depreciation, other similar terms: Depletion and Amortization. Methods of Depreciation: Straight Line Method (SLM) Written Down Value Method (WDV) (*Excluding change of method*). Difference between SLM and WDV; Advantages of SLM and WDV. Inventory Valuation: Meaning, Significance of inventory Valuation, Inventory record systems: Periodic and perpetual, Methods: FIFO, LIFO and Weighted Average.

#### **UNIT 4: Financial Statements of Trading Organisation**

Preparation of Trading and Profit and Loss account and Balance Sheet of a sole proprietorship (Basic adjustments only).

#### **UNIT 5: Financial Statement Analysis**

Objectives, importance and limitations. Accounting Ratios: Meaning, Objectives, classification and computation. (Simple numerical only).

### **References**

- Grewal, T S. *Introduction to Accounting*. S Chand and Company, New Delhi.
- Monga, J R. *Basic Corporate Accounting*. Mayur Publication, New Delhi.
- Monga, J R. *Basic Financial Accounting*. Mayur Publication, New Delhi.
- Sehgal, Ashok & Deepak Sehgal. *Fundamentals of Financial Accounting*. Taxmann, New Delhi.

### **Additional Readings**

- Charles T Horngren, Gart L Sundem, John A. Elliot and Donna R Philbrick. *Introduction to Financial Accounting*, Pearson.
- Leonardo, A. Robinson, James R. Qanis, C. Wayne Alderman, *Accounting Information Systems: A cycle Approach*. Publisher Wiley.
- Marshall, B Romney and Paul, John Steinbart, *Accounting Information Systems*, Pearson Education Limited.
- Robert, L. Hurt, *Accounting Information Systems: Basic Concepts and Current Issues*, McGraw Hill.

Note: Latest edition of readings may be used

### **Teaching and Learning Activity**

Theory/ numerical with examples

### **Assessment Methods**

Class participation, Presentation, Practical's, Viva/ test, End Semester Exam

### **Keywords**

Accounting process, trial balance, trading & profit and loss account, depreciation, Accounting Ratios.

**B.Com. : Semester V (G.E)**  
**Paper BC 5.4 (c): FUNDAMENTALS OF MARKETING**

**Duration: 3 Hrs.****Marks: 100****Credits: 6****Course Objectives**

The objective of this course is to orient the students about business and its functional area- marketing and provide basic knowledge of concepts, principles, tools and techniques of marketing.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: familiarize with the basic concepts and principles of marketing and to develop their conceptual skills to be able to manage marketing operations of a business firm.

CO2: discuss and make the students understand the complexities involved in various targeting and positioning decisions.

CO3: equip the students to take effective decisions for launching new products and to understand the implications of different pricing strategies.

CO4: develop the skills among students to enable them to design the promotion-mix strategies.

CO5: make the students aware about the current trends in marketing to enable them to take proactive measures while taking marketing decisions.

**Course Contents****Unit I: Introduction**

Market- Meaning, types and structures; Marketing: Meaning, Nature, Scope and Importance; Marketing Philosophies; Marketing Mix; Marketing Environment- Concept and need for studying marketing environment; Micro environmental factors- company, suppliers, marketing intermediaries, customers, competitors, publics; Macro environmental factors- demographic, economic, natural, technological, politico-legal and socio-cultural.

**Unit II: Understanding Consumer behaviour and Target Market Selection**

Need for studying consumer behaviour; Stages in Consumer buying decision process; Factors influencing consumer buying decisions. Market segmentation- concept, importance and bases of segmenting consumer markets. Market Targeting- concept and factors affecting the choices for market targeting. Product Positioning- concept and bases.

**Unit III: Product and Pricing Decisions**

Concept and classification; Levels of Product; Product mix decision -concept; Branding- concept and functions; Packaging and Labeling- concept and functions; Product support

services; New product development process. Concept and objectives of pricing decisions; Factors affecting price of a product; Pricing methods; Pricing strategies.

#### **Unit IV: Distribution and Promotion Decisions**

Channels of distribution- meaning and importance; types of distribution channels and their functions; Factors affecting choice of distribution channel; Distribution logistics– concept, importance and major logistics decisions. Wholesaling and retailing. Nature and Importance of Promotion; Promotion mix concept and distinctive characteristics of advertising, personal selling, sales promotion, public relations, publicity and direct marketing; Factors influencing promotion mix decisions.

