

# **B.Com. Syllabus (Draft)**

**Under**  
**National Education Policy 2020**  
(w.e.f. 2023 Admission batch)



**Department of Commerce**  
**School of Economics, Management, and Information Science**  
**Mizoram University, Aizawl**

## **Aims of Bachelor's Degree Programme in B. Com**

The overall aim of B. Com as a programme is to:

- Provide a conducive environment that holistically engages students through an all- encompassing knowledge impartation;
- Widen the scope and depth of the course enabling them to undertake further studies in commerce and its allied areas on multiple disciplines concerned with commerce;
- Construct a sound theoretical footing;
- Acquainting students with recent market practices;
- Encourage the students to advance a range of generic skills helpful in employment, internships, and social activities;
- Formulating business problems and provide innovative solutions to enable the students to be future ready management leaders who are compassionate and yet efficient.

## **Graduate Attributes in B. Com**

The graduate attributes in B. Com. are the outline of the expected course learning outcomes mentioned in the beginning of each course. The characteristic attributes that a B. Com. graduate will be able to demonstrate through learning various courses are listed below:

1. Disciplinary Knowledge
2. Communication Skills
3. Critical Thinking
4. Problem Solving
5. Research Related Skills
6. Information and Communication Technology (ICT) Digital Literacy
7. Self-directed Learning
8. Moral and Ethical Awareness/Reasoning
9. Lifelong Learning

## **Programme Learning Outcomes of B. Com.**

The outcomes and attributes described in qualification descriptors are attained by students through learning acquired on completion of a programme of study. The term 'programme' refers to the entire scheme of study followed by students leading to a qualification.

Programme learning outcomes for B. Com. include various subject specific skills and generic skills like mind management, creativity, and innovation of competencies in diverse areas of Commerce and Business, the achievement of which will be demonstrated by the students of B. Com. Programme for the award of bachelor degree.

The programme learning outcomes of B. Com. also enable a student to prepare for further study, employment, and good citizenship. Further, the difference in the level of achievement of programme outreach provides for comparing of learning levels and standards across different colleges/institutions. The various learning outcomes of the programme are mentioned below:

- i. Bachelor's Degree in Commerce results in giving comprehensive knowledge of Marketing, Human Resource Management, Business and Corporate Law, Economics, Finance, Accounting, Management, Tax and several other branches of Commerce that includes Investment, Insurance, and Banking. Thus, this programme helps students in building a concrete footing for advanced studies in Commerce and to stand with the requirement of business sectors such as insurance and banking seeking youth fit for employment.
- ii. Students undergoing this programme will be equipped to the world of work, particularly, work of the future. The student will get a first-hand exposure of working in the real world.
- iii. Students completing this programme will be able to develop managerial knowledge and tactical dexterity, with a broader skill set and encourages them to seek out audacious, innovative solutions for today's business.

- iv. Completion of this programme will also enable the students to formulate business problems and provide innovative solutions thus, molding them into future visionaries, management leaders that are compassionate yet efficient.
- v. The course provides an extreme and rigorous base for teaching, research, and allied business administrations.

**Semester-wise Course and Credit Distribution of Four Years B.COM  
under National Education Policy (NEP) 2020**

Semester	Course Category	Course Code	Course Title	Credits
<b>First Year</b>				
First	Major	COM 100	Business Organisation and Management	4
		COM 101	Financial Accounting	4
	Multidisciplinary	COM 102	People Management	3
Second	Major	COM 103	Cost Accounting	4
		COM 104	E-Commerce	4
	Multidisciplinary	COM 105	Financial Literacy	3
<b>Second Year</b>				
Third	Major	COM 200	Business Economics	4
		COM 201	Financial Markets and Institutions	4
	Multidisciplinary	COM 202	New Venture Planning and Development	3
Fourth	Major	COM 203	Quantitative Techniques	4
		COM 204	Entrepreneurship	4
<b>Third Year</b>				
Fifth	Major	COM 300	Business Laws	4
		COM 301	Income Tax	4
		COM 302	Principles of Marketing	4
Sixth	Major	COM 303	Management Accounting	4
		COM 304	Corporate Accounting	4
		COM 305 (a)	Goods and Services Tax	4
		COM 305 (b)	Banking and Insurance	4
		COM 306	Auditing and Corporate Governance	4
<b>Fourth Year</b>				
Seventh	Major	COM 400	Research Methods in Business	4
		COM 401	Capital Markets Operations	4
		COM 402	Organisational Behaviour	4
<b>B.Com (Hons)</b>				
Eighth	Major	COM 403	Financial Management	4
		COM 404	Business Environment	4
		COM 405	Human Resource Management	4
		COM 406	Entrepreneurship Policy and Support	4
		COM 407	Services Marketing	4
<b>OR</b>				
<b>B.Com (Hons with Research)</b>				
Eighth	Major	COM 403	Financial Management	4
		COM 404	Business Environment	4
		COM 499	Research Project/ Dissertation	12

**COM 100 - BUSINESS ORGANISATION & MANAGEMENT** (4 Credits – Major Course)  
[Continuous Assessment: 25 marks; Semester end exam: 75 marks.]

**Objective:** To enable the learners understand different form of business organization and the basic concept of management, development of management thought, and the functions of management.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Distinguish among different forms of business organizations.
2. Identify different functions of management performed in business and not-for-profit organizations.
3. Understand the distinction between the managerial skills and the managerial roles.

**Course Inputs:**

**Unit – 1: Forms of Business Organisations**

1. Concepts of Business, Trade, Industry and Commerce- Objectives and functions of Business– Social Responsibility of a business, Ethical Conduct & Human Values, Code of Business Ethics.
2. Forms of Business Organisation- Meaning, Characteristics, relative merits and demerits of Sole Proprietorship, Partnership, Cooperative organisation, and Joint Stock Company.

**Unit – 2: Concept of Management and Management Thought**

3. Management: Meaning and Nature - Functions of Management - Levels of Management – Skills of Management- Henry Mintzberg’s Managerial Roles.
4. Development of Management Thought: Classical Approach, Neo-Classical Approach, Systems and Contingency Approach.

**Unit – 3: Planning & Organising**

5. Meaning and types of plans, Management by Objectives (MBO) - Steps in MBO – Benefits and limitations.
6. Organizing - Process of Organizing; Principles of organisation - Formal and Informal organisations; Line and Staff organisations, Line and Staff conflicts; Span of management - Meaning - Determining Span - Factors influencing the Span of management.

**Unit – 4: Leading & Control**

7. Leading – Meaning & Importance; Leadership styles, Concept of Motivation, Motivational theories – Maslow & Herzberg.
8. Control-Meaning, Relationship between planning and control, Steps in Control, Techniques of Controlling, Requirements for effective control.

**Practical Exercise:** Learners are required to:

1. Identify the managerial roles played by a senior manager in select organizations.
2. Distinguish among various types of plans in select business organizations.
3. Trace out the formal and informal groups operating in the institute where they are studying.
4. Identify the line and staff functions performed by different employees in the select organisations.
5. Ascertain the styles of leadership of different managers in a select organisation.

**Suggested Readings:**

1. Basu, C. R.: *Business Organization and Management*, McGraw Hills
2. Chhabra, T. N.: *Business Organization and Management*, Sun India Publications.
3. Gupta, C. B.: *Business Organization and Management*, Sultan Chand & Sons.
4. Kaul, V. K.: *Business Organization and Management, Text and Cases*, Pearson Education.
5. Koontz, H., & Wehrich, H.: *Essentials of Management*, McGraw Hill Education.
6. R.C. Agarwal: *Business Organization and Management*, Lakshmi Narain Agarwal publications
7. Singh, B. P., & Singh, A. K.: *Essentials of Management*, Excel Books.
8. S.A. Sherlekar & V.S. Sherlekar: *Modern Business Organisation And Management*, Himalaya

**Note: Learners are advised to use latest edition of text books.**

**Objective:** The course aims to help learners to acquire conceptual knowledge on financial accounting, to impart skills for recording various kinds of business transactions and to prepare financial statements.

**Learning Outcomes:** After completing the course, the student shall be able to:

1. Apply the generally accepted accounting principles while recording transactions and preparing financial statements;
2. Understand the concepts of AS and IndAS and its applicability
3. Evaluate the importance of depreciation, revenue recognition reserves and provisions for preparing financial statement.
4. Prepare financial statements of sole proprietors.
5. Make an accounting record for different situations in dissolution of partnership business.

### **Course Inputs:**

#### **Unit – 1: The Accounting Framework**

1. Framework for Preparation and Presentation of Financial Statements: Meaning of Generally Accepted Accounting principles (GAAP), Accounting concepts and conventions; Bases of Accounting: Cash Basis & Accrual Basis – Meaning, features, advantages, disadvantages and distinction.
2. An Introduction to AS and IndAS: Concept, benefits, process of formulation of AS and IndAS, convergence, application of AS and IndAS on various entities in India.

#### **Unit – 2: Concepts for Determination of Business Income**

3. Accounting for Depreciation (AS 10): Definition, factors affecting depreciation, reasons for charging depreciation; Basic Method of Depreciation – Straight Line and Diminishing Balance Method, Change in the method of depreciation with retrospective effect (Theory & Numerical)
4. Revenue Recognition (AS 9): Meaning and Objectives of Revenue recognition; Revenue – Sources of revenue and its recognition (sale of goods, rendering of services and interest, royalty and dividends).

#### **Unit – 3: Final Accounts**

5. Capital and Revenue: Meaning of capital & revenue – income & expenditure; Distinction and rules for determining capital and revenue expenditures; Differences between capital and revenue receipts.
6. Preparation of Final Accounts of Sole Proprietors: Important features of Trading Account, Profit & Loss Account and Balance Sheet; Functions, Uses and Limitations of Balance Sheet; Preparation of financial statements for sole-proprietorship with appropriate adjustments and rectification (Theory & Numerical).

#### **Unit – 4: Accounting for Dissolution of the Firm**

7. Dissolution of partnership firm by partners and the Court; Steps in the dissolution process; Settlements of accounts according to Indian Partnership Act, 1932; Accounting records of dissolution of partnership business including insolvency of partners and piecemeal distribution (Theory & Numerical).

**Practical Exercise:** Learners are required to:

1. Download annual reports of business Organisations from the websites and go through the contents of the annual report and present the salient features of the annual report using some ratios and content analysis including textual analysis.
2. Prepare Trading and Profit & Loss Account, Balance Sheet, and Cash Flow Statement collecting necessary data from small business firms.
3. Analyse financial statement of major partnership firm in India.
4. Analyse different Accounting Standards practiced by different countries around the world.

