

# VIDYASAGAR UNIVERSITY



**Curriculum for 3-Year B Com (Honours)**  
**In**  
**Accounting & Finance**

**Under Choice Based Credit System (CBCS)**  
**w.e.f 2018-2019**

**VIDYASAGAR UNIVERSITY**  
**B Com (Honours) in Accounting & Finance**  
**[Choice Based Credit System]**

Year	Semester	Course Type	Course Code	Course Title	Credit	L-T-P	Marks		
							CA	ESE	TOTAL
<b>Semester-I</b>									
1	I	Core-1		C1T: Financial Accounting	6	4-0-0	15	60	75
				C1P: Practical		0-0-4			
		Core-2		C2T: Business Law	6	5-1-0	15	60	75
		GE-1		GE-1: Micro Economics	6	5-1-0	15	60	75
		AECC-1		English/MIL	2	1-1-0	10	40	50
<b>Semester –I: total</b>					<b>20</b>				<b>275</b>
<b>Semester-II</b>									
	II	Core-3		C3T: Corporate Accounting	6	5-1-0	15	60	75
		Core-4		C4T: Corporate Laws	6	5-1-0	15	60	75
		GE-2		GE2T : Macro Economics	6	5-1-0	15	60	75
		AECC-2		ENVS	4		20	80	100
<b>Semester-II : total</b>					<b>22</b>				<b>325</b>

Year	Semester	Course Type	Course Code	Course Title	Credit	L-T-P	Marks			
							CA	ESE	TOTAL	
		<b>Semester-III</b>								
2	III	Core-5		C5T: Human Resource management	6	5-1-0	15	60	75	
		Core-6		C6T: Income Tax Law and Practice	6	4-0-0	15	60	75	
				C6P: Practical		0-0-4				
		Core-7		C7T: Management Principles and Applications	6	5-1-0	15	60	75	
		GE-3		GE3T : Business Statistics	6	4-0-0	15	60	75	
				GE3P: Practical		0-0-4				
	SEC-1		SEC-1 : E-Commerce	2	1-0-2	10	40	50		
			<b>Semester – III : total</b>			<b>26</b>				<b>350</b>
			<b>Semester-IV</b>							
	IV	Core-8		C8T: Cost Accounting	6	5-1-0	15	60	75	
			Core-9		C9T: Business Mathematics	6	4-0-0	15	60	75
					C9P: Practical		0-0-4			
Core-10			C10T: Computer Application in Business	6	4-0-0	15	60	75		
			C10P: Practical		0-0-4					
GE-4			GE-4 : Indian Economy	6	5-1-0	15	60	75		
SEC-2			SEC-2 : Entrepreneurship Or Personal Selling and Salesmanship	2	1-1-0	10	40	50		
		<b>Semester – IV : total</b>			<b>26</b>				<b>350</b>	

Year	Semester	Course Type	Course Code	Course Title	Credit	L-T-P	Marks			
							CA	ESE	TOTAL	
<b>Semester-V</b>										
3	V	Core-11		C11T: Principles of Marketing	6	5-1-0	15	60	75	
		Core-12		C12T: Fundamentals of Financial Management	6	4-0-0	15	60	75	
				C12P: Practical		0-0-4				
		DSE-1		TBD	6		15	60	75	
		DSE-2		TBD	6		15	60	75	
	<b>Semester – V : total</b>				<b>24</b>				<b>300</b>	
	<b>Semester-VI</b>									
	VI	Core-13		C13T: Auditing and Corporate Governance	6	5-1-0	15	60	75	
		Core-14		C14T: Indirect Tax Law	6	5-1-0	15	60	75	
		DSE-3		TBD	6		15	60	75	
DSE-4			TBD	6		15	60	75		
<b>Semester – VI : total</b>				<b>24</b>				<b>300</b>		
<b>Total in all semester:</b>					<b>142</b>				<b>1900</b>	

CC = Core Course , AECC = Ability Enhancement Compulsory Course , GE = Generic Elective , SEC = Skill Enhancement Course , DSE = Discipline Specific Elective , CA= Continuous Assessment , ESE= End Semester Examination , TBD=To be decided , CT = Core Theory, CP=Core Practical , L = Lecture, T = Tutorial ,P = Practical , MIL = Modern Indian Language , ENVS = Environmental Studies ,

## List of Core Courses and Electives

### Core Courses (CC)

- CC-1: Financial Accounting
- CC-2: Business Law
- CC-3: Corporate Accounting
- CC-4 : Corporate Laws
- CC-5: Human Resource Management
- CC-6 : Income Tax Law and practice
- CC-7 : Management Principles and Application
- CC-8: Cost Accounting
- CC-9 : Business Mathematics
- CC-10 : Computer Applications in Business
- CC-11 : Principles of Marketing
- CC-12 : Fundamentals of Financial Management
- CC-13 : Auditing and Corporate Governance
- CC-14 : Indirect Tax Law

### Discipline Specific Electives ( DSE)

- DSE -1: Management Accounting
- Or
- DSE -1: Corporate Tax Planning
- Or
- DSE -1: Advertising
- DSE-2: Banking and Insurance
- Or
- DSE-2 : Computerised Accounting System
- Or
- DSE-2: Financial Markets, Institutions and Financial Services
- DSE-3: Fundamentals of Investment
- Or
- DSE-3 : Consumer Affairs and Customer Care
- Or
- DSE-3: Business Tax Procedure and Management
- DSE-4: International Business
- Or
- DSE-4: Industrial relations and Labour Laws
- Or
- DSE-4 : Business Research Methods and Project Work

### Skill Enhancement Course (SEC)

- SEC-1 : E-Commerce
- SEC-2 : Entrepreneurship
- Or
- SEC-2 : Personal Selling and Salesmanship

### Generic Elective(GE)

#### [ For B Com (Hons) in Accounting & Finance ]

- GE-1: Micro Economics
- GE-2 : Macro Economics
- GE-3 : Business Statistics
- GE-4 : Indian Economy

## Core Courses (CC)

**CC-1: Financial Accounting  
(Theory & Practical)**

**Credits 06**

**C1T: Financial Accounting**

**Credits 04**

### **Course Content:**

#### **Unit 1:**

##### **A. Theoretical Framework**

- i. Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting, information. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis.
- ii. The nature of financial accounting principles – Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosures.
- iii. Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India. Salient features of First-Time Adoption of Indian Accounting Standard (Ind-AS) 101. International Financial Reporting Standards (IFRS): - Need and procedures.

##### **B. Accounting Process**

From recording of a business transaction to preparation of trial balance including adjustments

#### **Unit 2:**

##### **(a) Business Income**

- i. Measurement of business income-Net income: the accounting period, the continuity doctrine and matching concept. Objectives of measurement.
- ii. Revenue recognition: Recognition of expenses.
- iii. The nature of depreciation. The accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets-change of method.
- iv. Inventories: Meaning. Significance of inventory valuation. Inventory Record Systems: periodic and perpetual. Methods: FIFO, LIFO and Weighted Average. Salient features of Indian Accounting Standard (Ind-AS): 2

##### **(b) Final Accounts**

Capital and revenue expenditures and receipts: general introduction only.  
Preparation of financial statements of non-corporate business entities

#### **Unit 3: Accounting for Hire Purchase and Installment Systems**

Calculation of interest, partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors system; Concepts of operating and financial lease (theory only)

#### **Unit 4: Accounting for Inland Branches**

Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system. Independent branches: concept-accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet.

#### **Unit 5: Accounting For Dissolution of the Partnership Firm**

Accounting of Dissolution of the Partnership Firm Including Insolvency of partners, sale to a limited company and piecemeal distribution

### **C1P:Practical: Computerised Accounting Systems**

**Credits 02**

#### **Practical : (26 Practical Lab)**

Computerised Accounting Systems: Computerized Accounts by using any popular accounting software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement Selecting and shutting a Company; Backup and Restore data of a Company

#### **Suggested Readings:**

- Robert N Anthony, David Hawkins, Kenneth A. Merchant, *Accounting: Text and Cases*. McGraw-Hill Education, 13th Ed. 2013.
- Charles T. Horngren and Donna Philbrick, *Introduction to Financial Accounting*, Pearson Education.
- J.R. Monga, *Financial Accounting: Concepts and Applications*. Mayur Paper Backs, New Delhi.
- M.C.Shukla, T.S. Grewal and S.C.Gupta. *Advanced Accounts. Vol.-I*. S. Chand & Co., New Delhi.
- S.N. Maheshwari, and. S. K. Maheshwari. *Financial Accounting*. Vikas Publishing House, New Delhi.
- Deepak Sehgal. *Financial Accounting*. Vikas Publishing H House, New Delhi.
- Bhushan Kumar Goyal and HN Tiwari, *Financial Accounting*, International Book House
- Goldwin, Alderman and Sanyal, *Financial Accounting*, Cengage Learning.
- Tulsian, P.C. *Financial Accounting*, Pearson Education.
- *Compendium of Statements and Standards of Accounting*. The Institute of Chartered Accountants of India, New Delhi

### **CC-2: Business Law**

**Credits 06**

#### **C2T: Business Law**

#### **Course Contents:**



### **Unit 1: The Indian Contract Act, 1872: General Principle of Law of Contract**

- a) Contract – meaning, characteristics and kinds
- b) Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
- c) Void agreements
- d) Discharge of a contract – modes of discharge, breach and remedies against breach of contract.
- e) Contingent contracts
- f) Quasi - contracts

### **Unit 2: The Indian Contract Act, 1872: Specific Contract**

- a) Contract of Indemnity and Guarantee
- b) Contract of Bailment
- c) Contract of Agency