#### **Unit V: Developments in Marketing**

Relationship Marketing; Sustainable Marketing; Rural marketing; Social marketing; Digital marketing; Legal Issues in marketing- The Consumer Protection Act, 1986; Ethical issues in marketing.

### **References**

- Kotler, P., Armstrong, G. and Agnihotri, P. (2018). *Principles of Marketing (17<sup>th</sup> Edition)*. Pearson Education. Indian edition.
- Sharma, K., & Swati Aggarwal. (2018). *Principles of Marketing*. Taxmann's.
- *The Consumer Protection Act, 1986*.

### **Additional Readings**

- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). *Marketing (14<sup>th</sup> ed.)*. Mc Graw Hill.
- Grewal, D. & Levy, M. (2017). *Marketing (5<sup>th</sup> ed.)*. McGraw-Hill Education.

Note: Latest edition of text book may be used.

### **Teaching Learning Process**

The teaching learning process includes lectures, case study discussions, individual and group presentations and projects.

### **Assessment Methods**

The assessments methods of the course include class tests, assignments, project evaluations and class presentations.

### **Keywords**

Targetmarket, Product, Price, Distribution, Promotion, Segmentation, Targeting, Positioning, Branding, Packaging, Labelling, Consumer Behaviour, Marketing Environment.



**B.Com. : Semester V (G.E)****Paper BC 5.4 (d): BUSINESS ETHICS AND SUSTAINABILITY****Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

To familiarize the students with the understanding of issues of Business ethics, governance and sustainability.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the essence of business ethics and be able to imbibe it in regular business activities.

CO2: to relate the social responsibility of business as part of strategy for long term survival of business.

CO3: realize that how the concerns of corporate governance can be devastating for business survival.

CO4: understand the role of business in sustainable development and corporate social responsibility.

CO5: recognize the Global Reporting Initiatives and its challenges.

**Course Contents****Unit I: Business Ethics**

Business Values and Ethics; Various Approaches to Business Ethics; Ethical Theories; Ethical Governance; Corporate Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee.

**Unit II: Corporate Social Responsibility (CSR)**

Concept of Corporate Social Responsibility; CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, CSR and Corporate Philanthropy; Environmental Aspect of CSR, Models and benefits of CSR, Drivers of CSR; CSR in India.

**Unit III: Corporate Governance**

Meaning: Management and corporate governance, significance and principles of corporate governance, Theories and Models of corporate governance, principles of corporate governance, independent director board committees and their functions; shareholder activism structure and role of rating agencies, proxy advisory firms.

**Unit IV: Sustainability**

Sustainable Development; Role of Business in Sustainable Development; Sustainability Terminologies; Concept of Corporate Sustainability; Corporate Sustainability and Corporate Social Responsibility; Government role in improving sustainability reporting; KYOSEI; Triple Bottom Line (TBL); Integrated reporting.

**Unit V: Corporate Sustainability Reporting Frameworks**

Global Reporting Initiative Guidelines; Business Responsibility Reporting; International Standards; Sustainability Indices; Principles of Responsible Investment; Challenges in Mainstreaming Sustainability Reporting.

**References**

- Tricker, Bob.(2015) Corporate Governance-Principles, Policies, and Practice (Indian Edition). Oxford University Press, New Delhi.
- Sharma, J.P.(2016), Corporate Governance, Business Ethics, and CSR, Ane Books Pvt Ltd, New Delhi
- Kumar A., Gupta L. and R.J. Arora, Auditing and Corporate Governance, (2016), Taxmann Pvt Ltd.

**Additional Resources**

- Mallin, Christine A.(2018), Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- Rani, Geeta D., and R.K. Mishra, (2017) Corporate Governance- Theory and Practice, Excel Books, New Delhi.
- Gupta, Kamal and Ashok Arora, (2015) Fundamentals of Auditing, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
- Institute of Chartered Accountants of India, Auditing and Assurance Standards, ICAI, New Delhi.

**Teaching Learning Process**

The teaching -learning processes play a vital role in instilling in the student the curiosity to study the subject corporate governance and auditing. It includes lectures through presentations of corporate scams involving ethical dilemmas and violation of business ethics, expert lectures, case study approach is widely followed, role plays, seminars, tutorials, project-based learning. Higher-order skills of reasoning and analysis will be encouraged through teaching strategies.

**Assessment Methods**

The assessment methods of this course are properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, case presentations, peer evaluation, problem solving exercises, observation of practical skills through case laws and viva voce interviews.

**Keywords**

Corporate Social Responsibility (CSR), Corporate Governance, Corporate Sustainability Reporting Frameworks.