**Suggested Readings:**

1. Accounting standard - issued by ICAI / [www.icaai.org](http://www.icaai.org).
2. Dam, B. B., & Gautam, H. C.: *Financial Accounting*, Gayatri Publications.
3. Goyal, B. K., & Tiwari, H. N.: *Financial Accounting*, Taxmann Publication.
4. Hanif and Mukherjee: *Financial Accounting*, McGraw – Hill Education India Pvt. Ltd
5. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K.: *Financial Accounting*, Vikas Publishing.
6. Monga, J. R.: *Financial Accounting: Concepts and Applications*, Mayur Paperback Publishing.
7. RL Gupta & VK Gupta: *Principles and Practice of Accounting*, Sultan Chand & sons.
8. Sehgal, D.: *Financial Accounting*, Vikas Publishing House Pvt. Ltd.
9. Shukla, M. C., Grewal, T. S., & Gupta, S. C.: *Advanced Accounts. Vol.-I.*, Sultan Chand Publishing.

**Note: Learners are advised to use latest edition of text books.**

**Objective:** The course aims to provide an overview to the learners of what it means to be an effective people manager. The programme is designed in such a manner so that the learners can develop motivation and leadership skills and manage people in an organisation effectively.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Analyse the applicability of People First Strategy in an organisation;
2. Demonstrate team building skills and leadership qualities;
3. Conduct team evaluation and assessment;
4. Demonstrate skills to resolve conflicts in an organisation and lead teams.

**Course Inputs:****Unit – 1: Managing and Motivating Others**

Basics of People Management and its significance, Motivating Others - Employee First Strategy: Employee First Customer Second. Developing Intrinsic Motivation amongst People - People First Strategy: Emerging cases. (Theory)

**Unit – 2: Building Team and Peer Networks**

Importance of Team Building, Managing Diversity in Teams, Competency mapping, Team Roles, Team Identity, Team Charter, Team Performance, Managing Behaviour of people in groups, Group Dynamics, Challenges of getting work done; Significance of prioritization and assigning work to team members, Importance of peer networks in an Organisation. (Theory)

**Unit – 3: Leading People & Resolving Conflicts**

Leading people to achieve the vision and mission of the Organisation. Leadership for high performance culture, Leadership Styles for creating conducive Organisational climate and culture of excellence. Managing different types of conflicts in an Organisation.

**Practical Exercises:**

The learners are required to:

1. Participate in role play on active listening in an organisation.
2. Participate in role play for developing intrinsic motivation amongst other people.
3. Discuss case study of HCL on Employee First Customer Second by Vinit Nayar.
4. Discuss case studies of Organisations where People first strategy is being used.
5. Conduct competency mapping of students of the class.
6. Participate in simulation activity wherein students are divided into groups with one leader in each group wherein each team is assigned responsibility of planning and executing a business activity that shows the team work and leadership qualities followed by its presentation.
7. Discuss and analyse case study on High Performing Organisational culture.
8. Discuss and analyse case study on High Performing Organisational climate.
9. Discuss and analyse case study on Leadership.

**Suggested Readings:**

1. Randall, J., & Sim, A. J.: *Managing People at Work*. Abingdon: Routledge.
2. Thomson, R., & Thomson, A.: *Managing People*. Abingdon: Routledge.
3. Thomas, M. *Mastering People Management*. London: Thorogood
4. Wellington, P. *Effective People Management: Improve Performance Delegate More Effectively*. London: Kogan Page Publishers.

**Note: Learners are advised to use latest edition of text books.**



## COM 103 - COST ACCOUNTING

(4 Credits – Major Course)

[Continuous Assessment: 25 marks; Semester end exam: 75 marks.]

**Objective:** The course aims to develop understanding among learners about contemporary cost concepts and rational approach towards cost systems and cost ascertainment. The course also aims to provide knowledge about various methods of cost determination under specific situations and to acquire the ability to use information determined through cost accounting for decision making purpose.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

5. Determine various types of cost of production;
6. Compute unit cost and total cost of production and prepare cost statement;
7. Compute employee cost, employee productivity and employee turnover;
8. Determine cost under job costing, batch costing, process costing and contract costing.

### Course Inputs:

#### Unit – 1: Basic concepts and Material Cost Control

1. Concept of cost and costing, Importance and features of costing, Cost classification, Concept of cost unit, cost center, cost control, Establishment of an ideal cost accounting system, Cost Reduction, Opportunity Cost., Difference between Cost Accounting and Financial Accounting; (Theory)
2. Material Cost Control; Purchase Control: Meaning and Importance of Purchasing; Storage Control: Techniques of Storage Control; Just in Time(JIT), and EOQ; Issues Control: Pricing of Material Issues - LIFO, FIFO (Theory)

#### Unit – 2: Labour Cost Control

3. Labour Cost Control: Direct and Indirect Labour, Time Keeping, Time Booking; Labour turnover: Meaning, Causes, Effect & Cost; Methods of Remuneration: Flat Time Rate, Taylor's Differential Piece Rate System, Halsey Premium Plan; Accounting Treatment: Overtime, Idle Time.(Theory & Problems)

#### Unit – 3: Overhead Cost Control

4. Definition and classification, Production overheads – allocation and apportionment of cost, Meaning and Methods of cost absorption, Treatment of over- absorption & under-absorption of overheads, Administration and selling & distribution overheads – methods of ascertainment. Cost Sheet: Preparation of Cost Sheet. (Theory & Problems)

#### Unit – 4: Methods of Costing

5. Job Costing Vs Batch Costing, Economic Batch Quantity (EBQ); Contract Costing: Meaning, Features, Costing Procedures and Problems; Preparation of cost sheet under operating costing. (Theory & Problems)

**Practical Exercise:** Learners are required to:

2. Prepare a cost statement for manufacturing and/ or service organisation.
3. Identify the items to be included and excluded in the cost system.
4. Apply different price determination methods to assess sales price.
5. Prepare a cost statement for different processes.
6. Calculate impact of material consumption, usage and wastages on total material cost.
7. Prepare of different format of acquisition of material and storage.
8. Suggest suitable cost system for different types of services organisations.
9. Visit industries to understand process costing

### Suggested Readings:

1. Banarjee, B.: *Cost Accounting – Theory and Practice*, PHI Learning Pvt. Ltd.
2. D.K. Mittal and Luv Mittal: *Cost Accounting*, Galgotia Publishing Co.
3. Kishor, R. M.: *Taxman's Cost Accounting*, Taxmann Publication Pvt. Ltd
4. Lal, J., & Srivastava, S.: *Cost Accounting*, McGraw Hill Publishing Co.
5. M. C. Shukla, T. S. Grewal and M.P. Gupta: *Cost accounting, Text and Problems*, S. Chand.
6. S. N. Maheshwary and S. N. Mittal: *Cost Accounting, Theory and Problems*, Sri Mahabir.
7. S.P. Jain & K.L. Narang: *Cost Accounting Principles and Methods*, Kalyani Publishers.

**Note: Learners are advised to use latest edition of text books.**

**Objective:** The aim of the course is to introduce learners to the fundamental concepts of electronic commerce and its applications, and to develop a comprehensive understanding of its significance and the dynamic issues pertaining to the contemporary business environment.

**Learning Outcomes:** After completing the course, the student shall be able to:

1. Describe the various principles and technologies underlying e-commerce;
2. Critically evaluate emerging technologies and develop e-commerce strategies to solve challenging needs of the society;
3. Identify the processes involved in online transactions and e-payment systems;
4. Understand the concept of digital currency and assess the security issues involved;
5. Describe various provisions of the IT Act, 2000.

**Course Inputs:**

**Unit – 1: Introduction to E-Commerce**

1. Concept, scope and significance of e-commerce; driving forces of e-commerce; types of e-commerce; e-commerce systems and prerequisites; e-commerce business models – key elements of a business model and categories.
2. E-commerce activities and its associated manpower; types of e-commerce providers and vendors; modes of operations associated with e-commerce; e-commerce strategies.

**Unit – 2: E-Payment Systems**

3. E-commerce applications in various industries (banking, insurance, payment of utility bills and others), e-marketing, e-tailing, online services, e-auctions, online portals, online learning, online publishing and digital entertainment.
4. E-payment methods- debit card, credit card, smart cards, e-money, e-wallets; digital signatures-procedures and legal position; payment gateways. Online banking- concepts, importance; electronic fund transfer; automated clearing house, automated ledger posting.

**Unit – 3: Emerging Trends in Electronic Business Environment**

5. Enterprise Resource Planning (ERP) - definition, concept, types (traditional, digital or e-ERP), challenges of ERP; e-CRM - definition, concept, types, components; Management Information System (MIS) - definition, concept, types; differences between ERP, e-CRM and MIS.
6. Introduction to digital currency: concepts, evolution/history and applications; common global digital currencies. Central Bank Digital Currency (CBDC) by RBI in India.

**Unit – 4: Security and Legal Aspects of E-Commerce**

7. E-commerce security – meaning and issues; security threats in the e-commerce environment- security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism; technological solutions- encryption, secure channels of communication, protecting networks, servers and clients.
8. Overview of the Information Technology Act, 2000-provisions relating to offences, secure electronic records, digital signatures, online share trading fraud (Sections 43,66,66C,66D), penalties and adjudication.

**Practical Exercise:** Learners are required to:

1. Help others to learn the use of e-wallet, e-payment, digital signatures. Prepare a report on the skills used by them to help others learn.
2. Design their own CV highlighting their strengths, weaknesses, and prepare their CV and upload them in their social networking profile. Use the link in their CV while applying for the job.
3. Use the internet banking facility to buy a product from any online website.
4. Open internet banking account and operate it.
5. Create their own YouTube channel and post one video on awareness of cyber security and crime.
6. Analyse real cases of major Cybercrime in India.

**Suggested Readings:**

1. Agarwala, K. N., Lal, A., & Agarwala, D.: *Business on the Net: An Introduction to the whats and hows of E-commerce*, Macmillan Publishers India Limited.
2. Awad, E. M.: *Electronic Commerce from vision to fulfillment*, PHI Learning.
3. Bajaj, K. K., & Debjani, N.: *E-Commerce*, Tata McGraw Hill Education.
4. Dietel, H. M., Dietel, P. J., & Steinbuhler, K.: *E- Business and E- commerce for Managers*, Prentice Hall.
5. Diwan, P., & Sharma, S.: *Electronic commerce- A Manager's Guide to E- Business*, Vanity Books International.
6. Jaswal V.S. & Jaswal S.T.: *Cyber Crime and Information Technology Act 2000*, Regal Publications.
7. Kosiur, D. *Understanding Electronic Commerce*, Prentice Hall of India Pvt. Ltd.
8. Lexis: *The Information Technology Act, 2000*, Universal/LexisNexis. India
9. Pawar, S. & Kolekar, Y: *Essentials of Information Technology Law*, Notion Press.
10. Whiteley, D.: *E-Commerce: Strategy, Technologies and Applications*, McGraw Hill.