### **Unit 3: The Sale of Goods Act, 1930**

- a) Contract of sale, meaning and difference between sale and agreement to sell.
- b) Conditions and warranties
- c) Transfer of ownership in goods including sale by a non-owner
- d) Performance of contract of sale
- e) Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

### **Unit 4: Partnership Laws**

#### **A) The Partnership Act, 1932**

- a. Nature and Characteristics of Partnership
- b. Registration of a Partnership Firms
- c. Types of Partners
- d. Rights and Duties of Partners
- e. Implied Authority of a Partner
- f. Incoming and outgoing Partners
- g. Mode of Dissolution of Partnership

#### **B) The Limited Liability Partnership Act, 2008**

- a) Salient Features of LLP
- b) Differences between LLP and Partnership, LLP and Company
- c) LLP Agreement,
- d) Partners and Designated Partners
- e) Incorporation Document
- f) Incorporation by Registration
- g) Partners and their Relationship

### **Unit 5: The Negotiable Instruments Act 1881**

- a) Meaning, Characteristics, and Types of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque
- b) Holder and Holder in Due Course, Privileges of Holder in Due Course.
- c) Negotiation: Types of Endorsements
- d) Crossing of Cheque
- e) Bouncing of Cheque

### **Suggested Readings:**

- M.C. Kuchhal, and Vivek Kuchhal, *Business Law*, Vikas Publishing House, New Delhi.
- Avtar Singh, *Business Law*, Eastern Book Company, Lucknow.
- Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning
- SN Maheshwari and SK Maheshwari, *Business Law*, National Publishing House, New Delhi.
- Aggarwal S K, *Business Law*, Galgotia Publishers Company, New Delhi.
- Bhushan Kumar Goyal and Jain Kinneri, *Business Laws*, International Book House
- Sushma Arora, *Business Laws*, Taxmann Publications.
- Akhileshwar Pathak, *Legal Aspects of Business*, McGraw Hill Education, 6th ed.
- P C Tulsian and Bharat Tulsian, *Business Law*, McGraw Hill Education
- Sharma, J.P. and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd., New Delhi

### **CC-3: Corporate Accounting**

**Credits 06**

### **C3T: Corporate Accounting**

#### **Course Content:**

#### **Unit 1. Accounting for Share Capital & Debentures**

Issue, forfeiture and reissue of forfeited shares: concept & process of book building; Issue of rights and bonus shares; Buy back of shares; Redemption of preference shares; Issue and Redemption of Debentures

#### **Unit 2. Final Accounts**

Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration, Disposal of company profits

#### **Unit 3. Valuation of Goodwill and Valuation of Shares**

Concepts and calculation: simple problem only

#### **Unit 4. Amalgamation of Companies**

Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding inter-company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction.

#### **Unit 5. Accounts of Holding Companies/Parent Companies**

Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI).

#### **Unit 6. Banking Companies**

Difference between balance sheet of banking and non banking company; prudential norms. Asset structure of a commercial bank. Non-performing assets (NPA).

#### **Unit 7. Cash Flow Statement**



Concepts of funds. Preparation of cash flow statement as per Indian Accounting Standard (Ind- AS): 7.

**Suggested Readings:**

- J.R. Monga, *Fundamentals of Corporate Accounting*. Mayur Paper Backs, New Delhi.
- M.C. Shukla, T.S. Grewal, and S.C. Gupta. *Advanced Accounts*. Vol.-II. S. Chand & Co., New Delhi.
- S.N. Maheshwari, and S. K. Maheshwari. *Corporate Accounting*. Vikas Publishing House, New Delhi.
- Ashok Sehgal, *Fundamentals of Corporate Accounting*. Taxman Publication, New Delhi.
- V.K. Goyal and Ruchi Goyal, *Corporate Accounting*. PHI Learning.
- Jain, S.P. and K.L. Narang. *Corporate Accounting*. Kalyani Publishers, New Delhi.
- Bhushan Kumar Goyal, *Fundamentals of Corporate Accounting*, International Book House
- P. C. Tulsian and Bharat Tulsian, *Corporate Accounting*, S.Chand & Sons.
- Amitabha Mukherjee, Mohammed Hanif, *Corporate Accounting*, McGraw Hill
- Education Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.

**CC-4 : Corporate Laws**

**Credits 06**

**C4T : Corporate Laws**

**Course Content:**

**UNIT 1: Introduction**

Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts]; Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company, and dormant company; association not for profit; illegal association; formation of company, on-line filing of documents, promoters, their legal position, pre-incorporation contract; on-line registration of a company.

**UNIT 2: Documents**

Memorandum of association, Articles of association, Doctrine of constructive notice and indoor management, prospector-shelf and red herring prospectus, misstatement in prospectus, GDR; book-building; issue, allotment and forfeiture of share, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares.

**UNIT 3: Management**

Classification of directors, women directors, independent director, small shareholder's director; disqualifications, director identity number (DIN); appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager;

*Meetings*: Meetings of shareholders and board of directors; Types of meetings, Convening and conduct of meetings, Requisites of a valid meeting, postal ballot, meeting through video conferencing, e-voting.

Committees of Board of Directors - Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee

#### **UNIT 4:**

**Dividends, Accounts, Audit**: Provisions relating to payment of Dividend, Provisions relating to Books of Account, Provisions relating to Audit, Auditors' Appointment, Rotation of Auditors, Auditors' Report, Secretarial Audit.

**Winding Up**: Concept and modes of Winding Up.

**Insider Trading, Whistle Blowing**: Insider Trading; meaning & legal provisions; Whistle blowing : Concept and Mechanism.

#### **UNIT 5: Depositories Law**

The Depositories Act 1996 – Definitions; rights and obligations of depositories; participants issuers and beneficial owners; inquiry and inspections, penalty.

#### **Suggested Readings:**

- MC Kuchhal, *Modern Indian Company Law*, Shri Mahavir Book Depot (Publishers), Delhi.
- GK Kapoor and Sanjay Dhamija, *Company Law*, Bharat Law House, Delhi.
- Anil Kumar, *Corporate Laws*, Indian Book House, Delhi
- Reena Chadha and Sumant Chadha, *Corporate Laws*, Scholar Tech Press, Delhi.
- Avtar Singh, *Introduction to Company Law*, Eastern Book Company
- Ramaiya, *A Guide to Companies Act*, LexisNexis, Wadhwa and Buttersworth.
- *Manual of Companies Act, Corporate Laws and SEBI Guideline*, Bharat Law House, New Delhi,.
- *A Compendium of Companies Act 2013, along with Rules*, by Taxmann Publications.
- Gower and Davies, *Principles of Modern Company Law*, Sweet & Maxwell
- Sharma, J.P., *An Easy Approach to Corporate Laws*, Ane Books Pvt. Ltd., New Delhi

**CC-5: Human Resource Management**

**Credits 06**

**C5T: Human Resource Management**

**Course Content:**

**Unit 1: Introduction**

Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of

Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System

### **Unit 2: Acquisition of Human Resource**

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Recruitment – Concept and sources; Selection – Concept and process; test and interview; placement and induction

### **Unit 3: Training and Development**

Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role-Specific and Competency-Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.

### **Unit 4: Performance Appraisal**

Nature, objectives and importance; Modern techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions; Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

### **Unit 5: Maintenance**

Employee health and safety; employee welfare; social security; Employer-Employee relations- an overview; grievance-handling and redressal; Industrial Disputes: causes and settlement machinery

### **Suggested Readings:**

- Gary Dessler. *A Framework for Human Resource Management*. Pearson Education.
- DeCenzo, D.A. and S.P. Robbins, *Personnel/Human Resource Management*, Pearson Education.
- Bohlander and Snell, *Principles of Human Resource Management*, Cengage Learning
- Ivancevich, John M. *Human Resource Management*. McGraw Hill.
- Wreather and Davis. *Human Resource Management*. Pearson Education.
- Robert L. Mathis and John H. Jackson. *Human Resource Management*. Cengage Learning.
- TN Chhabra, *Human Resource Management*, Dhanpat Rai & Co., Delhi
- Biswajeet Pattanayak, *Human Resource Management*, PHI Learning

**CC-6 : Income Tax Law and Practice**

**Credits 06**

**(Theory& Practical)**

**C6T : Income Tax Law And Practice**

**Credits 04**

**Course Content:**

**Unit 1: Introduction**

**Basic concepts:** Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN)

**Residential status;** Scope of total income on the basis of residential status Exempted income under section 10

**Unit 2: Computation of Income under different heads-1**

Income from Salaries; Income from house property

**Unit 3: Computation of Income under different heads-2**

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

**Unit 4: Computation of Total Income and Tax Liability**

Income of other persons included in assessee's total income; Aggregation of income and set-off and carry forward of losses; Deductions from gross total income; Rebates and reliefs Computation of total income of individuals and firms; Tax liability of an individual and a firm; Five leading cases decided by the Supreme Court

**Unit 5: Preparation of Return of Income**

Filing of returns: Manually, On-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

**C1P: Practical: Preparation of Return of Income**

**Credits 02**

**Practical: (26 Practical Labs)**

Filing of returns: Manually, On-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

**Suggested Readings:**

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

**Journals**

1. *Income Tax Reports*. Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*. Taxman Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*. Current Tax Reporter, Jodhpur.

**Software**

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

**CC-7 : Management Principles and Application**

**Credits 06**

**C7T : Management Principles and Application**

## Course Content:

### Unit 1: Introduction

- a) Concept: Need for Study, Managerial Functions – An overview; Co-ordination: Essence of Managership
- b) Evolution of the Management Thought, Classical Approach – Taylor, Fayol, Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach – Lawrence & Lorsch, MBO - Peter F. Drucker, Re-engineering - Hammer and Champy, Michael Porter – Five-force analysis, Three generic strategies and valuechain, analysis, Senge’s Learning Organisation, ‘Fortune at the Bottom of the Pyramid’ – C.K. Prahalad.