**B.Com. : Semester VI (G.E)**  
**Paper BC 6.4 (a): ENTREPRENEURSHIP DEVELOPMENT**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

This course aims at imparting of basic knowledge on entrepreneurship and new enterprise creation so that it provides an opportunity for the students to opt entrepreneurship as an alternative career option.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand entrepreneurship as volition in context of India.

CO2: gather knowledge and ideas on the existing support system for entrepreneurial orientation.

CO3: understand enterprise formation process for gaining ideas as to creation of an enterprise for pursuing a career.

CO4: understand of requirement of post-enterprise creation for effective operation of the business.

CO5: gain knowledge on available growth strategies for implementing effective suitable strategy for expansion and growth.

**Course Contents****Unit I: Introduction**

Entrepreneurship- meaning importance and determinants; Entrepreneurship as a dynamic response to societal issues; Entrepreneurship in Indian scenario as a career option; Understanding intrapreneurship, techno-entrepreneurship, net-entrepreneurship, eco-entrepreneurship, and social entrepreneurship.

**Unit II: Entrepreneurial Eco-System**

Socio-economic support system for entrepreneurship; Public and private system of stimulation; Role of Development Institutes, availability of finance, marketing, technology and project related assistance, role of trade associations and self-help groups for promotion of entrepreneurship; Types of business entities-micro, small and medium enterprises, role of MSME sector in Indian economy; Nature and characteristics of family businesses in India; Startup Action Plan; Make in India initiative.

**Unit III: Enterprise Formation Process**

Understanding and analyzing business opportunities; Market demand analysis, preparation of business plan, project feasibility study; Start ups and basic start ups problems; Cases of Indian start ups, Sources of financing business start ups (practical knowledge on preparation of business plan/project report shall be taught in the class).

**Unit IV: Managerial Aspects of Business**

Managing finance- preparation of operating/cost budget, cash budget; Understanding management of short term and long term capital; Human Resource planning; Contract management; Understanding marketing methods; Understanding of GST and other Tax compliances.

### **Unit V: Managing Growth**

Business growth strategies specific to small enterprises; Enterprise life cycle and various growth strategies; Business collaboration and outsourcing of resources; Network management, succession planning for sustenance; Managing family business and its conflicts.

### **References**

- Brandt, S. C. *Entrepreneurship: The Ten Commandments for Building a Growth Company*. MacMillan Business Books.
- Panda, S. C. *Entrepreneurship Development*. New Delhi: Anmol Publications.
- Taneja, S., & Gupta, S. L. *Entrepreneurship Development-New Venture creation*. New Delhi: Galgotia Publishing House.
- Vasper, K. H. *New Venture Strategies (Revised Edition ed.)*. New Jersey: Prentice Hall.

### **Additional Resources**

- Dollinger, M. J. *Entrepreneurship: Strategies and Resources*. Illinois: Irwin.
- Holt, D. H. *Entrepreneurship: New Venture Creation*. New Delhi: Prentice Hall of India.

Note: Latest edition of text book may be used.

### **Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning. Practical case studies on business plan/project report and preparation of business plan should be emphasized.

### **Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

### **Keywords**

Business start ups, GST, Network management, Succession planning, Family business, Self help groups, MSME.

**B.Com. : Semester VI (G.E)**  
**Paper BC 6.4 (b): TRAINING AND DEVELOPMENT**

**Duration: 3 Hours****Marks: 100****Credits : 6****Course Objective**

The course aims at exposing the learner to the concept and practice of training and development in the modern organisational setting.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1: understand the learning environment of a firm.

CO2: identify the various inputs that should go into any training Programme.

CO3: understand the role of development officers.

CO4: understand the need and significance of evaluation of training and development programmes.

CO5: recognize the mechanism of career development programmes.

**Course Contents****Unit I: Nature of Training and Development**

Theories of management training and development and practical application of these theories in today's organisations, inputs and gaps in training, training and development as source of competitive advantage, resistance to change; Training vis-à-vis Learning.

**Unit II: Training Process**

Training process, methods of training, human re-engineering, learning curves, managing change, workmen training, re-training, government initiatives, self-directed work teams, managing a diverse workforce, and practical application of designing programmes in today's environment.

**Unit III: Executive Development**

Executive development, role of development officers, administrators, consultants, designers and instructors, trends towards performance management and its impact on training professionals.

**Unit IV: Evaluation of training and development programmes**

Evaluation of training and development programmes- statistical methods; Use of appropriate training and development software packages; Application of distance learning packages, effective training follow-up.