**Note: Learners are advised to use latest edition of text books.**

**Objective:** The course aims to offer an integrated approach to understand the concepts and applications of financial planning.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Describe the importance of financial literacy and list out the institutions providing financial services;
2. Prepare financial plan and budget and manage personal finances;
3. Open, avail, and manage/operate services offered by banks;
4. Open, avail, and manage/operate services offered by post offices;
5. Plan for life insurance and property insurance;
6. Select instrument for investment in shares.

**Course Inputs:**

**Unit – 1: Introduction**

1. Meaning, importance and scope of financial literacy; Prerequisites of Financial Literacy - level of education, numerical and communication ability; Various financial institutions - banks, insurance companies, Post Offices; Mobile App based services.
2. Meaning, importance and need for financial planning; Personal Budget, Family Budget, Business Budget and National Budget; Procedure for financial planning and preparing budget; Budget surplus and Budget deficit.

**Unit – 2: Banking Services**

3. Types of banks; Banking products and services – Various services offered by banks; Types of bank deposit accounts; Formalities to open various types of bank accounts, PAN Card, Address proof, KYC norm; Various types of loans; Cashless banking, e-banking, Digital technology; CIBIL, ATM, Debit and Credit Card, and APP based Payment system; Banking complaints and Ombudsman.

**Unit – 3: Insurance & Equity and Debt Related Instruments**

4. Insurance Services: Life and non-life (general) Insurance Policies: Life Insurance, Term Life Insurance, Endowment Policies, Pension Policies, ULIP, Health Insurance and its Plans, Comparison of policies offered by various life insurance companies. Property Insurance: Policies offered by various general insurance companies. Post office Life Insurance Schemes: Postal Life Insurance and Rural Postal Life Insurance (PLI/RPLI).
5. Portfolio Management: Meaning and importance; Share Market and Debt Market, Sensex and its significance; Investment in Shares - selection procedure for investment in shares; Risk element; Investment Management -Services from brokers and Institutions, and self-management; Mutual Funds.

**Practical Exercise:** Learners are required to:

1. Visit banks, post offices, and insurance companies to collect information and required documents related to the services offered by these institutions and to know the procedure of availing of these services.
2. Fill up the forms to open accounts and to avail loans and shall attach photocopies of necessary documents.
3. Prepare personal and family budget for one/six/ twelve month on imaginary figures.

**Suggested Readings:**

1. Avadhani, V. A.: *Investment Management*, Himalaya Publishing House
2. Chandra, P.: *Investment Game: How to Win*. Tata McGraw Hill Education.
3. Kothari, R.: *Financial Services in India-Concept and Application*. Sage Publications.
4. Milling, B. E.: *The Basics of Finance: Financial Tools for Non-Financial Managers*. Universe Company.
5. Mitra, S., Rai, S. K., Sahu, A. P., & Starn, H. J. (2015). *Financial Planning*. Sage Publications.
6. Zokaityte, A.: *Financial Literacy Education*. London: Palgrave Macmillan.

**Note: Learners are advised to use latest edition of textbooks.**

**Objective:** The course aims to acquaint the learners with fundamental economic theories and their impact on demand, supply, production and cost concepts.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

7. Examine how different economic systems function and evaluate implications of various economic decisions.
8. Examine how consumers try to maximize their satisfaction by spending on different goods.
9. Analyze the relationship between inputs used in production and the resulting outputs and costs.
10. Analyze and interpret market mechanism and behavior of firms and response of firms to different market situations.
11. Examine various facets of pricing under different market situations.

**Course Inputs:**

**Unit – 1: Basic Concepts**

6. Meaning, Nature and Scope of Business Economics, Basic Problems of an Economy and Application of Economic Theories in Decision Making, Steps in Decision Making.
7. National Income and its measurement, Gross National Product, Net National Product, Net National Income. Business Cycle phases and causes; Inflation and Deflation causes and remedial action.

**Unit – 2: Consumer Behaviour and Elasticity of Demand**

8. Theory of Demand and Supply the Elasticity of Demand: Concept, kinds - Price, Cross, Income and Advertising Elasticity of Demand, Measurement of Elasticity of Demand, Factors influencing the Elasticity of Demand, Importance of Elasticity of Demand.
9. Demand Forecasting: Meaning, Need, Importance, Methods of Demand Forecasting. Cardinal Utility Analysis: Diminishing Marginal Utility and Equi Marginal Utility.

**Unit – 3: Production Function**

10. Production Function: Concept, Definition, Types of products, Law of Variable Proportions, Assumptions, Limitations and Significance. Cost of Production: Concept of Explicit costs, Implicit costs and Opportunity costs of production, Derivation of short run and long run cost curves.

**Unit – 4: Market Structure**

11. Market: Concept, Classification of Market - Perfect competition, Monopoly, Monopolistic competition and Oligopoly (Kinked Demand Curve), Price determination and Equilibrium of firm in different market situations.

**Practical Exercise:** Learners are required to:

4. Apply concept of demand analysis in real life;
5. Study various effects in changes in demand and supply in consumption;
6. Visit local markets and classify firms into various markets;
7. Visit any industrial unit and study its production process;
8. Visit any industrial unit and classify its cost into fixed and variable costs;
9. Analyse the effects of changes in demand and supply on pricing policies.

**Suggested Readings:**

1. Adhikari, M.: *Business Economics*, Excel Books.
2. Ahuja, H.L.: *Theory of Micro Economics*, Sultan Chand Publishing House.
3. Chaturvedi, D.D., & Gupta, S.L.: *Business Economics Theory & Applications*, International Book House
4. Kennedy, M.J.: *Micro Economics*, Himalaya Publishing House.
5. Koutsoyannis, A.: *Modern Micro economics*, Palgrave Macmillan.
6. Seth, M.L.: *Micro Economics*, Lakshmi Narain Agarwal Educational Publishers.
7. Study material of ICAI: [www.icaai.org](http://www.icaai.org).

**Note: Learners are advised to use latest edition of textbooks.**

**Objective:** The aim of the course is to provide learners an overview of financial markets and institutions in India.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Understand the scope of financial markets and institutions in India;
2. Describe the functions of Money Market and Capital Market;
3. Understand the overall functions of RBI and SEBI in Indian Financial System;
4. Differentiate between Banking and Non-Banking Financial Institutions in India;
5. Assess the impact of recent initiatives like MUDRA scheme on financial inclusion.

**Course Inputs:**

**Unit – 1: Introduction**

1. An introduction to Financial System, components, Financial System and Economic Development, Financial Intermediation. An Overview of Indian Financial System in India; Financial Sector Reforms since 1991.
2. Banking and Non-Banking Financial Institutions- concepts, differences. Types of banking Institutions-commercial banks, Cooperative Banks, Payment Banks, Small Banks. The concepts of Development Financial Institutions (DFI), Investment banking, Financial Intermediaries and Non-Banking Financial Institutions (NBFCs).

**Unit – 2: Money Market and Its Regulations**

3. Money Market – concept, role, functions and importance; Components of Money Market and its instruments.
4. The Reserve Bank of India (RBI) – evolution, structure, role. Monetary Policy Committee (MPC) – structure, role; Policy Rates and its implications on inflation and liquidity.

**Unit – 3: Capital Market and Its Regulations**

5. Capital Markets –concept, role, functions and importance. Components of Capital market. Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX.
6. Derivatives and commodity markets. Role of Stock Exchanges in India. Securities and Exchange Board of India (SEBI) – Role in capital market development and Investor Protection and Awareness.

**Unit – 4: Recent Developments**

7. Recent initiatives like MUDRA financing scheme, Financial inclusion, Non-Performing Assets (NPAs) and its impact on banking sector; Insolvency and Bankruptcy Code, 2016.

**Practical Exercise:** Learners are required to:

1. Analyse and interpret a case study on NPA of select banks.
2. Analyse the policy rate changes as made by RBI from time to time for a given period.
3. Assess Investors grievance redressal mechanism of SEBI.

**Suggested Readings:**

1. Bhole, L. M.: *Financial Markets and Institutions*, Mc-Graw Hill Publishing India.
2. Gordon E. & Natarajan K.: *Financial Markets and Services*, Himalaya Publishing House.
3. Khan M. Y., & Jain, P. K.: *Financial Services*, McGraw Hill Publishing India.
4. Khan, M. Y.: *Indian Financial System –Theory and Practice*, Vikas Publishing House.
5. Kumar, V., Gupta, K., & Kaur, M.: *Financial Markets, Institutions and Financial Services*, Taxmann's Publications.
6. Sengupta A.K. and Agarwal M.K: *Money Market Operations in India*, Skylark Publications.
7. Sharma, G.L., & Singh, Y.P.: *Contemporary Issues in Finance and Taxation*, Academic Foundation.
8. Annual Reports of major financial institutions in India

**Note: Learners are advised to use latest edition of textbooks.**

**COM 202 - NEW VENTURE PLANNING AND DEVELOPMENT** (3 Credits – Multidisciplinary)  
[Continuous Assessment: 25 marks; Semester end exam: 75 marks.]

**Objective:** The course aims to give knowledge to learners regarding different aspects of setting up a new business.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Describe sources of innovative ideas;
2. Evaluate advantages of acquiring an ongoing venture with a case study;
3. Present a comparative analysis of various government schemes which are suitable for the business idea;
4. Develop a marketing plan for a business idea;
5. Prepare and present a well-conceived Business Plan.

**Course Inputs:**

**Unit – 1: Starting New Ventures**

1. New Venture: Meaning and features. Opportunity identification. The search for new ideas. Sources of innovative ideas. The pathways to New Ventures for Entrepreneurs, Creating New Ventures. Acquiring an established Venture: Advantages of acquiring an ongoing Venture. Evaluation of key issues. Franchising: How a Franchise works. Franchise law. Evaluating the franchising opportunities.

**Unit – 2: Legal Challenges and Capital Search**

2. Intellectual Property Protection: Patents, Trademarks, and Copyrights. Legal acts governing businesses in India. Identifying Form of Organisation and their procedures and compliances (in brief).
3. The Entrepreneur's Search for Capital. The Venture Capital Market. Alternate Sources of Financing for Indian Entrepreneurs. Bank Funding. Government Policy Packages. State Financial Corporations (SFCs). Business Incubators and Facilitators. Informal risk capital: Angel Investors. Government schemes for new ventures like: Startup India, Stand up India, Make in India, etc.