### Unit 2: Planning

- a) Types of Plan – An overview to highlight the differences
- b) Strategic planning – Concept, process, Importance and limitations
- c) Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP, BCG Matrix, Competitor Analysis), Business environment; Concept and Components
- d) Decision-making – concept, importance; Committee and Group Decision-making, Process, Perfect rationality and bounded rationality, Techniques (qualitative and quantitative, MIS, DSS)

### Unit 3: Organising

Concept and process of organising – An overview, Span of management, Different types of authority (line, staff and functional), Decentralisation, Delegation of authority Formal and Informal Structure; Principles of Organising; Network Organisation Structure

### Unit 4: Staffing and Leading

- a) *Staffing*: Concept of staffing, staffing process
- b) *Motivation*: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow’s Need-Hierarchy Theory; Herzberg’s Two-factor Theory, Vroom’s Expectation Theory.
- c) *Leadership*: Concept, Importance, Major theories of Leadership (Likert’s scale theory, Blake and Mouten’s Managerial Grid theory, House’s Path Goal theory, Fred Fielder’s situational Leadership), Transactional leadership, Transformational Leadership, Transforming Leadership.
- d) *Communication*: Concept, purpose, process; Oral and written communication; Formal and informal communication networks, Barriers to communication, Overcoming barriers to communication.

### Unit 5: Control

- a. *Control*: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Ratio Analysis, ROI, Budgetary Control, EVA, PERT/CPM.
- b. Emerging issues in Management

## Suggested Readings:

- Harold Koontz and Heinz Weihrich, *Essentials of Management: An International and Leadership Perspective*, McGraw Hill Education.
- Stephen P Robbins and Madhushree Nanda Agrawal, *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education.
- George Terry, *Principles of Management*, Richard D. Irwin
- Newman, Summer, and Gilbert, *Management*, PHI
- James H. Donnelly, *Fundamentals of Management*, Pearson Education.
- B.P. Singh and A.K.Singh, *Essentials of Management*, Excel Books
- Griffin, *Management Principles and Application*, Cengage Learning
- Robert Kreitner, *Management Theory and Application*, Cengage Learning
- TN Chhabra, *Management Concepts and Practice*, Dhanpat Rai & Co. (Pvt. Ltd.), New Delhi
- Peter F Drucker, *Practice of Management*, Mercury Books, London

## **CC-8: Cost Accounting**

**Credits 06**

### **C8T: Cost Accounting**

#### **Course Content:**

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

Meaning, objectives and advantages of cost accounting; Difference between cost accounting and financial accounting; Cost concepts and classifications; Elements of cost; Installation of a costing system; Role of a cost accountant in an organisation

#### **Unit 2: Elements of Cost: Material and Labour**

- a. *Materials*: Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard Cost. Treatment of Material Losses
- b. *Labour*: Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits. Methods of wage payment and the Incentive schemes- Halsey, Rowan, Taylor's Differential piece wage.

#### **Unit 3: Elements of Cost: Overheads**

Classification, allocation, apportionment and absorption of overheads; Under- and over absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based cost allocation.

#### **Unit 4: Methods of Costing**

Unit costing, Job costing, Contract costing, Process costing (process losses, valuation of work in progress, joint and by-products), Service costing (only transport).

#### **Unit 5: Book Keeping in Cost Accounting**

Integral and non-integral systems; Reconciliation of cost and financial accounts.

**Suggested Reading:**

- Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan , *Cost Accounting: A Managerial Emphasis*, Pearson Education.
- Drury, Colin. *Management and Cost Accounting*. Cengage Learning.
- Jawahar Lal, *Cost Accounting*. McGraw Hill Education
- Nigam, B.M. Lall and I.C. Jain. *Cost Accounting: Principles and Practice*. PHI Learning
- Rajiv Goel, *Cost Accounting*. International Book House
- Singh, Surender. *Cost Accounting*, Scholar Tech Press, New Delhi.
- Jain, S.P. and K.L. Narang. *Cost Accounting: Principles and Methods*. Kalyani Publishers
- Arora, M.N. *Cost Accounting – Principles and Practice*. Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. *Cost Accounting: Theory and Problems*. Shri Mahavir Book Depot, New Delhi.
- Iyengar, S.P. *Cost Accounting*. Sultan Chand & Sons
- H.V. Jhamb, *Fundamentals of Cost Accounting*, Ane Books Pvt. Ltd.

**CC-9 : Business Mathematics****Credits 06****(Theory& Practical)****C9T : Business Mathematics****Credits 04****Course Content:****Unit 1: Matrices and Determinants**

- a. Algebra of matrices. Inverse of a matrix, Matrix Operation – Business Application
- b. Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cremer’s Rule, The Leontief Input Output Model (Open Model Only).

**Unit 2: Calculus I**

- a. Mathematical functions and their types- linear, quadratic, polynomial, exponential,
- b. Logarithmic function Concepts of limit, and continuity of a function
- c. Concept and rules of differentiation, Maxima and Minima involving second or higher order derivatives.
- d. Concept of Marginal Analysis, Concept of Elasticity, Applied Maximum and Minimum Problems including effect of Tax on Monopolist’s optimum price and quantity, Economic Order Quantity.

**Unit 3: Calculus II**

- a. Partial Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler’s theorem; Total differentials; Differentiation of implicit functions with the help of total differentials
- b. Maxima and Minima: Cases of two variables involving not more than one constraint including the use of the Lagrangian multiplier.

- c. Integration: Standard forms. Methods of integration – by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases
- d. Application of Integration to marginal analysis. Consumer's and Producer's Surplus, Rate of Sales and the Learning Curve.

**Unit 4: Mathematics of Finance**

- a. Rates of interest-nominal, effective– and their inter-relationships in different compounding situations.
- b. Compounding and discounting of a sum using different types of rates.
- c. Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. (*General annuities to be excluded*)

**Unit 5: Linear Programming**

- a. Formulation of linear programming problem (LPP). Graphical solution to LPP. Cases of unique and multiple optimal solutions. Unbounded solutions, infeasibility, and redundant constraints.
- b. Solution to LPP using Simplex method – maximization and minimization cases. Shadow prices of the resources. Identification of unique and multiple optimal solutions, unbounded solution, infeasibility and degeneracy.

**C9P: Practical: Business Mathematics**

**Credits 02**

**1. Mathematics of Finance  
(Practical Lab 12)**

- a. Rates of interest-nominal, effective– and their inter-relationships in different compounding situations.
- b. Compounding and discounting of a sum using different types of rates.
- c. Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. (*General annuities to be excluded*)

**2. Linear Programming  
(Practical Lab 14)**

- a) Formulation of linear programming problem (LPP). Graphical solution to LPP. Cases of unique and multiple optimal solutions. Unbounded solutions, infeasibility, and redundant constraints.
- b) Solution to LPP using Simplex method – maximization and minimization cases. Shadow prices of the resources. Identification of unique and multiple optimal solutions, unbounded solution, infeasibility and degeneracy.

**Suggested Readings:**

- Mizrahi and Sullivan. *Mathematics for Business and Social Sciences*. Wiley and Sons.
- Budnick, P. *Applied Mathematics*. McGraw Hill Education.
- R.G.D. Allen, *Mathematical Analysis For Economists*

- Ayres, Frank Jr. *Schaum's Outlines Series: Theory and Problems of Mathematics of Finance*. McGraw Hill Education.
- Dowling, E.T., *Mathematics for Economics*, Schaum's Outlines Series. McGraw Hill Education.
- Wikes, F.M., *Mathematics for Business, Finance and Economics*. Thomson Learning.
- Thukral, J.K., *Mathematics for Business Studies*.
- Vohra, N.D., *Quantitative Techniques in Management*. McGraw Hill Education.
- Soni, R.S., *Business Mathematics*. Ane Books, New Delhi.
- Singh J. K., *Business Mathematics*. Himalaya Publishing House.

**CC-10 : Computer Applications in Business  
(Theory & Practical)**

**Credits 06**

**C10T : Computer Applications in Business**

**Credits 04**

**Course Content:**

**Unit 1: Word Processing  
(6 Lectures)**

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

**Unit 2: Preparing Presentations  
(6 Lectures)**

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

**Unit 3: Spreadsheet and its Business Applications  
(12 Lectures )**

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

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

**Unit 4: Creating Business Spreadsheet  
(12 Lectures)**

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

## **Unit 5: Database Management System**

**(16 Lectures)**

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

**SQL and Retrieval of Information:** Basic Queries in SQL; Embedded Queries in SQL; Insert, Delete and Update statements in SQL

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

**C10P : Practical :Computer Applications in Business**

**Credits 02**

### **Practical**

#### **1: Word Processing**

**(Practical Lab 6)**

Introduction to word Processing, Word processing concepts, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect,

Autotext; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents Creating Business Documents using the above facilities

#### **2: Preparing Presentations**

**(Practical Lab 6)**

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

#### **3: Spreadsheet and its Business Applications**

**(Practical Lab 12)**

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

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

#### **4: Creating Business Spreadsheet**

**(Practical Lab 12)**

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

#### **5: Database Management System**

**(Practical Lab 16)**

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

**SQL and Retrieval of Information:** Basic Queries in SQL; Embedded Queries in SQL; Insert, Delete and Update statements in SQL

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

**CC-11 : Principles of Marketing**

**Credits 06**

**C11T : Principles of Marketing**

**Course Content:**

**Unit 1: Introduction:**

Nature, scope and importance of marketing; Evolution of marketing; Selling vs Marketing; Marketing mix, Marketing environment: concept, importance, and components (Economic, Demographic, Technological, Natural, Socio-Cultural and Legal).