**Unit V: Career Development**

Career development and planning, career development programmes and counseling, group projects, training for international assignments.

### **References**

- Chhabra, T. N., & Chhabra, M. *Essentials of Human Resource Management*. Sun India.
- Kumar, M., & Talwar, P. *Human Resource Development*. APH Publishing Corporation.
- Lynton, R., & Pareek, U. *Training for Development*. New Delhi: Vistaar.
- Prior, J. *Handbook of Training and Development*. Mumbai: Jaico Publishing House.

### **Additional Resources**

- Dessler, G. (2017). *Human Resource Management*. Pearson.

Note: Latest edition of text book may be used.

### **Teaching Learning Process**

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

### **Assessment Methods**

Class tests/Assignments, Class participation, Presentations, End-semester examination.

### **Keywords**

Management Training, Competitive advantage, Workforce diversity, Self-directed work teams, Career planning.

**B.Com. : Semester VI (G.E)**  
**Paper BC 6.4 (c): FINANCE FOR NON- FINANCE EXECUTIVES**

**Duration: 3 Hrs.****Marks: 100****Credits : 6****Course Objective**

To familiarize non finance executives with the essentials of finance and investments.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1 – understand Investment Environment and concept of Return & Risk.

CO2 – analyze Bond valuation & role of Credit Rating agencies.

CO3 – examine Equity analysis approaches.

CO4 – develop insights in to two securities portfolio using Harry Markowitz model and understand CAPM.

CO5 – familiarize with Investors' protection framework.

**Course Contents****Unit: I Introduction**

Meaning and Importance of Finance. Time Value of money (Compounding & Discounting), Risk & Return. Alternative investment options, Sources of Long term financing and short term financing.

**Unit: II Financial Analysis & Capital Budgeting**

Types of Financial Statements- Income Statement, Balance Sheet, Ratio Analysis: Meaning, Significance and Limitations. Current Ratio, Quick Ratio, Absolute Liquidity Ratio, Debt-Equity Ratio, Interest Coverage Ratio, Inventory Turnover Ratio, Debtors Turnover Ratio, Average Collection Period, Creditors Turnover Ratio, Average Payment Period, Return on Capital Employed, Earning Per Share, Dividend Per Share. Capital Budgeting Process, Capital Budgeting Techniques (Pay Back Period, Discounted payback period, NPV, IRR).

**Unit: III Cost of Capital & Capital Structure**

Concept of Cost of Capital and Capital Structure: Cost of Debt Capital, Cost of Preference Share Capital, Equity Share Capital, Weighted Average Cost of Capital (WACC). Meaning of Leverage. Operating Leverage, Financial Leverage, Combined Leverage.

**Unit: IV Dividend Decisions & Working Capital**

Types of Dividends, Dividend policies and factors affecting dividend policies. Concept of Working Capital, its components and Factors affecting working capital requirements. Contemporary issues in Finance.

**Unit: V Valuation of Securities**

Types of Risks and Returns. Concept of Valuation, Equity Valuation & Analysis, Bond Valuation & Analysis. Portfolio Analysis.

### References

- Bhargav, B, K, *Finance For Non Finance Managers. Jaiko Publishing House.*
- Chandra, P. *Finance Sense: Finance For Non Finance executives. Tata McGraw Hill.*
- Gabriel Hawawini, Claude Viallet, *Finance For Non Finance Managers, Cengage Delmar Learning India Pvt Ltd.*
- Gene Siciliano, *Finance for Nonfinancial Managers, (Briefcase Books Series), Tata McGraw Hill*
- Tripathi, Vanita, *Basic Financial Management” Taxmann Publication.*

### Additional Resources

- Chandra, P. *Financial Management-Theory and Practice., Tata McGraw Hill*
- Tripathi, Vanita, *Fundamentals of Investments. Taxmann Publication.*

Note: Latest edition of text books may be used.

### Teaching Learning Process

As the course is designed To familiarize non finance executives with the essentials of finance, the teaching learning process will be based on lectures, project work/field work and cases studies.

### Assessment Methods

The assessment of the students must be aligned with the course learning outcomes and requires Class Participation, Class Test, Assignment, Project Work/field work, End Semester Examination.

### Keywords

Time Value of Money, Risk, Return, Financial Statements, Financial Ratio Analysis, Capital Budgeting, Cost of Capital, Capital Structure, Dividend Decision, Working Capital Decision.