**Unit – 3: Marketing Aspects and Business Plan Preparation**

4. Developing a Marketing Plan: Customer Analysis, Geographical Analysis, Economical Analysis, Linguistic Analysis, Sales Analysis and Competition Analysis. Market Research.
5. Business Plan: Concept. Pitfalls to Avoid in Business Plan. Benefits of a Business Plan. Developing a Well-Conceived Business Plan. Elements of a Business Plan: Executive Summary.

**Practical Exercise:** Learners are required to:

1. Generate a business idea from any sources of innovative ideas.
2. Evaluate advantages of acquiring an ongoing venture with a case study.
3. Present an idea, which can have IPR like patents along with comparative analysis of patents already granted in similar field.
4. Present a comparative analysis of various government schemes, which are suitable for the business idea (developed in exercise 1).
5. Develop a marketing plan for the business idea (developed in exercise 1).
6. Prepare and present a well-conceived Business Plan.

**Suggested Readings:**

1. Allen, K. R.: *Launching New Ventures: An Entrepreneurial Approach*. Boston: Cengage Learning.
2. Barringer, B. R., & Ireland, R. D.: *Entrepreneurship: Successfully Launching New Ventures*. Pearson.
3. Kuratko, D. F., & Rao, T. V. *Entrepreneurship: A South-Asian Perspective*. Cengage Learning

**Note:** Learners are advised to use latest edition of text books.

**Objective:** The objective of this course is to familiarize students with the applications of mathematics and statistical techniques in business decision-making.

**Learning Outcomes:** After completing the course, the student shall be able to:

1. Understand the basic concepts of basic mathematics and statistics.
2. Develop an understanding of the various averages and measures of dispersion to describe statistical data.
3. Explain the construction and application of index numbers to real life situations.
4. Analyse the trends and tendencies over a period of time through time series analysis.
5. Apply mathematical concepts to solve business problems.

**Course Inputs:**

**Unit – 1: Uni-variate Analysis**

1. Measures of Central Tendency: Arithmetic mean, Geometric mean, Harmonic mean Properties and applications. Median and other Partition values (quartiles, deciles, percentiles), Mode (including problems).
2. Measures of Dispersion: absolute and relative- Range, Quartile deviation, Mean deviation, Variance and Standard deviation: calculation and properties (including problems).

**Unit – 2: Index Numbers and Time-Series Analysis**

3. Index Number: Meaning and uses of index numbers; Construction of index numbers: Aggregative and average of relatives – simple and weighted, Construction of consumer price indices (including problems).
4. Time-Series Analysis: Components of time series, additive and multiplicative models; Trend analysis: Finding trend by moving average method and Fitting of linear trend line using principle of least squares (including problems).

**Unit-3: Matrices and Determinants**

5. Definition of Matrices, Types, Multiplication, Transpose, Minor, Cofactors, Inverse through Adjoin, Application of Matrices in solving business problems. (including problems)
6. Properties of Determinants, Solutions of Simultaneous Equations and Business problems by Cramer's Rule (including problems)

**Unit-4: Calculus**

7. Concept of Function, Limit and Continuity; Concept of Differentiation, partial differentiation; Derivatives – First order and Second order derivatives; Maxima & Minima of functions involving two variables (including problems)
8. Integral Calculus: Integration as anti-derivative, Integration of  $\log x$ , rules for integration, Integration by substitution (including problems).

**Practical Exercise:** Learners are required to:

1. Take the case of a business problem and identify the decision-making variables and assess their functional relationship with other variables affecting the decision in a business situation.
2. Gather information about various deposit and loan schemes of banks and other financing institutions to find out interest rate differential, and compounded value.
3. Use commonly used statistical packages to apply various statistical tools to a data set available through secondary sources.
4. Collect basic data from your peers and analysis using basic statistical tools like mean, median, mode etc.
5. Collect the price level of any commodity during the last ten years and construct an index and analyse it using trend analysis.



**Suggested Readings:**

1. S.P. Gupta & Archana Gupta: *Elementary Statistics*, Sultan Chand and Sons.
2. P. Hazarika: *A Textbook of Business Statistics*, Sultan. Chand Publishing.
3. M.R. Spiegel: *Theory and Problems of Statistics, Schaum's Outlines Series*, McGraw Hill.
4. S.P. Gupta: *Statistical Methods*, Sultan Chand & Sons.

Note: Learners are advised to use latest edition of text books.

5. Goel & Goel: *Mathematics & Statistics*, Taxmann Allied Services (P) Ltd
6. P.L. Hazarika: *A Text Book of Business Mathematics*, S. Chand & Co.
7. C.M.Chikkodi , Dr.B.G. Satyaprasad, Dr.K.Nirmala *Business Mathematics and Statistics*, Himalaya Publishing House New Delhi.
8. C.S. Sampangiram and G.K. Ranganath *A Text Book of Business Mathematics* Himalaya Publishing House New Delhi.

**Note: Learners are advised to use latest edition of text books.**

## COM 204 - ENTREPRENEURSHIP

(4 Credits – Major Course)

[Continuous Assessment: 40 marks; Semester end exam: 60 marks.]

**Objective:** The course aims to equip the learners to entrepreneurship so that they are inspired to look at entrepreneurship as a viable, lucrative, and preferred option of professional life.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Discern distinct entrepreneurial traits;
2. Identify the parameters to assess opportunities and constraints for new business ideas;
3. Develop a business idea by adopting systematic process;
4. Design strategies for successful implementation of ideas;
5. Write a Business Plan.

### Course Inputs

#### Unit – 1: Introduction

1. Meaning, elements, determinants and importance of entrepreneurship and creative Behaviour; Entrepreneurship and creative response to the society' problems and at work;
2. Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, and social entrepreneurship

#### Unit – 2: Entrepreneurship in India

3. Concept of business houses and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioural orientations;
4. Conflict in family business and its resolution. Initiatives of Government of India to promote entrepreneurship - Startup India, Standup India, Make in India, etc.

#### Unit – 3: Entrepreneurship Ecosystem

5. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of government, Institutions, industries/entrepreneur's associations and self-help groups.
6. Concept, role and functions of business incubators, angel investors, venture capital, start-up finance and private equity fund.

#### Unit – 4: Sources of business ideas and tests of feasibility

7. Significance of writing the business plan/ project proposal including feasibility analysis; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control;
8. Preparation of project report (various aspects of the project report such as size of investment, nature of product, sourcing of material, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

**Practical Exercise:** Learners are required to:

1. Discuss various cases of entrepreneurship and distinguish between different entrepreneurial traits.
2. Analyse and interpret case studies on business philosophy of TATA group, Aditya Birla Group, Reliance, Infosys, and similar organisations.
3. Analyse and present the key initiatives of GoI for promoting entrepreneurship in any sector. Also, analyse and present the key initiatives of your State for promoting entrepreneurship in any business area.
4. Develop a business idea and conduct a feasibility analysis of the same.
5. Participate in Business Plan competition – designing a business plan proposal and identifying alternative sources of raising finance for startup.

#### Suggested Readings:

1. Desai, V. (2009). Dynamics of Entrepreneurial Development and Management. Mumbai: Himalaya Publishing House.
2. Dollinger, M. J. (2008). Entrepreneurship: Strategies and Resources. New Jersey: Prentice Hall.
3. Hisrich, R., Peters, M., & Shepherd, D. (2017). Entrepreneurship. New York: McGraw Hill Education.
4. Rao, T. V., & Kuratko, D. F. (2012). Entrepreneurship: A South Asian Perspective. Boston: Cengage Learning.
5. Yadav, V., & Goyal, P. (2015). User innovation and entrepreneurship: case studies from rural India. Journal of Entrepreneurship & Innovation, 4(5). Retrieved from: <https://link.springer.com/article/10.1186/s13731-015-0018-4>.

**Note: Learners are advised to use latest edition of textbooks.**

**Objective:** The course aims to give the learners a broad understanding about important aspects of legal environment of business; to make them study how various special contracts are brought into force; and to impart knowledge about legal agreement so that they get acquainted with the process of establishing legal relationships and to have knowledge of various measures protecting the interest of the consumers.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Examine various aspects of entering into a contract and implications of different types of contract;
2. Interpret the regulation governing the Contract of Sale of Goods;
3. Discuss the laws governing partnership and legal consequences of their transactions and other actions in relation with the partnership, and examine contractual obligations and provisions governing limited liability partnership;
4. Describe the significant provisions of the Competition Act to prevent practices having adverse effect on competition and provisions of the Consumer Protection Act to protect the interest of the consumers;
5. Explain the law governing regulation and management of foreign exchange under FEMA;
6. Understand an overview of Companies Act, 2013.

**Course Inputs:**

**Unit – 1: Indian Contract Act, 1872 and Sale of Goods Act, 1930**

1. Nature of contract and its essentials, Void, valid and voidable contracts, Consent, consideration and its' impact on contract, Agreements in restraint of trade, Performance, breach, revocation and termination of contract. Agency and bailment contracts, Contract of Indemnity, Contract of Guarantee and Pledge.
2. Nature of sale, conditions and warranties, Performance of contract of sale and right of unpaid seller.

**Unit – 2: Indian Partnership Act, 1932 and Limited Liability Partnership Act, 2008**

3. General nature of Partnership, Rights and duties of Partners, Reconstitution of Firm and Registration and dissolution.
4. Formation and incorporation of LLP, Partners and their relations, financial disclosures, conversion into LLP, Foreign LLP, Winding up and dissolution.

**Unit – 3: Competition Act, 2002 and Consumer Protection Act, 2019**

5. Competition Act, 2002: Objectives and basic concepts, Consumer, goods, service, Prohibition of anti-competitive agreements, Prohibition of Abuse of Dominant Position;
6. Consumer Protection Act, 2019: Important definitions, Consumer Disputes Redressal Commission, Measures to Prevent Unfair Trade Practices, Offences and Penalties.

**Unit – 4: Foreign Exchange Management Act, 1999 and Companies Act, 2013**

7. Objectives, definitions and basic concept of FEMA. Regulation and management of foreign exchange, RBI Guidelines on KYC.
8. An overview and important definitions of certain concepts in Companies Act, 2013: Prospectus and Share Capital. Allotment of securities, Private placement, share capital, basic requirements, alteration of share capital, Bonus issue, issue of shares at premium and discount, Further issue of shares, buy-back of shares.

**Practical Exercise:** Learners are required to:

1. Enlist steps involved in execution of contract, agreement to sale and discharge of contract;
2. Prepare agreement to sale and contract related to sale of movable property, pledging of property, indemnity and guarantee bond etc.
3. Enlist the various KYC documents for opening of bank account, e-wallet account, mutual fund account, bank locker, etc.