**Unit 2:**

- a. **Consumer Behaviour:** Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour.
- b. **Market segmentation:** concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

**Unit 3: Product:**

Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product-Support Services; Product life-cycle; New Product Development Process; Consumer adoption process.

**Unit 4:**

- a. **Pricing:** Significance. Factors affecting price of a product. Pricing policies and strategies.
- b. **Distribution Channels and Physical Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel; Wholesaling and retailing; Types of Retailers; e-tailing, Physical Distribution.

**Unit 5:**

- a. **Promotion:** Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions;

- b. Recent developments in marketing:** Social Marketing, online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism

**Suggested Readings:**

- Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*. 13th edition. Pearson Education.
- Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases*. (Special Indian Edition), McGraw Hill Education
- William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
- Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi.
- The Consumer Protection Act 1986.
- Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
- Dhruv Grewal and Michael Levy, *Marketing*, McGraw Hill Education.
- Chhabra, T.N., and S. K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai & Company.
- Neeru Kapoor, *Principles of Marketing*, PHI Learning
- Rajendra Maheshwari, *Principles of Marketing*, International Book House

**CC-12 : Fundamentals of Financial Management**

**Credits 06**

**(Theory & Practical)**

**C12T : Fundamentals of Financial Management**

**Credits 04**

**Course Content:**

**Unit 1: Introduction**

**(8 Lectures)**

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities

**Unit 2: Investment Decisions**

**(12 Lectures)**

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk-Adjusted Discount Rate.

**Unit 3: Financing Decisions**

**(15 Lectures)**

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost

of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage; Determinants of capital structure

**Unit 4: Dividend Decisions  
(12 Lectures)**

Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice

**Unit 5: Working Capital Decisions  
(15 Lectures)**

Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

**C12P: Practical :Fundamentals of Financial Management**

**Credits 02**

**1: Investment Decisions  
(16 Practical Lab)**

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk-Adjusted Discount Rate.

**2: Financing Decisions  
(10 Practical Lab)**

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage; Determinants of capital structure

**Suggested Readings**

- James C. Van Horne and Sanjay Dhamija, *Financial Management and Policy*, Pearson Education
- Levy H. and M. Sarnat . *Principles of Financial Management*. Pearson Education
- Brigham and Houston, *Fundamentals of Financial Management*, Cengage Learning
- Khan and Jain. *Basic Financial Management*, McGraw Hill Education
- Prasanna Chandra, *Fundamentals of Financial Management*. McGraw Hill Education
- Singh, J.K. *Financial Management- text and Problems*. Dhanpat Rai and Company, Delhi.
- Rustagi, R.P. *Fundamentals of Financial Management*. Taxmann Publication Pvt. Ltd.
- Singh, Surender and Kaur, Rajeev. *Fundamentals of Financial Management*. Mayur Paperback, New Delhi.

- Pandey, I.M. *Financial Management*. Vikas Publications.
- Bhabatosh Banerjee, *Fundamentals of Financial Management*, PHI Learning

## CC-13 : Auditing and Corporate Governance

Credits 06

### C13T : Auditing and Corporate Governance

#### Course Content:

#### Unit 1: Introduction

**Auditing:** Introduction, Meaning, Objectives, Basic Principles and Techniques; Classification of Audit, Audit Planning, Internal Control – Internal Check and Internal Audit; Audit Procedure Vouching and verification of Assets & Liabilities.

#### Unit 2: Audit of Companies

Audit of Limited Companies: 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 3: Special Areas of Audit

Special Areas of Audit: Special features of Cost audit, Tax audit, and Management audit; Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Computer aided audit techniques and tools; Auditing Standards; Relevant Case Studies/Problems;

#### Unit 4: Corporate Governance

Conceptual framework of Corporate Governance: Theories & Models, Broad Committees; Corporate Governance Reforms. Major Corporate Scandals in India and Abroad: Common Governance Problems Noticed in various Corporate Failures. Codes & Standards on Corporate Governance

#### Unit 5: Business Ethics

Morality and ethics, business values and ethics, approaches and practices of business ethics, corporate ethics, ethics program, codes of ethics, ethics committee; Ethical Behaviour: Concepts and advantages; Rating Agencies; Green Governance; Clause 49 and Listing Agreement

#### Unit 6: Corporate Social Responsibility (CSR):

Concept of CSR, Corporate Philanthropy, Strategic Planning and Corporate Social responsibility; Relationship of CSR with Corporate Sustainability; CSR and Business Ethics, CSR and Corporate Governance; CSR provisions under the Companies Act 2013; CSR Committee; CSR Models, Codes, and Standards on CSR

#### Suggested Readings:

- Ravinder Kumar and Virender Sharma, *Auditing Principles and Practice*, PHI Learning
- Aruna Jha, *Auditing*. Taxmann Publication.
- K. Singh, and Gupta Lovleen. *Auditing Theory and Practice*. Galgotia Publishing Company.

- Anil Kumar, *Corporate Governance: Theory and Practice*, Indian Book House, New Delhi
- MC Kuchhal, *Modern Indian Company Law*, Shri Mahaveer Book Depot. (Publishers). (Relevant Chapters)
- KV Bhanumurthy and Usha Krishna, *Politics, Ethics and Social Responsibility of Business*, Pearson Education
- Erik Banks, *Corporate Governance: Financial Responsibility, Controls and Ethics*, Palgrave Macmillan
- N Balasubramanian, *A Casebook on Corporate Governance and Stewardship*, McGraw Hill Education
- B.N. Ghosh, *Business Ethics and Corporate Governance*, McGraw Hill Education
- S K Mandal, *Ethics in Business and Corporate Governance*, McGraw Hill Education
- Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press
- Christine Mallin, *Corporate Governance (Indian Edition)*, Oxford University Press
- Relevant Publications of ICAI on *Auditing (CARO)*
- Sharma, J.P., *Corporate Governance, Business Ethics, and CSR*, Ane Books Pvt Ltd, New Delhi

## CC-14 : Indirect Tax Law

Credits 06

## C14T : Indirect Tax Law

### Course Content:

#### Unit 1: Introduction

Basic concept of Indirect taxes, Difference between direct and indirect taxes, Evolution of Indirect taxes, GST and its Constitutional framework, Rationale for GST, Rates of GST, GST Council- structure, functions, authorities and responsibilities, GSTN – Basic concept.

#### Unit 2: Levy of GST

Registration, Composition Levy Scheme, Taxable events for Supply of Goods and Services, Classification of Goods and Services, Composite and Mixed Supplies, Place of Supply (intra-state, inter-state, import and export), GST Returns, Exemption from GST.

#### Unit 3: Time and Valuation of Supply

Time of supply of Goods and Services, Valuation rules for Goods and Services, Taxability of reimbursement of expenses.

#### Unit 4: Tax Credit and Payment of GST

Eligibility, Apportionments of Credits, Tax credit in respect of capital goods, Availability of tax credit in special circumstances, Transfer of Input credit (Input Service Distribution).

#### Unit 5: Customs Law

Basic concepts of Customs Law: Territorial waters, High seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions.

### **Suggested Readings:**

1. The Central Goods and Services Tax, 2017 (Bare Act)
2. The Integrated Goods and Services Tax, 2017 (Bare Act)
3. The Union Territory Goods and Services Tax, 2017 (Bare Act)
4. The Goods and Services Tax (Compensation to States), 2017(Bare Act)
5. Customs Act, 1962 (Bare Act)
6. Customs Tariff Act, 1975 (Bare Act)
7. Indirect Taxes: Law and Practice, V.S. Datey, Taxmann Publications Pvt. Ltd., Delhi (Latest edition)
8. GST Ready Reckoner, V. S. Datey, Taxmann Publications Pvt. Ltd., Delhi (Latest edition)
9. All About GST, V.S. Datey, Taxmann Publications Pvt. Ltd., Delhi (Latest edition)
10. Students' Guide to GST & Customs Law, V. K. Singhania, Taxmann Publications Pvt. Ltd., Delhi (Latest edition)

### **Discipline Specific Electives (DSE)**

#### **DSE -1: Management Accounting**

**Credits 06**

#### **DSE 1T: Management Accounting**

#### **Course Content:**

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

Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management

##### **Unit 2: Budgetary Control**

Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

##### **Unit 3: Standard Costing**

Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances. Disposition of Variances, Control Ratios.

##### **Unit 4: Marginal Costing**

Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

##### **Unit 5: Decision Making**

Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing

##### **Unit 6: Contemporary Issues**

Responsibility Accounting: Concept, Significance, Different Responsibility Centres,

Divisional Performance Measurement: Financial and Non-Financial measures. Transfer Pricing

**Suggested Reading:**

- Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg. *Introduction to Management Accounting*, Pearson Education.
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. *Management Accounting*. Dorling Kindersley(India) Pvt. Ltd.
- Ronald W. Hilton and David E. Platt. *Managerial Accounting: Creating Value in a Global Business Environment*, Mc Graw Hill Education.
- Singh, Surender. *Management Accounting*, Scholar Tech Press, New Delhi.
- Goel, Rajiv, *Management Accounting*. International Book House,
- Arora, M.N. *Management Accounting*. Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. *Management Accounting*. Shree Mahavir Book Depot, New Delhi.
- Singh, S. K. and Gupta Lovleen. *Management Accounting – Theory and Practice*. Pinnacle Publishing House.
- Khan, M.Y. and Jain, P.K. *Management Accounting*. McGraw Hill Education
- H.V. Jhamb, *Fundamentals of Management Accounting*, Ane Books Pvt. Ltd.

**OR**

**DSE -1: Corporate Tax Planning**

**Credits 06**

**DSE1T: Corporate Tax Planning**

**Course Content:**

**Unit 1: Introduction**

Tax planning, tax management, tax evasion, tax avoidance; Corporate tax in India; Types of companies; Residential status of companies and tax incidence; Tax liability and minimum alternate tax; Tax on distributed profits

**Unit 2: Tax Planning-1**

Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization; Tax planning with reference to financial management decision - Capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to sale of scientific research assets

**Unit 3: Tax Planning-2**

Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace. Tax planning with reference to employees' remuneration. Tax planning with reference to receipt of insurance compensation. Tax planning with reference to distribution of assets at the time of liquidation

**Unit 4: Special provisions relating to non-residents**

Double taxation relief; Provisions regulating transfer pricing; Advance rulings; Advance pricing agreement

**Unit 5: Tax Planning with reference to Business Restructuring**

Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/partnership

firm into company, Conversion of company into LLP, Transfer of assets between holding and subsidiary companies

**Suggested Readings:**

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

**Journals**

1. *Income Tax Reports*, Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*, Taxman Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*, Current Tax Reporter, Jodhpur

**OR**

**DSE -1: ADVERTISING**

**Credits 06**

**DSE1T: ADVERTISING**

**Course Content:**

**Unit 1: Introduction:**

Communication Process; Advertising as a tool of communication; Meaning, nature and importance of advertising; Types of advertising; Advertising objectives. Audience analysis; Setting of advertising budget: Determinants and major methods

**Unit 2: Media Decisions:**

Major media types - their characteristics, internet as an advertising media, merits and demerits; Factors influencing media choice; media selection, media scheduling, Advertising through the Internet-media devices

**Unit 3: Message Development;**

Advertising appeals, Advertising copy and elements, Preparing ads for different media

**Unit 4: Measuring Advertising Effectiveness:**

Evaluating communication and sales effects; Pre- and Post-testing techniques.

**Unit 5:**

- a) Advertising Agency: Role, types and selection of advertising agency.
- b) Social, ethical and legal aspects of advertising in India.

**Suggested Readings:**

- George E Belch, Michael A Belch, Keyoor Purani, *Advertising and Promotion An Integrated Marketing Communications Perspective (SIE)*, McGraw Hill Education

- S. Wats Dunn, and Arnold M. Barban. *Advertising: Its Role in Marketing*. Dryden Press
- Burnett, Wells, and Moriatty. *Advertising: Principles and Practice*. 5th ed. Prentice Hall of India, New Delhi.
- Batra, Myers and Aakers. *Advertising Management*. PHI Learning.
- Terence A. Shimp. *Advertising and Promotion: An IMC Approach*. Cengage Learning.
- Sharma, Kavita. *Advertising: Planning and Decision Making*, Taxmann Publications
- Jaishree Jethwaney and Shruti Jain, *Advertising Management*, Oxford University Press, 2012
- Chunawala and Sethia, *Advertising*, Himalaya Publishing House
- Ruchi Gupta, *Advertising*, S. Chand & Co.
- O'Guinn, *Advertising and Promotion: An Integrated Brand Approach*, Cengage Learning.

## **DSE-2: Banking and Insurance**

**Credits 06**

### **DSE2T: Banking and Insurance**

#### **Course Content:**

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

Origin of banking: definition, banker and customer relationship, General and special types of Customers, Types of deposits, Origin and growth of commercial banks in India. Financial Services offered by banks, changing role of commercial banks, types of banks

#### **Unit 2: Cheques and Paying Banker**

Crossing and endorsement - meaning, definitions, types and rules of crossing. Duties, Statutory protection in due course, collecting bankers: duties, statutory protection for holder in due course, Concept of negligence.

#### **Unit 3: Banking Lending**

Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities.

#### **Unit 4: Internet Banking**

Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/ Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash.

#### **Unit V: Insurance**

Basic concept of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution, Types of insurance: Life and Non-life, Re-insurance, Risk and return relationship, Need for coordination. Power, functions and Role of IRDA, Online Insurance

#### **Suggested readings:**

- Agarwal, O.P., *Banking and Insurance*, Himalaya Publishing House

- Satyadevi, C., *Financial Services Banking and Insurance*, S.Chand
- Suneja, H.R., *Practical and Law of Banking*, Himalya Publishing House
- Chabra, T.N., *Elements of Banking Law*, Dhanpat Rai and Sons
- Arthur, C. and C. William Jr., *Risk Management and Insurance*, McGraw Hill
- Saxena, G.S; *Legal Aspects of Banking Operations*, Sultan Chand and Sons
- Varshney, P.N., *Banking Law and Practice*, Sultan Chand and Sons
- Jyotsna Sethi and Nishwan Bhatia, *Elements of Banking and Insurance*, PHI Learning

**OR**

**DSE-2 : Computerised Accounting System (Theory & Practical) Credits 06**

**DSE-2T : Computerised Accounting System Credits 04**

**Course Content:**

**Unit-1: Computerized Accounting: Using Generic Software (12 Lectures)**

Taxation: TDS, VAT and Service Tax Auditing in Computerized Accounting system: Statutory Audit, Voucher verification, Verification of related party transaction, CAAT: Various Tools

**Unit-2: Designing Computerised Accounting System (24 Lectures)**

Designing Computerised Accounting System using a DBMS Package. Creating a voucher entry Form, Preparing ledgers with SQL, Form, and Report. Preparing Trial Balance with SQL and Report.

**Unit-3: Designing Accounting Support System (16 Lectures)**

Designing Supplier and customers System for Accounting using Form, Query, Module, and Report; Designing Payroll System for Accounting using Form, Query, Module, and Report

**DSE-5P: Practical : Computerised Accounting System Credits 02**

**1: Computerized Accounting: Using Generic Software (12 Practical Lab)**

Taxation: TDS, VAT and Service Tax Auditing in Computerized Accounting system: Statutory Audit, Voucher verification, Verification of related party transaction, CAAT: Various Tools

**2: Designing Computerised Accounting System (24 Practical Lab)**

Designing Computerised Accounting System using a DBMS Package. Creating a voucher entry Form, Preparing ledgers with SQL, Form, and Report. Preparing Trial Balance with SQL and Report.

**3: Designing Accounting Support System (16 Practical Lab)**

Designing Supplier and customers System for Accounting using Form, Query, Module, and Report; Designing Payroll System for Accounting using Form, Query, Module, and Report

OR

**DSE-2: Financial Markets, Institutions and Financial Services**  
**DSE2T: Financial Markets, Institutions and Financial Services**

**Credits 06**

**Course Content:**

**Unit 1: Introduction**

**Financial System and its Components** – financial markets and institutions; Financial intermediation; Flow of funds matrix; Financial system and economic development; An overview of Indian financial system

**Unit 2: Financial Markets**

Money market – functions, organisation and instruments. Role of central bank in money market; Indian money market – An overview. Capital Markets – functions, organisation and instruments. Indian debt market; Indian equity market – primary and secondary markets; Role of stock exchanges in India

**Unit 3: Financial Institutions**

Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) – An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds – Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

**Unit 4: Financial Services**

Overview of financial services industry: Merchant banking – pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India

**Unit 5: Leasing and hire-purchase**

Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial counseling.

**Suggested Readings:**

- L M Bhole, and Jitendra Mahakud. *Financial Institution and Markets*, McGraw-Hill Education
- Khan, M.Y. *Indian Financial System*, McGraw-Hill Education.
- Dhanekar. *Pricing of Securities*. New Delhi: Bharat Publishing House.
- Prasanna, Chandra. *Financial Management: Theory and Practice*. McGraw-Hill Education.
- Clifford Gomez, *Financial Markets, Institutions and Financial Services*, PHI Learning
- MY Khan and PK Jain. *Financial Services*. McGraw Hill Education.

- Singh, J.K. *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.
- Annual Reports of Major Financial Institutions in India.

### **DSE-3: Fundamentals of Investment**

**Credits 06**

### **DSE3T: Fundamentals of Investment**

#### **Course Content:**

#### **Unit 1: The Investment Environment**

The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

#### **Unit 2: Fixed Income Securities**

Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

#### **Unit 3: Approaches to Equity Analysis**

Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalisation models, and price-earnings multiple approach to equity valuation.

#### **Unit 4: Portfolio Analysis and Financial Derivatives**

Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India

#### **Unit 5: Investor Protection**

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

#### **Suggested Readings:**

- C.P. Jones, *Investments Analysis and Management*, Wiley, 8th ed.
- Prasanna Chandra, *Investment Analysis and Portfolio Management*, McGraw Hill Education
- R.P. Rustogi, *Fundamentals of Investment*, Sultan Chand & Sons, New Delhi.
- N.D. Vohra and B.R. Bagri, *Futures and Options*, McGraw Hill Education
- Mayo, *An Introduction to Investment*, Cengage Learning.

**OR**

### **DSE-3 : Consumer affairs and Customer Care**

**Credits 06**

### **DSE3T: Consumer affairs and Customer Care**

## **Course Content:**

### **Unit 1: Conceptual Framework**

**Consumer and Markets:** Concept of Consumer, Nature of markets, Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP) and Local Taxes, Fair Price, labeling and packaging

**Experiencing and Voicing Dissatisfaction:** Consumer Satisfaction/dissatisfaction-Grievances complaint, Consumer Complaining Behaviour: Alternatives available to Dissatisfied Consumers; Internal and External Complaint handling: Corporate Redress Systems and Public Redress Systems

### **Unit 2: The Consumer Protection Act, 1986 (CPA)**

**Objectives and Basic Concepts:** Consumer, goods, service, defect in goods, deficiency in service, spurious goods and services, unfair trade practice, restrictive trade practice.

**Organizational set-up under the Consumer Protection Act:** Advisory Bodies: Consumer Protection Councils at the Central, State and District Levels, Basic Consumer Rights; Adjudicatory Bodies: District Forums, State Commissions, National Commission: Their Composition, Powers, and Jurisdiction (Pecuniary and Territorial), Role of Supreme Court under the CPA.