**Suggested Readings:**

1. Bose, D. C.: *Business Law*, PHI Limited.
2. Chopra, R. K.: *Business Laws*, Himalaya Publishing House.
3. Kuchhal, M. C., &Kuchhal, V.: *Business Laws*, Vikas Publishing.
4. Singh, A.: *Business Law*, Eastern Book Company.
5. Kumar, A.: *Corporate Laws*, Taxmann Publications.
6. Sharma, J. P.: *An Easy Approach to Corporate Laws*, Ane Books Pvt. Ltd.

**Note: Learners are advised to use latest edition of text books.**

**Objective:** To provide basic knowledge and equip students with application of principles and provisions of Income-tax Act, 1961 and the relevant Rules.

**Course Outcomes:** After the completion of the course, the learners will be able to:

1. Understand the concepts of taxation, including assessment year, previous year, assessee, person, income, total income, agricultural income and determine the residential status of persons;
2. Compute income under different heads, applying the charging provisions, deeming provisions, exemptions and deductions;
3. Apply the clubbing provisions and provisions relating to set-off and carry forward of losses to determine the gross total income;
4. Comprehend the provisions relating to filing of return of income.

**Course Inputs:**

**Unit I: Basic Concepts**

1. Tax: Concept, Types- direct and indirect; Income Tax Act 1961 and amendments; Basic concepts: Assessee, Assessment year, Previous year, Person, Heads of income, Agricultural income, Exempted income u/s 10.
2. Residential status, Scope of total income on the basis of residential status; Computation of residential status of individuals and HUF (including problems).

**Unit II: Income under Different Heads-I**

3. Income from Salary: Meaning of salary, Basis of charge, Conditions of chargeability, Allowances, Perquisites, Treatment of Gratuity and Provident Fund, Computation of Income from Salary (including problems).

**Unit III: Income under Different Heads-II**

4. Income from House Property: Determination of Annual Value, Composite Rent, Unrealised Rent, Computation of Income from House Property (including problems)
5. Income from Profits or Gains from Business or Profession: Basis of charge, Business income, Methods of accounting; Capital Gains: Basis of charge, Capital Asset, Method of computation of capital gain; Income from Other Sources: Basis of charge, Provisions.

**Unit IV: Clubbing, Set Off and Tax Administration**

6. Deductions from Gross Total Income u/s 80(C,CCC,CCD,CCE,D,DDDB,E,G,IE,TTA,U); Income of other persons included in assessee's total income; Set-off and Carry forward of losses.
7. Payment of advance tax; Deduction of tax at Source: Salaries, Interest on securities; Filing of Income Tax Return (ITR); Permanent Account Number (PAN).

**Practical Exercises:** The learners are required to:

1. Identify five individuals above age of 18 years without PAN card. Educate them about the relevance of getting a PAN card issued from IT Department and help them fill the online application form for generating their PAN card. Also, educate them about the significance of filing IT return and help them fill the same online. Prepare and present a report of the key learnings from the exercise.
2. File ITR of individuals and HUF.
3. Compute income under different heads, total income, and tax liability of an individual and HUF.
4. Apply for TAN for a firm and file its TDS return.
5. Visit the website of Income Tax Department, GoI and try to understand how to fill the various online ITR forms with hypothetical data.

**Suggested Reading:**

1. Ahuja G. and Gupta R. *Simplified Approach to Income Tax*. New Delhi: Flair Publications Pvt. Ltd
2. Ahuja G. and Gupta R. *Systematic Approach to Income Tax*. Haryana. Wolters Kluwer (India) Pvt
3. Singhanian, V.K., & Singhanian, M. *Student's guide to Income Tax including GST-Problems & Solutions*. Taxmann Publications Pvt. Ltd.
4. Study material of ICAI Intermediate Paper 4A: Income-tax Law.
5. Singhanian, *Direct Taxes Ready Reckoner*, Taxmann Publications New Delhi

**Note: Learners are advised to use latest edition of text books.**

**Objective:** The course aims to provide basic knowledge of concepts, principles, tools and techniques of marketing and to provide knowledge about various developments in the subject.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Develop understanding of basic concepts of marketing, marketing philosophies, and environmental conditions affecting marketing decisions of a firm.
2. Analyse the process of marketing decisions in terms of product, pricing, distribution and promotion.
3. Learn various recent developments in marketing area that may govern marketing decisions of a firm and also various ethical and legal issues.

**Course Inputs:**

**Unit – 1: Marketing Concepts & Marketing Environment**

1. Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix.
2. Marketing Environment: Need for studying marketing environment; Micro environmental factors: company, suppliers, marketing intermediaries, customers, competitors, publics; Analysing macro environmental factors: natural, economic, demographic, sociocultural, technological, politico-legal;

**Unit – 2: Buying Behaviour and Market Segmentation**

3. Buyer Behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Factors influencing consumer behaviour; Consumer buying decision process and influences.
4. Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Factors influencing selection of market segments; Criteria for effective market segmentation.

**Unit – 3: Product Decisions & Pricing Decisions**

5. Product Decisions: Concept and classification; Levels of Product; Product mix dimensions; Product features like Branding and Packaging; Product life cycle: Concept and Strategies.
6. Pricing Decisions: Objectives; Factors affecting the price of a product; Pricing strategies.

**Unit – 4: Distribution Decisions & Promotion Decisions**

7. Distribution Decisions: Channels of distribution – types and functions; Factors affecting choice of distribution channels; Wholesaling and Retailing: Emerging trends in distribution.
8. Promotion (Marketing Communications) Decisions: Importance and Promotion mix tools including advertising, personal selling, and direct marketing; Factors influencing promotion mix.

**Practical Exercise:** Learners are required to:

1. Analyse the impact of various environmental forces in the context of a given durable and non-durable product.
2. Analyse a marketing mix strategy of a durable and non-durable product.
3. Select any product and analyse its segmentation strategy in comparison to its immediate competitive product.
4. Analyse the distribution strategy of a given company.
5. Find out ethical concerns of customers with regard to different marketing mix decisions in regard to select products.

**Suggested Readings:**

1. Czinkota, Miachel: *Marketing Management*, Cengage Learning.
2. Etzel, Michael J., Walker, Bruce J., Stanton, William J., and Ajay Pandit: *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
3. Kazmi, SHH: *Marketing Management Text and Cases*, Excel Books.
4. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha: *Marketing Management: A South Asian Perspective*, Pearson.
5. Kumar, Arun and N. Meenakshi: *Marketing Management*, Vikas Publishing House.
6. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel: *Marketing*, Cengage Learning.
7. Zikmund, William G. and Michael D'Amico: *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.

**Note:** Learners are advised to use latest edition of text books.

**Objective:** The course aims to impart the learners, knowledge about the use of financial, cost and other data/information for the purpose of managerial planning, control and decision making.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Describe the concept of management accounting;
2. Prepare various budgets and to measure the performance of the business firm applying budgetary control measures;
3. Compute standard costs and analyse production cost preparing variance report;
4. Analyse cost, volume and profit and to solve short run decision making problems applying marginal costing and Break-Even technique;

### **Course Inputs:**

#### **Unit – 1: Introduction**

Meaning, Objectives, and Scope of management accounting; Difference between financial accounting, cost accounting and management accounting; Analysis of Financial Statement – Ratio Analysis liquidity ratios, turnover ratios, solvency ratios, debt- equity ratios (including problems)

#### **Unit – 2: Marginal Costing**

Meaning & importance of Marginal Costing, Distinction between Variable costing, Absorption costing and Marginal costing, Cost-Volume-Profit analysis, Break even analysis. Decision making based on marginal cost analysis: Make or Buy Decision (including problems)

#### **Unit – 3: Budget and Budgetary Control**

Budget and Budgetary Control: Meaning, Objectives, Merits and Limitations; Fixed and Flexible Budgeting: meaning and preparation; Zero-based budgeting; Performance budgeting, difference between performance and traditional budgeting (including problems)

#### **Unit – 4: Standard Costing**

Meaning of standard cost and standard costing; Difference between budgeted cost and standard cost; advantages, limitations and applications of standard costing; Meaning of Variance and Variance Analysis – material, labour, overheads and sales variances (including problems).

**Practical Exercise:** Learners are required to:

1. Prepare monthly cash budget, expense budget, activity budget, for a small retail shop, club, student association, college and also purchase/production/sales budget for a small factory. They shall also prepare time budget for specific job or function.
2. Compute Break Even Sales for small shops like Grocery (kirana) store, pharmacy, etc. by finding out monthly sales volume, variable expenses and fixed expenses.
3. Based on the Break-Even Sales, a report shall be prepared and submitted to the proprietor suggesting possible improvement in the performance.
4. Apply standard costing in factories/industries available in the locality.

#### **Suggested Readings:**

1. D.K. Mittal and Luv Mittal: *Cost Accounting*, Galgotia Publishing Co.
2. Khan, M. Y., & Jain, P. K.: *Management Accounting: Text, Problems and Cases*, Mc-Graw Hill Education India.
3. Maheshwari, S. N., & Mittal, S. N.: *Management Accounting-Principles & Practice*, Mahavir Publications.
4. M. C. Shukla, T. S. Grewal and M.P. Gupta: *Cost accounting, Text and Problems*, S. Chand & Co. Ltd.
5. Singh, S. K., & Gupta, L.: *Management Accounting–Theory and Practice*, Pinnacle Publishing House.
6. Singh, S.: *Management Accounting*, PHI Learning.
7. S.P. Jain & K.L. Narang: *Cost Accounting Principles and Methods*, Kalyani Publishers.

**Note: Learners are advised to use latest edition of text books.**

## COM 304 - CORPORATE ACCOUNTING

(4 Credits – Major Course)

[Continuous Assessment: 25 marks; Semester end exam: 75 marks.]

**Objective:** The course aims to help learners to acquire conceptual knowledge of corporate accounting system and to learn the techniques of preparing the financial statements of companies.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Discuss about the issue of shares, forfeiture, reissue, rights issue, bonus shares, ESOPs and buy back of shares;
2. Prepare financial statements (Profit & Loss Account, Balance Sheet, etc.);
3. Discuss about Amalgamation and Internal Reconstruction of company;
4. Prepare consolidated balance sheet of holding company with one subsidiary;

### Course Inputs:

#### Unit – 1: Accounting for Share Capital & Debentures

Issue, Forfeiture and Reissue of Equity Shares including pro - rata allotment; Issue of rights and bonus shares; ESOPs and Buy Back of shares; Issue and redemption of debentures. (Including problems)

#### Unit – 2: Preparation of Financial Statements of Companies

Preparation of financial statements of corporate entities (excluding calculation of managerial remuneration) as per Division I and II of Schedule III of the Companies Act 2013; Preparation of Statement of Profit and Loss, Balance Sheet. (Including problems)

#### Unit – 3: Amalgamation and Internal Reconstruction

Accounting for amalgamation as per AS-14; Types of Amalgamation; Methods of accounting for Amalgamation (excluding inter-company debts, stock and holdings) and Internal Reconstruction (Reconstruction Scheme). (Including problems)

#### Unit – 4: Holding Companies and Corporate Financial Reporting

Meaning and concept of Holding Company, Subsidiary Company and Consolidated Balance sheet of Holding Company (with one subsidiary only). (Including problems)

**Practical Exercise:** Learners are required to:

1. Collect prospectus issued by reputed companies and examine the matters related to issues of shares.
2. Collect information from business newspapers and periodicals on amalgamation of companies and prepare a report.
3. Download company annual reports of reputed companies from the websites and shall examine the operational and financial performance.

### Suggested Readings:

1. Goyal, V. K., & Goyal, R.: *Corporate Accounting*, PHI Learning.
2. Jain, S. P., & Narang, K. L.: *Corporate Accounting*, Kalyani Publishers.
3. Monga, J. R.: *Fundamentals of Corporate Accounting*, Mayur Paperbacks.
4. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K.: *Corporate Accounting*, Vikas Publishers
5. Mukherjee, A., & Hanif, M.: *Corporate Accounting*, Tata McGraw Hill Education.
6. Shukla, M. C., Grewal, T. S., & Gupta, S. C.: *Advanced Accounts. Vol.-II*, S. Chand Publishing.

**Note: Learners are advised to use latest edition of text books.**

**Objective:** The course aims to provide understanding about salient features of GST and its implications. It also aims to provide an understanding of compliances and procedures laid down in GST law.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Explain concept, need, and utility of indirect taxes and understand and analyse the taxable event, i.e., supply under GST;
2. Describe the provisions relating to levy of GST;
3. Identify exemptions for different types of goods and services and examine the various provisions of input tax credit;
4. Analyze provisions regarding penalties and interest under GST law.

**Course Inputs:**

**Unit – 1: Introduction to GST**

1. Basic Concepts: Concept and features of Indirect Taxes, Difference between Direct and Indirect Taxes, Concept of GST, Relevant Definitions under GST law, Constitutional aspects of GST. GST Council: Constitution, Structure and functioning.
2. Concept of Supply: Concept of supply including composite and mixed supply, Place, Time and Value of taxable supply, Significance of consideration.

**Unit – 2: Levy of GST**

3. Basis of Charge of GST, Inter-State Supply, Intra-state supply, GST rates notified for supply of various goods and services, Reverse charge mechanism, Composition levy (including problems).
4. Exemptions from GST, Power to grant exemptions, Exempted goods under exemption notifications, Exempted services under exemption notifications, Input tax credit.

**Unit – 3: Procedures under GST-I**

5. Registration under GST law, Tax invoice credit and debit notes, Different GST returns, Electronic Liability Ledger, Electronic credit Ledger, Electronic cash ledger, Different assessment under GST.

**Unit – 4: Procedures under GST-II**

6. Interest applicable under GST (Period), Penalty under GST, Various provisions regarding e-way bill in GST, mechanism of Tax Deducted at Source (TDS) and Tax Collected at Source (TCS), Audit under GST (including problems).

**Practical Exercise:** Learners are required to:

1. Fill up online application for registration under GST for hypothetical firm.
2. Fill up various online forms of GST Returns for hypothetical firm.
3. Prepare e-Way bill for hypothetical firm.
4. Practical problems on computation of input tax under reverse charge for hypothetical firm.
5. Practical problems on payment of tax and interest, if any, for hypothetical firm.

**Suggested Readings:**

1. Ahuja, G., & Gupta, R.: *Direct Taxes Ready Reckoner*, Wolters Kluwer India Private Limited.
2. Ahuja, G., & Gupta, R.: *Systematic Approach to Taxation Containing Income Tax & GST*, Commercial Law Publisher Pvt. Ltd/ Wolters Kluwer India Pvt. Ltd.
3. Singhania, V. K., & Singhania, M.: *Student's Guide to Income Tax Including GST*, Taxmann
4. Singhania, V. K., & Singhania, K.: *Direct Taxes: Law & Practice*, Taxmann Publication.
5. The ICAI Study Material for Final Course Group-II, Paper-8: Indirect Tax Laws [Module 1, 2, 3 and 4]

**Note: It will be beneficial for learners if faculty can show them practical Online filing of GST return.**



**Objective:** The course aims to impart knowledge about the basic principles of the banking and insurance.

**Learning Outcomes:** After completion of this course, learners will be able to:

1. Explain the meaning, scope and functions of Banking along with legal framework;
2. Assess the operations of banking and its services;
3. Evaluate the lending operations of banks and identify causes of NPA in banks;
4. Explain the concept of insurance and its principles;
5. Explain types of insurance and regulatory framework of insurance.

**Unit - 1: Banking Business**

1. Definition and function of banks, need for banks, legal framework. Types of banks in India; Types of deposits; Role of Foreign Banks in India, Advantages and Disadvantages of Foreign banks.
2. 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 - 2: Banking Operations**

3. Cheque: definition, features and types; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, E-payments, Unified Payment Interface (UPI).
4. Types of loans and advances. Meaning of Non-performing assets, types of non-performing assets, Non-performing assets in Indian Banking system- issues and resolution.

**Unit - 3: Insurance Business**

5. Basic concept of Risk-kinds of Business Risks; Insurance Business: concept, characteristics, functions; Fundamental principles- Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation.
6. Reinsurance and Coinsurance: features, objectives, methods; Bancassurance: features and merits.

**Unit - 4: Life and Non-Life Insurance**

7. Types of Insurance, Life and Non-Life: Features, needs, policies of different types of Insurance, Claims and Settlement Procedure;
8. Regulatory Framework of Insurance: IRDA Act 1999; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA- Delegation of Powers, establishment of Insurance Advisory Committee, Power to make Regulations.

**Practical exercises:** The learners are required to:

1. Describe the procedure of opening a bank account – current A/C, savings A/C, recurring A/C, and fixed deposit A/C on the basis of your experience.
2. Practice online account opening, E-banking operations, and UPI transfers.
3. Analyse the Balance Sheet of a bank with respect to loans and advances and to identify the stressful assets.
4. Prepare the documents of a hypothetical insurance claim.
5. Make a comparative analysis of the claim settlement procedure of select insurance companies and assess their efficiency.

**Suggested Readings:**

1. Agarwal, O. P. (2011). Banking and Insurance. New Delhi: Himalaya Publishing.
2. Black, K. J., & Skipper, H. J. (2000). Life and Health Insurance. London: Pearson Education.
3. Gupta, P. K. (2011). Insurance and Risk Management. New Delhi: Himalaya Publishing.
4. Mishra, M. N., & Mishra, S. B. (2007). Insurance Principles and Practice. S. Chand Publishing.
5. Suneja, H.R. Practical and Law of Banking. Himalaya Publishing House.
6. Vaughan, E. J., & Vaughan, T. M. (2013). Fundamentals of Risk and Insurance. New Jersey: Wiley.

**Objective:** To acquaint the learners with the conceptual understanding of the principles and techniques of auditing, and also to make them understand the growing significance of corporate governance from Indian and global context.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Understand the concepts of audit and classification.
2. Understand the audit procedures and internal control system.
3. Understand the meaning of corporate governance.
4. Know the recent trends in corporate governance.
5. Equip themselves with the knowledge of Business Ethics & Corporate Social Responsibility

**Course Inputs:**

**Unit – 1: Concepts of Audit**

1. Definition, Nature-Scope, Need and objectives of audit, Basic principles governing an audit, Techniques of audit; Concept of auditor's independence; Relevant Auditing and Assurance Standards (AASs), Classification of audit.
2. 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 – 2: Audit Procedures & Internal Control System**

3. Documentation: Audit planning, Audit working papers, Audit notebook; Audit evidence; Vouching, Verification and valuation; Difference between verification and valuation.
4. Internal Control- Definition, Objectives, Evaluation, Internal control check list, Internal control questionnaire; Internal check- Definition & objectives; Internal audit- Definition, Objectives & Regulatory requirement.

**Unit – 3: Corporate Governance**

5. Corporate Governance – Meaning, significance, Corporate governance models, Codes and standards on corporate governance; Corporate governance reforms in India.
6. Major Corporate Governance Failures – BCCI (UK), Enron (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, Kingfisher Airlines; Recent cases; Common governance problems noticed in various corporate failures.

**Unit – 4: Business Ethics & Corporate Social Responsibility**

7. Meaning of Morality and Ethics; Various approaches to business ethics; Ethical theories; Ethical governance; Corporate ethics; Benefits of adopting ethics in business; Code of Ethics; Ethics Committee.
8. Corporate Social Responsibility – Meaning and benefits; Corporate philanthropy; CSR and Corporate sustainability; CSR and Business ethics; Environmental aspect of CSR; CSR provision under the Companies Act 2013; CSR Committees.

**Practical Exercise:** Learners are required to:

1. Interact with a chartered accountant to have a fair understanding of their work.
2. Go through the Audit Report of a select company and analyse its contents.
3. Analyse the corporate governance practices of a select company in India.
4. Study different CSR initiatives of various business organisations during pandemic period.
5. Analyse the recent corporate scandals or frauds.

**Suggested Readings:**

1. Anil Kumar, Lovleen Gupta, Jyotsna Rajan Arora: *Auditing and Corporate Governance (CBCS)*, Asia-Pacific Holdings Private Limited (India)
2. Aruna Jha: *Auditing and Corporate Governance*, Taxmann Publications.
3. Sanjib Kumar Basu: *Auditing and Assurance*, Pearson Publication.
4. B.N.Tandon: *A handbook of Practical Auditing*, S.Chand Publication
5. Mallin, Christine A.: *Corporate Governance (Indian Edition)*, Oxford University Press.
6. Blow field, Michael, and Alan Murray: *Corporate Responsibility*, Oxford University Press.
7. Francesco Perrini, Stefano, and Antonio Tencati: *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
8. Sharma, J.P.: *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd.
9. Sharma, J.P.: *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt Ltd.

**Note: Learners are advised to use latest edition of text books.**

**Objective:** To enable the learners to understand the methods of research in business management.

**Learning Outcomes:** After completing the course, the student shall be able to:

1. Understand the importance and process of conducting research in business studies.
2. Understand the concepts of research problems and research process.
3. Equipped themselves with the knowledge of hypothesis testing and variables.
4. Understand the basics of causal and correlational analysis and gain practical experiences.
5. Identify the sources of data and the collection techniques.
6. Understand and apply different methods of sampling.
7. Know the essentials of a research report.