### **Unit 3: Grievance Redress Mechanism under the Consumer Protection Act, 1986:**

Who can file a complaint? Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases, Relief/Remedy to be provided; Temporary Injunction, Enforcement of order, Appeal, frivolous and vexatious complaints; Offences and penalties.

### **Seven Leading Cases decided under Consumer Protection Act:**

Medical Negligence; Banking; Insurance; Housing & Real Estate; Electricity, Water, and Telecom Services; Education; Defective Product; Unfair Trade Practice.

### **Unit 4: Industry Regulators and Consumer Complaint Redress Mechanism**

- I. Banking: RBI and Banking Ombudsman
- II. Insurance: IRDA and Insurance Ombudsman
- III. Telecommunication: TRAI
- IV. Food Products: FSSAI (an overview)
- V. Electricity Supply: Electricity Regulatory Commission
- VI. Advertising: ASCI

### **Unit 5: Consumer Protection in India**

**Consumer Movement in India:** Evolution of Consumer Movement in India. Formation of consumer organizations and their role in consumer protection, Recent developments in Consumer Protection in India, National Consumer Helpline, Citizens Charter, Product testing.

**Quality and Standardization:** Voluntary and Mandatory standards; Role of BIS, Indian Standards Mark (ISI), Ag-mark, Hallmarking, Licensing and Surveillance; ISO: An overview

**Suggested Readings:**

- Khanna, Sri Ram, Savita Hanspal, Sheetal Kapoor, and H.K. Awasthi. *Consumer Affairs*” (2007) Delhi University Publication. 334 pp.
- Aggarwal, V. K. (2003). *Consumer Protection: Law and Practice*. 5th ed. Bharat Law House, Delhi, or latest edition.
- Girimaji, Pushpa (2002). *Consumer Right for Everyone* Penguin Books.
- Nader, Ralph (1973). *The Consumer and Corporate Accountability*. USA, Harcourt Brace Jovanovich, Inc.
- Sharma, Deepa (2011). *Consumer Protection and Grievance-Redress in India: A Study of Insurance Industry (LAP LAMBERT Academic Publishing GmbH & Co.KG, Saarbrucken, Germany*. 263 pp.
- *Empowering Consumers e-book*, [www.consumeraffairs.nic.in](http://www.consumeraffairs.nic.in) e-book, [www.bis.org](http://www.bis.org)
- *The Consumer Protection Act, 1986*

**Articles**

1. Verma, D. P. S. (2002). *Developments in Consumer Protection in India*. Journal of Consumer Policy. Vol. 25. No. pp 107–123.
2. Verma, D.P.S. (2002). *Regulating Misleading Advertisements, Legal Provisions and Institutional Framework*. Vikalpa. Vol. 26. No. 2. pp. 51-57.
3. Ralph L. Day and Laird E. Landon, Jr. (1997). *Towards a Theory of Consumer*
4. *Complaining Behaviour*. Ag Woodside, et al. (eds.). *Consumer and Industrial Buying Behaviour*. New York; North Holland pp. 425-37.
6. George, S. Day and A. Aaker (1970). *A Guide to consumerism*. Journal of Marketing. Vol 34. pp 12-19.
7. Sharma, Deepa (2003). *New measures for Consumer Protection in India*. *The Indian Journal of Commerce*. Vol.56. No.4. pp. 96-106
8. Sharma, Deepa (2011). *Consumer Grievance Redress by Insurance Ombudsman*.
8. *BIMAQUEST*. Vol.11. pp.29-47.

**Periodicals**

1. *Consumer Protection Judgments (CPJ)* (Relevant cases reported in various issues)
2. Recent issues of magazines: *Insight*, published by CERC, Ahmedabad ‘*Consumer Voice*’, Published by VOICE Society, New Delhi.
3. *Upbhokta Jagran*, Ministry of Consumer Affairs, Govt, of India. New Delhi.

**Websites:** [www.ncdrc.nic.in](http://www.ncdrc.nic.in)

[www.fcamin.nic.in](http://www.fcamin.nic.in)

[www.consumeraffairs.nic.in](http://www.consumeraffairs.nic.in)

[www.iso.org.in](http://www.iso.org.in)

[www.bis.org](http://www.bis.org)

www.ascionline.org.in  
www.trai.gov.in  
www.irda.gov.in  
www.derc.gov.in  
www.rbi.org.in  
www.fssai.gov.in  
www.consumer-voice.org  
www.nationalconsumerhelpline.in  
www.cci.gov.in

OR

**DSE-3: Business Tax Procedure and Management**

**Credits 06**

**DSE3T: Business Tax Procedure and Management**

**Course Content:**

**Unit 1:**

Advance payment of tax; Tax deduction/collection at source, documentation, returns, certificates; Interest payable by Assessee/Government; Collection and recovery of tax

**Unit 2:**

Assessment, re-assessment, rectification of mistakes. Appeals and revisions. - Preparation and filing of appeals with appellate authorities. - Drafting of appeal; statement of facts and statement of law.

**Unit 3:**

Penalties and prosecutions, Settlement Commission, Search, seizure and survey

**Unit 4:**

Transactions with persons located in notified jurisdictional area; General anti-avoidance rule Tax clearance certificate; Securities transaction tax

**Unit 5:**

Information Technology and Tax administration. TAN (Tax Deduction and Collection Account Number), TIN (Tax Information Network), e-TDS/e-TCS

**Suggested Readings:**

- Singhanian, Vinod K. and Monica Singhanian. *Corporate Tax Planning and Business Tax Procedures*. Taxmann Publications Pvt. Ltd., New Delhi.
- Ahuja, Girish. and Ravi Gupta. *Corporate Tax Planning and Management*. Bharat Law House, Delhi.
- Singhanian, Vinod K. and Kapil Singhanian. *TDS on CD*. Taxmann Publications Pvt. Ltd., New Delhi.
- Bajpai, Om Shanker. *Search, Seizure and Survey*. Taxmann Publications Pvt. Ltd., New Delhi.
- Singhanian, Vinod K. and Monica Singhanian. *Students' Guide to Income Tax*. Taxmann Publications Pvt. Ltd., New Delhi.
- Ahuja, Girish. and Gupta, Ravi *Systematic Approach to Income Tax*. Bharat Law House, Delhi.
- Akhileshwar Pathak and Savan Godiawala, *Business Taxation*, McGraw Hill Education

## Journals

1. *Income Tax Reports*, Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*, Taxmann Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*, Current Tax Reporter, Jodhpur.

## DSE-4: International Business

Credits 06

## DSE4T: International Business

### Course Content:

#### Unit 1:

- a. *Introduction to International Business*: Globalisation and its importance in world economy; Impact of globalization; International business vs. domestic business: Complexities of international business; Modes of entry into international business.
- b. *International Business Environment*: National and foreign environments and their components - economic, cultural and political-legal environments

#### Unit –II

- a. *Theories of International Trade* – an overview ( Classical Theories, Product Life Cycle theory, Theory of National Competitive Advantage); Commercial Policy Instruments - tariff and non-tariff measures – difference in Impact on trade, types of tariff and non tariff barriers ( Subsidy, Quota and Embargo in detail) ; Balance of payment account and its components.
- b. *International Organizations and Arrangements*: WTO – Its objectives, principles, organizational structure and functioning; An overview of other organizations – UNCTAD, Commodity and other trading agreements (OPEC).

#### Unit –III

- a. *Regional Economic Co-operation*: Forms of regional groupings; Integration efforts among **countries in Europe, North America** and Asia (NAFTA, EU , ASEAN and SAARC) .
- b. *International Financial Environment*: International financial system and institutions (IMF and World Bank – Objectives and Functions) ; Foreign exchange markets and risk management; Foreign investments - types and flows; Foreign investment in Indian perspective

#### Unit –IV

- a. Organisational structure for international business operations; International business negotiations.
- b. *Developments and Issues in International Business*: Outsourcing and its potentials for India; Role of IT in international business; International business and ecological considerations.

#### Unit –V

- a. Foreign Trade Promotion Measures and Organizations in India; Special economic zones (SEZs) and export oriented units (EOUs), ; Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.
- b. Financing of foreign trade and payment terms – sources of trade finance ( Banks, factoring, forfaiting, Banker’s Acceptance and Corporate Guarantee) and forms of

payment (Cash in advance, Letter of Credit, Documentary Collection, Open Account)

**Suggested Readings:**

- Charles W.L. Hill and Arun Kumar Jain, *International Business*. New Delhi: McGraw Hill Education
- Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. *International Business*. Pearson Education
- Johnson, Derbe., and Colin Turner. *International Business - Themes & Issues in the Modern Global Economy*. London: Routledge.
- Sumati Varma, *International Business*, Pearson Education.
- Cherunilam, Francis. *International Business: Text and Cases*. PHI Learning
- Michael R. Czinkota. et al. *International Business*. Fortforth: The Dryden Press.
- Bennett, Roger. *International Business*. Pearson Education.
- Peng and Srivastav, *Global Business*, Cengage Learning

**OR**

**DSE-4: Industrial Relations and Labour Laws**

**Credits 06**

**DSE4T: Industrial Relations and Labour Laws**

**Course Content:**

**Unit 1: Industrial Relations (IR)**

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment, Evolution of IR in India; Role of State; Trade Union;

Employers' Organisation; Human Resource Management and IR Role of ILO in Industrial Relations, International Dimensions of IR

**Unit 2: Trade Union**

Trade Union: Origin and growth, unions after Independence, unions in the era of liberalisation; Factors Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Major Provisions of Trade Union Act 1926

**Unit 3: Collective Bargaining and Workers' Participation in Management**

- a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of Collective Bargaining, pre-requisites, issues involved; Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining
- b) Workers' Participation in Management: Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing

#### **Unit 4: Discipline and Grievance Redressal**

Discipline: Causes of indiscipline, Maintenance of discipline and misconduct; Highlights of domestic enquiries; Principle of Natural Justice; Labour turnover; Absenteeism; Grievance: Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure; salient features of Industrial Employment (Standing orders) Act 1946

#### **Unit 5:**

- a) **The Industrial Disputes Act, 1947:** Definitions of Industry, workman, and Industrial Dispute; Authorities under the Act: Procedure, Powers and Duties of Authorities; Strikes and Lock outs: Lay-off and Retrenchment: Provisions relating to Layoff, Retrenchment, and closure
- b) **The Factories Act, 1948:** Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages

#### **Suggested Readings:**

- PK Padhi, *Industrial Relations and Labour Law*, PHI Learning
- Arun Monappa, *Industrial Relations and Labour Law*, McGraw Hill Education
- SC Srivastav, *Industrial Relations and Labour Law*, Vikas Publishing House
- C.S Venkata Ratnam, *Industrial Relations*, Oxford University Press
- P.L. Malik's *Handbook of Labour and Industrial Law, Vol 1 and 2*, Eastern Book Company
- JP Sharma, *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd

#### **DSE-4 : Business Research Methods and Project Work**

**Credits 06**

#### **DSE4T : Business Research Methods and Project Work**

#### **Section A: Business Research Methods**

**(Markes-50)**

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

Meaning of research; Scope of Business Research; Purpose of Research – Exploration, Description, Explanation; Unit of Analysis – Individual, Organization, Groups, and Data Series; Conception, Construct, Attributes, Variables, and Hypotheses

#### **Unit 2: Research Process**

An Overview; Problem Identification and Definition; Selection of Basic Research Methods- Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based Research, Longitudinal Studies, Panel Studies

#### **Unit 3: Measurement and Hypothesis Testing**

**Measurement:** Definition; Designing and writing items; Uni-dimensional and Multi-dimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurstone, Likert and Semantic Differential scaling, Paired Comparison; Sampling –Steps, Types, Sample Size Decision; Secondary data sources

**Hypothesis Testing:** Tests concerning means and proportions; ANOVA, Chi-square test and other Non-parametric tests . Testing the assumptions of Classical Normal Linear Regression

## **Section B: Project Report**

**(Markes-25)**

### **Report Preparation**

1. Project report to be prepared as assigned by the respective teacher/s of the concern colleges.
2. The students have to prepare the report following the standard procedure of project report writing and should give the reference and bibliography following APA style.
3. Viva-Voce.

*(Evaluation of Project Work is to be done by one external and one internal evaluator and the names of whom are to be decided by the concern college.)*

## **Skill Enhancement Course (SEC)**

**SEC-1 : E-Commerce  
(Theory & Practical)**

**Credits 02**

**SEC1T : E-Commerce**

### **Course Content:**

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

Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction , key elements of a business model and categorizing major E-commerce business models), forces behind ecommerce.

**Technology used in E-commerce:** The dynamics of World Wide Web and internet (meaning, evolution and features) ; Designing, building and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

#### **Unit 2: Security and Encryption:**

Need and concepts, the e-commerce security environment: (dimension, definition and scope of esecurity), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients),

#### **Unit 3: IT Act 2000 and Cyber Crimes**

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes.

#### **Unit 4: E-payment System:**

##### **(8 Lectures, )**

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

#### **Unit 5: On-line Business Transactions:**

##### **(8 Lectures)**

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment} Online shopping (amazon, snapdeal, alibaba, flipkart, etc.)

#### **Unit 6: Website designing**

##### **(18 Practical Lab)**

Introduction to HTML; tags and attributes: Text Formatting, Fonts, Hypertext Links, Tables, Images, Lists, Forms, Frames, Cascading Style Sheets.

#### **Practical : e- payment system, On-line Business Transactions & Website designing**

##### **1: E-payment System:**

###### **(4 Practical Lab)**

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

##### **2: On-line Business Transactions:**

###### **( 4 Practical Lab)**

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment} Online shopping (amazon, snapdeal, alibaba, flipkart, etc.)

##### **3: Website designing**

###### **(18 Practical Lab)**

Introduction to HTML; tags and attributes: Text Formatting, Fonts, Hypertext Links, Tables, Images, Lists, Forms, Frames, Cascading Style Sheets.

#### **Suggested Readings**

- Kenneth C. Laudon and Carlo Guercio Traver, *E-Commerce*, Pearson Education.
- David Whiteley, *E-commerce: Strategy, Technology and Applications*, McGraw Hill Education
- Bharat Bhaskar, *Electronic Commerce: Framework, Technology and Application, 4th Ed.*, McGraw Hill Education
- PT Joseph, *E-Commerce: An Indian Perspective*, PHI Learning
- KK Bajaj and Debjani Nag, *E-commerce*, McGraw Hill Education
- TN Chhabra, *E-Commerce*, Dhanpat Rai & Co.

- Sushila Madan, *E-Commerce*, Taxmann
- TN Chhabra, Hem Chand Jain, and Aruna Jain, *An Introduction to HTML*, Dhanpat Rai & Co.

## SEC-2 : Entrepreneurship

Credits 02

### SEC2T : Entrepreneurship

#### Course Content:

#### Unit 1: Introduction

Meaning, elements, determinants and importance of entrepreneurship and creative behavior; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship

#### Unit 2: Entrepreneurship and Micro, Small and Medium Enterprises

Concept of business groups and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioural orientations; Conflict in family business and its resolution

**Unit 3:** Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.

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

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

#### Unit 5: Mobilising Resources

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

#### Suggested Readings:

- Kuratko and Rao, *Entrepreneurship: A South Asian Perspective*, Cengage Learning.
- Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship*, McGraw-Hill Education
- Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*. Mumbai, Himalaya Publishing House.
- Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.
- Holt, David H. *Entrepreneurship: New Venture Creation*. Prentice-Hall of India, New Delhi.
- Plsek, Paul E. *Creativity, Innovation and Quality*. (Eastern Economic Edition),

- New Delhi: Prentice-Hall of India. ISBN-81-203-1690-8.
- Singh, Nagendra P. *Emerging Trends in Entrepreneurship Development*. New Delhi: ASEED.
  - SS Khanka, *Entrepreneurial Development*, S. Chand & Co, Delhi.
  - K Ramachandran, *Entrepreneurship Development*, McGraw-Hill Education
  - SIDBI Reports on Small Scale Industries Sector.

**OR**

**SEC- 2 : Personal Selling and Salesmanship**

**Credits 02**

**SEC2T : Personal Selling and Salesmanship**

**Course Content:**

**Unit 1:**

**Introduction to Personal Selling:** Nature and importance of personal selling, myths of selling, Difference between Personal Selling, Salesmanship and Sales Management, Characteristics of a good salesman, types of selling situations, types of salespersons, Career opportunities in selling, Measures for making selling an attractive career.

**Unit- II**

**Buying Motives:** Concept of motivation, Maslow's theory of need hierarchy; Dynamic nature of motivation; Buying motives and their uses in personal selling

**Unit- III**

**Selling Process:** Prospecting and qualifying; Pre-approach; Approach; Presentation and demonstration; handling of objections; Closing the sale; Post sales activities.

**Unit- IV**

**Sales Reports:** reports and documents; sales manual, Order Book, Cash Memo; Tour Diary, Daily and Periodical Reports; Ethical aspects of Selling

**Suggested Readings:**

- Spiro, Stanton, and Rich, *Management of the Sales force*, McGraw Hill.
- Rusell, F. A. Beach and Richard H. Buskirk, *Selling: Principles and Practices*, McGraw Hill
- Futrell, Charles, *Sales Management: Behaviour, Practices and Cases*, The Dryden Press.
- Still, Richard R., Edward W. Cundiff and Norman A. P. Govoni, *Sales Management: Decision Strategies and Cases*, Prentice Hall of India Ltd., New Delhi,
- Johnson, Kurtz and Schueing, *Sales Management*, McGraw Hill
- Pedesson, Charles A. Wright, Milburn d. And Weitz, Barton A., *Selling: Principles and Methods*, Richard, Irvin
- Kapoor Neeru, *Advertising and personal Selling*, Pinnacle, New Delhi.

## **Generic Elective(GE)**

*[ For B Com (Hons) in Accounting & Finance]*

**GE-1: Micro Economics**

**Credits 06**

**GE1T: Microeconomics**

**Course Contents:**

### **Unit 1: Demand and Consumer Behaviour**

Concepts of revenue: marginal and Average: Revenue under conditions of Perfect and imperfect competition Elasticity of demand: price, income and cross. Consumer Behaviour: Indifference curve analysis of consumer behavior; Consumer's equilibrium (necessary and sufficient conditions). Price elasticity and price consumption curve, income consumption curve and Engel curve, price change and income and substitution effects. Indifference curves as an analytical tool (cash subsidy v/s. kind subsidy). Revealed Preference Theory.

### **Unit 2: Production and Cost**

Production isoquants, marginal rate of technical substitution, economic region of production, optimal combination of resources, the expansion path, isoclines, returns to scale using isoquants.

Cost of Production: Social and private costs of production, long run and short run costs of production. Economies and diseconomies of scale and the shape to the long run average cost. Learning curve and economies of scope.

### **Unit 3: Perfect Competition**

Perfect competition: Assumptions. Equilibrium of the firm and the industry in the short and the long runs, including industry's long run supply curve. Measuring producer surplus under perfect competition. Stability Analysis – Walrasian and Marshallian. Demand - supply analysis including impact of taxes and subsidy.

### **Unit 4: Monopoly**

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. Horizontal and vertical integration of firms. The social costs of monopoly power including deadweight loss. Degrees of price discrimination.