**Course Inputs:**

**Unit – 1: Introduction to Business Research**

1. Research & Business Research: Meanings, Types of Business Research: Applied and Basic (with examples), case studies and action research.
2. Scientific Research: Meaning, characteristics of scientific research, obstacles in conducting scientific research, steps in scientific research (hypothetico-deductive method).

**Unit – 2: Research Problem**

3. Identification of broad problem area; literature review – different data sources; defining problem statement – characteristics of good problem statement; research proposal and its contents.
4. Variables - dependent, independent, moderating and mediating variable; Hypothesis – definition, directional and nondirectional hypothesis, null and alternate hypotheses, characteristics of good hypothesis.

**Unit – 3: Research Process**

5. Research Design: Meaning; purpose of the study – exploratory, descriptive, hypothesis testing (analytical and predictive), case study analysis; Types of Investigation – causal versus correlational.
6. Simple and Linear Correlation analysis- Karl Pearson's and Spearman's Rank Correlation; Simple and Linear Regression Analysis-regression equation and estimation (problems only).

**Unit – 4: Data Collection, Sampling & Research report**

7. Measurement of Data: scaling – nominal, ordinal, interval and ratio; Rating Scales in organizational research; Data Collection – Sources of Data – Primary & Secondary Data; Important data collection methods.
8. Sampling: Important concepts – population, element and sample; sampling process, factors affecting sample size; probability and non-probability sampling – important methods. Contents of research report.

**Practical Exercise:** Learners are required to:

1. Design a research proposal in business management.
2. Formulate a research problem in any business area.
3. Develop a questionnaire for primary data collection.
4. Select an appropriate sampling method under different business situations.

**Suggested Readings:**

1. Achalapathi, K.V.: *Readings in Research Methodology in Commerce and Business Management*, University Press & Publications, OU, marketed by Himalaya Publishing.
2. Bryman, Alan & Bell, Emma: *Business Research Methods*, Oxford University Press.
3. Cooper, Donald R. & Schindler, Pamela S.: *Business Research Methods*, Tata McGraw Hill.
4. Gupta, S.P.: *Statistical Methods*, Sultan Chand & Sons.
5. Hooda, R.P.: *Statistics for Business and Economics*, Macmillan.
6. Kothari, C.R.: *Research Methodology*, New Age International.
7. Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins, NY.
8. Levin, Richard I. and David S Rubin: *Statistics for Management*, Prentice Hall.
9. Michael, V.P.: *Research Methodology in Management*.
10. Sarma, K.V.S.: *Statistics Made Easy, Do It Yourself On PC*, Prentice Hall.
11. Sekaran, U. & Bougie, R.: *Research Methods for Business – A Skill Building Approach*, John Wiley & Sons
12. Sharma, J.K.: *Business Statistics*, Pearson Education.
13. Sharma K.R. *Research Methods*, Atlantic, Delhi.

**Note: Learners are advised to use latest edition of text books.**

## COM 401 - CAPITAL MARKETS OPERATION

(4 Credits – Major Course)

[Continuous Assessment: 40 marks; Semester end exam: 60 marks.]

**Objective:** The course aims to impart basic knowledge about the structure and functioning of the stock market in India and to learn trading on the stock exchange.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Explain the basic concept of securities market;
2. Practice trading on stock market;
3. Analyze the legal framework of securities market;
4. Explain different segment of Stock Exchange;
5. Perform demat trading.

### Course Inputs:

#### Unit – 1: Introduction

1. Concept and types of Securities; Concept of return; Concept, types and measurement of risk; Development of Securities market in India; Stock Exchanges and Intermediaries; SEBI and Investor Protection, SEBI Regulations with recent developments.

#### Unit – 2: Primary Market

2. Concept, Functions and Importance; Functions of New Issue Market (IPO, FPO & OFS); Methods of Floatation- fix price method and book building method; Pricing of Issues; Offer Documents; Appointment and Role of Merchant Bankers, Underwriters, Lead Managers, Syndicate Members, Brokers, Registrars, Bankers, ASBA; SME IPOs and Listing of Securities.

#### Unit – 3: Secondary Market

3. Concept; Functions and Importance; Mechanics of Stock Market Trading-Different Types of Orders, Screen Based Trading, Internet-Based Trading and Settlement Procedure; Types of Brokers.

#### Unit – 4: Demat Trading

4. Concept and Significance; Role of depositories and custodian of securities in Demat trading; SEBI Guidelines and other regulations relating to Demat trading; procedure of Demat trading.

**Practical Exercise:** Learners are required to:

1. Prepare the steps involved in pre and post management of hypothetical case of IPO/FPO.
2. Make a comparative analysis of IPOs to identify parameters of success and causes of failure.
3. Equip themselves to trading screen of National Stock Exchange ([www.nseindia.com](http://www.nseindia.com)) and demonstrate:
  - a. Procedure of placing buying /selling order.
  - b. Trading Workstation Station (TWS) of spot market and financial derivative markets (Futures and Options).
4. Learn demat trading and investment with the help of relevant software (Working on Virtual trading platform).

### Suggested Readings:

1. Gordon E. and Natarajan K.: *Financial Markets and Services*, Himalaya Publishing House.
2. Benjamin, G.: *The Intelligent Investor*, Harper Publishing.
3. Dalton, J. M.: *How The Stock Market Works?*, Prentice Hall Press.
4. Machiraju, H. R.: *Merchant Banking*, New Age Publishers.
5. *SEBI Regulations* from SEBI Website

**Note:** Learners are advised to use latest edition of textbooks.

**Objective:** To enable the students understand the basic concepts of management and dimensions of organizational behaviour.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Demonstrate skills in managing business organisations.
2. Analyse the foundations of individual and group behaviour.
3. Describe the implications of motivational theories for managers.
4. Interpret the significance of communication and leadership in business organisations.

**Course Inputs:**

**Unit – 1: Introduction**

1. Introduction: Management functions, management roles, management skills.
2. Organizational Behaviour: Meaning and significance; challenges and opportunities.

**Unit – 2: Individual Behaviour**

3. Foundations of Individual Behaviour: Ability, Learning, Attitudes, Job satisfaction, personality and values, and perception – concepts and implications for managers.
4. Job Satisfaction: Measurement, causes, and impact.

**Unit – 3: Motivation and Group Behaviour**

5. Motivation: Theories of motivation – Hierarchy of needs theory, Theory X and theory Y, theory Z, Two-factor theory, McClelland's theory of needs; Their implications for managers.
6. Foundations of Group Behaviour: Importance and types of groups; differences between groups and teams; Group decision making: groups vs. the individual.

**Unit – 4: Communication and Leadership**

7. Organisational Communication: Functions and direction; Interpersonal communication; Barriers to effective communication; Cross-cultural communication.
8. Leadership: Trait theories, behavioural theories, contingency theories.

**Practical Exercise:** Learners are required to:

1. Analyse different managerial roles being played by the managers in the organisations you are familiar with.
2. Conduct self-awareness tests to understand the abilities, attitudes, personality and perceptions.
3. Conduct job satisfaction surveys among the employees of different organisations.
4. Apply the theories of motivation to different work situations.
5. Interpret the decision making process in business organisations.
6. Conduct studies to understand the effectiveness of communication in different organisations.
7. Apply the theories of leadership to different work situations.

**Suggested Readings:**

1. Aswathappa: *Organisational Behavior*, Himalaya Publisher.
2. Daft: *Organisation Theory and Design*, Thomson.
3. Fred Luthans: *Organisational Behavior*, McGraw Hill.
4. Hodgetts: *Modern Human Relations at Work*, Thomson.
5. Jones G R: *Organisational Theory*, Pearson Education.
6. Nelson: *Organisational Behaviour*, Thomson.
7. Prasad, LM: *Organisational Behaviour*, Sultan Chand.
8. Robbins P. Stephen & Timothi: *Organisational Behavior*, PHI.
9. Rao VSP: *Organisational Behaviour*, Academic Excellence, Delhi.
10. Uma Shekharan: *Organisational Behaviour*, Tata McGraw Publication.

**Note: Learners are advised to use latest edition of text books.**

**Objective:** The course aims to familiarize the learners with the principles and practices of financial management.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Explain the nature and scope of financial management;
2. Assess the impact of time value of money in different business decisions;
3. Analyze capital budgeting process and apply capital budgeting techniques for business decisions;
4. Discuss the various sources of finance in today's competitive industry;
5. Explain various capital structure theories and analyze factors affecting capital structure decisions;
6. Critically examine various theories of dividend, identify and analyze factors affecting dividend policy; and suggest sound dividend policy;
7. Design working capital policy based on the assessment of financial requirements.

**Course Inputs:**

**Unit – 1: Introduction**

1. Nature, scope, and objectives of financial management; Profit maximization Vs Wealth maximization; Time value of money, Risk and Return Analysis. (Theory)
2. Sources of Finance including internal sources, external sources, other sources like Venture capital, Lease financing, financial institution, Private equity, Bonds- Indian as well as International, Masala bond, Bridge finance. (Theory)

**Unit – 2: Capital Budgeting**

3. Meaning of Capital Budgeting; Capital budgeting techniques - Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index. (Theory & Problems)
4. Capital budgeting under Risk & Uncertainty- Certainty Equivalent Approach and Risk Adjusted Discount Rate Method. Use of expert system in Capital Budgeting Decisions. (Theory & Problems)

**Unit – 3: Cost of Capital and Financing Decision**

5. Concept 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. (Theory & Problems)
6. Capital Structure- Theories of Capital Structure (NI, NOI, MM Hypothesis, Traditional Approach). Operating Leverage, Financial Leverage and Combined Leverage, EBIT-EPS Analysis; Determinants of Optimum Capital Structure. (Theory & Problems)

**Unit – 4: Working Capital decision and Dividend decision**

7. Concept of Working Capital, Operating & Cash Cycles, Risk-return Trade off, working capital estimation, cash management, an overview of receivables management, factoring and inventory management. (Theory)
8. Dividend decision - Walter's Model, Gordon's Model, MM Approach, types of dividend policies and Determinants of Dividend policy. (Theory & Problems)

**Practical Exercise:** Learners are required to:

1. Analyze and interpret case study on Capital Budgeting.
2. Use expert system for various financial decisions.
3. Determine capital structure of various company from their annual report.
4. Determine working capital of various industries.
5. Determine operating cycle of manufacturing company.

**Suggested Readings:**

1. Chandra, P.: *Financial Management-Theory and Practice*, Tata McGraw Hill.
2. Horne., J. C., & Wachowicz, J. M.: *Fundamentals of Financial Management*, Prentice Hall.
3. Khan, M. Y., & Jain, P. K.: *Financial Management: Text and Problem*, Tata McGraw Hill.
4. Kothari, R.: *Financial Management: A Contemporary Approach*, Sage Publications India Pvt.
5. Pandey, I. M.: *Financial Management*, Vikas Publications.
6. Rustagi, R. P.: *Fundamentals of Financial Management*, Taxmann Publication.
7. Sharma, S. K., & Zareen, R.: *Fundamentals of Financial Management*, S. Chand Publishing.
8. Singh, J. K.: *Financial Management-Theory and Practice*, Galgotia Publishing House.
9. Singh, S., & Kaur, R.: *Fundamentals of Financial Management*, SCHOLAR Tech. Press.
10. Study Material of CA Course (New) Intermediate Level Paper 8A: Financial Management.

**Note: Learners are advised to use latest edition of textbooks.**

**Objective:** To acquaint the learners with the Indian and global environment pertaining to business.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Describe the environmental factors and their possible repercussions on the business in the next few decades.
2. Analyse the techniques of environmental scanning for monitoring business organisations.
3. Develop skills for making the corrective decisions in business organisations.
4. Understand the global business environmental issues for building a relationship with other countries for the economic growth.

**Course Inputs:**

**Unit – 1:**

1. Indian Economy & Business Environment: Nature and sectors of Indian economy -Types and components of Business environment, Techniques of Environmental scanning and monitoring.
2. Economic environment: Fiscal policy and Monetary policy; Latest Industrial Policy of India; Recent economic policies.

**Unit – 2:**

3. Liberalisation & Privatisation: Introduction, Factors and methods of Privatization, Changing policy towards public sector and recent developments, Effectiveness of Public Private Partnership model with examples.
4. Globalisation: Meaning, Factors facilitating globalisation in India, Impact of globalization on Indian economy, Globalisation of Indian business; Global climate change and implications on Indian economy.

**Unit – 3:**

5. Socio-cultural environment: Critical elements of socio-cultural environment; Impact on Indian business; Concepts of Corporate Social Responsibility, Social Responsibility towards different stakeholders.
6. Political & Legal environment: Critical elements of political environment; Salient features of the Consumer Protection Act, 2019, the Foreign Exchange Management Act, 1999, The Competition Act, 2002, Laws relating to environmental protection.

**Unit – 4:**

7. Technological environment: Significance, elements, impact and Recent developments of technology in modern business.
8. International environment: Foreign Direct Investment, Foreign Portfolio Investment and Foreign Institutional Investors, WTO and IMF.

**Practical Exercise:** Learners are required to:

1. Identify the various factors that have an impact on business and environmental scanning techniques for maintaining healthy business.
2. Conduct a case study of Environmental factors of Business in local market areas and
3. Write a report on your learning from the same.
4. Propose a possible action that would improve the business organization for handling the issues in the future.
5. Draft a proposal for business development in your areas to enable to participate in global competitiveness and a strategy to make awareness campaign for the same.

**Suggested Readings:**

1. Anant K Sundaram and J Stewart Black: *The International Business Environment – Text and Cases*, Prentice Hall.
2. Aswathappa K: *Essentials of Business Environment*, Himalaya.
3. Cherunilam, Francis: *Global Economy and Business Environment*, Himalaya Pub. House.
4. Dhar, PK: *Indian Business Environment*, Kalyani Publishers, New Delhi
5. Fernando A.C: *Business Environment*, Pearson.
6. *Government of India, Economic Survey* (latest issues).
7. Gupta, CB: *Business Environment*, Sultan Chand and Sons, New Delhi.
8. Misra S K and Puri V K: *Economic Environment of Business*, Himalaya.
9. Narasimham M: *Economic Reforms - Development & Finance*, UBSPD.
10. *North East Vision 2020*, DoNER.

**Note: Learners are advised to use latest edition of textbooks.**

**Objective:** To enable the learners to familiarize with the main aspects of HRM at the organizational level and apply the same in management of people.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Develop necessary skills to prepare an HR policy in an organization;
2. Design sound systems of performance appraise and compensation management;
3. Develop HR policies related to grievance redressal, employee health, safety, welfare, and their social security.

**Course Inputs:**

**Unit – 1: Introduction to Human Resource Management**

1. Concept, scope and significance; Role, status and competencies of HR manager.
2. Evolution of HRM; newer and emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, work from home, work-life balance.

**Unit – 2: Acquisition of Human Resources**

3. Quantitative and qualitative dimensions; Job analysis – Job description and job specification
4. Recruitment – concept and sources; Selection – concept and process; Tests and interview; Placement, induction and socialization; Retention.

**Unit – 3: Performance Appraisal and Compensation Management**

5. Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal.
6. Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organisation incentive plans; Fringe benefits; Performance linked compensation.

**Unit – 4: Maintenance of Employees and Separation**

7. Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations. Employee code of conduct.
8. Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; Separation policy and types; HR Audit.

**Practical Exercise:** Learners are required to:

1. Study of HR practices of some organisations.
2. Conduct job analysis for any two positions in a select organisation and present the report of the same.
3. Design an induction programme and perform role play for select organisations.
4. Draft a policy on employee health, safety, welfare and their social security to be implemented in an organization.
5. Draft a policy on grievance redressal to be implemented in a select organization.

**Suggested Readings:**

1. Aswathpa K: *Human Resource and Personal Management*, Tata McGraw Hill.
2. Biswajeet Pattanayak: *Human Resource Management*, PHI.
3. Chhabra, T. N.: *Human Resource Management*, Dhanpat Rai & Co.
4. Decenzo, D. A., & Robbins, S. P.: *Fundamentals of Human Resource Management*, Wiley.
5. Dessler, G., & Varkkey, B.: *Human Resource Management*, Pearson.
6. Gupta, C. B.: *Human Resource Management*, Sultan Chand & Sons.
7. Ian Beard well and Len Holden: *Human Resource Management: A Contemporary Perspective*; Macmillan.
8. Rao, V. S. P.: *Human Resource Management: Text and Cases*, Excel Books.
9. Satrapi, K.: *Human Resource Management*, Tata McGraw-Hill.

**Note: Learners are advised to use latest edition of textbooks.**



## COM 406 - ENTREPRENEURSHIP POLICY & SUPPORT

(4 Credits – Major Course)

[Continuous Assessment: 25 marks; Semester end exam: 75 marks.]

**Objective:** To impart practical knowledge about the public policy and institutional support provided to the entrepreneurs in India in recent times so that the learners are motivated to look at entrepreneurship as a viable and preferred option of professional life

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Discern the distinct entrepreneurial behaviour.
2. Identify the parameters to assess opportunities and constraints for new business ideas.
3. Create a business plan.

### Course Inputs:

#### Unit – 1:

Introduction: Meaning and importance of entrepreneurship in a society; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, agripreneurs, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship.

#### Unit – 2:

Entrepreneurship Policies in India: Government's initiatives and agencies – MSME Sector, Start-up India, Stand-up India, Make in India, and other recent developments.

#### Unit – 3:

Sources of business ideas and tests of feasibility: Significance of writing the business plan/project including feasibility analysis; Main aspects of the project report; Project presentation and appraisal thereof by external agencies.

#### Unit – 4:

Mobilising resources: Mobilising resources for Start-ups. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management; Basic start-up problems.

**Practical Exercise:** Learners are required to:

1. Analyse various case studies of entrepreneurship at TATA Group, Aditya Birla Group, Reliance, and so on.
2. Analyse the key initiatives of Government of India for promoting entrepreneurship in the country for any one business area.
3. Develop a business idea and conduct a feasibility analysis of the same.
4. Participate in Business Plan Competition, and identifying alternative sources of raising finance for a start-up.

### Suggested Readings:

1. Deolankar, Vivek: *Indian Entrepreneurship and Industries*, Commonwealth Publishers.
2. Desai, Vasant: *Dynamics of Entrepreneurial Development and Management*, Himalaya.
3. Hisrich, R & Peters, M & Shepherd, D: *Entrepreneurship*, McGraw Hill.
4. Kuratko DF & Rao TV: *Entrepreneurship: A South-Asian Perspective*, Cengage, Delhi.
5. Laldinliana: *Facilitators Primer on Entrepreneurship & Group Dynamism- For SHG facilitators, Animators under DRDA, NGOs & CBS*, Akansha Publishers, New Delhi.
6. Mali, D.D.: *Entrepreneurship Development in North East*, IIE.

**Note:** Learners are advised to use latest edition of text books.

## COM 407 - SERVICES MARKETING

(4 Credits – Major Course)

[Continuous Assessment: 25 marks; Semester end exam: 75 marks.]

**Objective:** To make the students understand the importance of marketing of services, and marketing strategy development with practical applications.

**Learning Outcomes:** After the completion of the course, the learners will be able to:

1. Distinguish the goods marketing and services marketing.
2. Understand the 7 Ps of services marketing.
3. Develop marketing strategies for service firms.
4. Understand the legal provisions of consumer protection in services.

### Course Inputs:

#### Unit – 1:

1. Introduction: Concept and characteristics of services; Growth of services sector and reasons for growth with reference to the Indian economy; Key service businesses in India; Service tax.

#### Unit – 2:

2. Service Strategy: Strategic planning process; Services marketing mix; Application of consumer behaviour, market segmentation and positioning in services.

#### Unit – 3:

3. The service product; Service product mix, and service differentiation; Pricing of service, pricing strategies linked to value perception; Services Distribution: Strategies for channel management; Internal and External Marketing: Concepts and Strategies.

#### Unit – 4:

4. Interactive marketing; Managing physical evidence; Consumer protection in Services: Relevant provision of the Consumer Protection Act 2019.

**Practical Exercise:** Learners are required to:

1. Analyse the recent trends in different service businesses in India.
2. Segment the consumer markets for service firms.
3. Developing marketing strategies for services firms.
4. Interpret the legal provisions available for the customers of services.

### Suggested Readings:

1. Cengiz Hak sever, et al.; *Services Management and Operation*, Pearson.
2. Christopher Lovclock and J. Wirtz: *Services Marketing: People, Technology, Strategy*, Pearson.
3. *Consumer Protection Act, 2019*.
4. K. Rama Mohana Rao: *Services Marketing*, Pearson.
5. Philip Kotler, et al.; *Marketing for Hospitality and Television*, Pearson.

**Note:** Learners are advised to use latest edition of text books.

## COM 499 – Research Project / Dissertation

(12 Credits – Major Course)