### **Unit 5: Imperfect Competition**

Monopolistic Competition and Oligopoly: Monopolistic competition price and output decision-equilibrium. Monopolistic Competition and economic efficiency Oligopoly and Interdependence – Cournot's duopoly model, Stackelberg model, Kinked demand model. Prisoner's dilemma, collusive oligopoly – price-leadership model – dominant firm, cartels, sales maximization, Contestable markets theory. Pricing Public Utilities.

### **Suggested Readings:**

- Pindyck, R.S., D. L. Rubinfeld and P. L. Mehta; *Microeconomics*, Pearson Education.
- N. Gregory Mankiw, *Principles of Micro Economics*, Cengage Learning
- Maddala G.S. and E. Miller; *Microeconomics: Theory and Applications*, McGraw-Hill Education.

- Salvatore, D. *Schaum's Outline: Microeconomic Theory*, McGraw-Hill, Education.
- Case and Fair, *Principles of Micro Economics*, Pearson Education
- Koutsiyannis, *Modern Micro Economic Theory*.
- C Snyder, *Microeconomic Theory: Basic Principles and Extensions*, Cengage Learning

## **GE- 2 : Macro Economics**

**Credits 06**

### **GE2T : Macro Economics**

#### **Course Content:**

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

concepts and variables of macroeconomics, income, expenditure and the circular flow, components of expenditure. Static macroeconomic analysis short and the long run – determination of supply, determination of demand, and conditions of equilibrium

#### **Unit 2: Economy in the short run**

IS–LM framework, fiscal and monetary policy, determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand aggregate supply analysis.

#### **Unit 3: Inflation, Unemployment and Labour market**

Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation; Unemployment – natural rate of unemployment, frictional and wait unemployment. Labour market and its interaction with production system; Phillips curve, the trade-off between inflation and unemployment, sacrifice ratio, role of expectations adaptive and rational

#### **Unit 4: Open economy**

Open economy – flows of goods and capital, saving and investment in a small and a large open economy, exchange rates, Mundell – Fleming model with fixed and flexible prices in a small open economy with fixed and with flexible exchange rates, interest-rate differentials case of a large economy.

#### **Unit 5:**

Behavioral Foundations- Investment –determinants of business fixed investment, effect of tax, determinants of residential investment and inventory investment. Demand for Money – Portfolio and transactions theories of demand for real balances, interest and income elasticities of demand for real balances. Supply of money

#### **Suggested Readings**

- Mankiw, N. Gregory. *Principles of Macroeconomics*. Cengage Learning
- Robert J Gordon, *Macroeconomics*, Pearson Education
- Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
- Rudiger Dornbusch and Stanley Fischer, *Macroeconomics*. McGraw-Hill Education.

- Rudiger Dornbusch, Stanley Fischer, and Richard Startz, *Macroeconomics*, McGraw-Hill Education
- Oliver J. Blanchard, *Macroeconomics*, Pearson Education
- G. S. Gupta, *Macroeconomics: Theory and Applications*, McGraw-Hill Education
- Shapiro, *Macroeconomic Analysis*,
- Paul A Samuelson, William D Nordhaus, and Sudip Chaudhuri, *Macroeconomic*, McGraw-Hill Education
- S N Singh, **सामे अथशो**, Pearson Education

**GE-3 : Business Statistics**

**Credits 06**

**( Theory & Practical)**

**GE-3T : Business Statistics**

**Credits 04**

**Course Content:**

**Unit 1: Statistical Data and Descriptive Statistics**

- a. Nature and Classification of data: univariate, bivariate and multivariate data; time-series and cross-sectional data
- b. Measures of Central Tendency
  - i. Mathematical averages including arithmetic mean, geometric mean and harmonic mean. Properties and applications.
  - ii. Positional Averages
- c. Mode and Median (and other partition values including quartiles, deciles, and percentiles) (including graphic determination)
- d. Measures of Variation: absolute and relative.  
Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance
- e. Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis

**Unit 2: Probability and Probability Distributions**

- a. Theory of Probability. Approaches to the calculation of probability; Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required); Conditional probability and Bayes' Theorem (Proof not required)
- b. Expectation and variance of a random variable
- c. Probability distributions:
  - i. Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution
  - ii. Poisson distribution: Probability function, (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution
  - iii. Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities

**Unit 3: Simple Correlation and Regression Analysis**

- a. **Correlation Analysis:** Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; calculation and properties (Proof not required). Correlation and Probable error; Rank Correlation
- b. **Regression Analysis:** Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate and its use in interpreting the results.

#### Unit 4: Index Numbers

Meaning and uses of index numbers; Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted Tests of adequacy of index numbers, Base shifting, splicing and deflating. Problems in the construction of index numbers; Construction of consumer price indices: Important share price indices, including BSE SENSEX and NSE NIFTY

#### Unit 5: Time Series Analysis

Components of time series; Additive and multiplicative models; Trend analysis: Fitting of trend line using principle of least squares – linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages; Seasonal variations: Calculation of Seasonal Indices using Simple averages, Ratio-to-trend, and Ratio-to-moving averages methods. Uses of Seasonal Indices

#### UNIT 6: Sampling Concepts, Sampling Distributions and Estimation:

**Sampling:** Populations and samples, Parameters and Statistics, Descriptive and inferential statistics; Sampling methods (including Simple Random sampling, Stratified sampling, Systematic sampling, Judgement sampling, and Convenience sampling)

**Concept of Sampling distributions and Theory of Estimation:** Point and Interval estimation of means (large samples) and proportions.

#### GE3P: Practical (Practical Lab: 26)

**Credits 02**

The students will be familiarized with software (Spreadsheet and/or SPSS) and the statistical and other functions contained therein related to formation of frequency distributions and calculation of averages, measures of Dispersion and variation, correlation and regression coefficient.

#### Suggested Readings:

- Levin, Richard, David S. Rubin, Sanjay Rastogi, and HM Siddiqui. *Statistics for Management*. 7th ed., Pearson Education.
- David M. Levine, Mark L. Berenson, Timothy C. Krehbiel, P. K. Viswanathan, *Business Statistics: A First Course*, Pearson Education.
- Siegel Andrew F. *Practical Business Statistics*. McGraw Hill Education.
- Gupta, S.P., and Archana Agarwal. *Business Statistics*, Sultan Chand and Sons, New Delhi.
- Vohra N. D., *Business Statistics*, McGraw Hill Education.

- Murray R Spiegel, Larry J. Stephens, Narinder Kumar. Statistics (Schaum's Outline Series), McGraw Hill Education.
- Gupta, S.C. *Fundamentals of Statistics*. Himalaya Publishing House.
- Anderson, Sweeney, and Williams, *Statistics for Students of Economics and Business*, Cengage Learning.

## **GE-4 : Indian Economy**

**Credits 06**

### **GE4T : Indian Economy**

#### **Course Content:**

#### **Unit 1: Basic Issues in Economic Development**

Concept and Measures of Development and Underdevelopment; Human Development

#### **Unit 2: Basic Features of the Indian Economy at Independence**

Composition of national income and occupational structure, the agrarian scene and industrial structure

#### **Unit 3: Policy Regimes**

- a) The evolution of planning and import substituting industrialization.
- b) Economic Reforms since 1991.
- c) Monetary and Fiscal policies with their implications on economy

#### **Unit 4: Growth, Development and Structural Change**

- a) The experience of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions.
- b) The Institutional Framework: Patterns of assets ownership in agriculture and industry; Policies for restructuring agrarian relations and for regulating concentration of economic power;
- c) Changes in policy perspectives on the role of institutional framework after 1991.
- d) Growth and Distribution; Unemployment and Poverty; Human Development; Environmental concerns.
- e) Demographic Constraints: Interaction between population change and economic development.

#### **Unit 5: Sectoral Trends and Issues**

- a) *Agriculture Sector*: Agrarian growth and performance in different phases of policy regimes i.e. pre green revolution and the two phases of green revolution; Factors influencing productivity and growth; the role of technology and institutions; price policy, the public distribution system and food security.
- b) *Industry and Services Sector*: Phases of Industrialisation – the rate and pattern of industrial growth across alternative policy regimes; Public sector – its role, performance and reforms; The small scale sector; Role of Foreign capital.
- c) *Financial Sector*: Structure, Performance and Reforms. Foreign Trade and balance of Payments: Structural Changes and Performance of India's Foreign Trade and Balance of Payments; Trade Policy Debate; Export policies and performance;

Macro Economic Stabilisation and Structural Adjustment; India and the WTO,  
Role of FDI, Capital account convertibility,

**Suggested Readings:**

- Mishra and Puri, *Indian Economy*, Himalaya Publishing House
- IC Dhingra, *Indian Economics*, Sultan Chand & Sons
- Gaurav Dutt and KPM Sundarum, *Indian Economy*, S. Chand & Company.
- Bhagwati, J. and Desai, P. *India: Planning for industrialization*, OUP, Ch 2.
  
- Patnaik, Prabhat. *Some Indian Debates on Planning*. T. J. Byres (ed.). *The Indian Economy: Major Debates since Independence*, OUP.
- Ahluwalia, Montek S. *State-level Performance under Economic Reforms in India* in A. O. Krueger. (ed.). *Economic Policy Reforms and the Indian Economy*, The University of Chicago Press.
- Dreze, Jean and Amartya Sen. *Economic Development and Social Opportunity*. Ch. 2. OUP.
- Khanna, Sushil. *Financial Reforms and Industrial Sector in India*. *Economic and Political Weekly*. Vol. 34. No. 45.
- Uma Kapila (ed), “*Indian Economy since Independence*”, Relevant articles.
- Rangarajan, C. and N. Jadhav. *Issues in Financial Sector Reform*. Bimal Jalan. (ed). *The Indian Economy*. Oxford University Press, New Delhi.

**END**