

**Syllabus and Scheme of Examination  
for  
B.Com Programme**

**(Draft approved by Faculty of Commerce and Business on 26-6-15)**

of

*University Grants Commission  
New Delhi*

Under

**Choice Based Credit System**

**Department of Commerce  
Delhi School of Economics  
University of Delhi**

2015

**B. Com Programme : Three-Year (6-Semester) CBCS Programme*****Basic Structure: Distribution of Courses***

1	Ability Enhancement Compulsory Course	2 Papers of 2 Credit Hrs. each (Total Credit Hrs. 2X2)	<b>4</b>
2	Skill Enhancement Courses	4 Papers of 2 Credit Hrs. each (Total Credit Hrs. 4X2)	<b>8</b>
3	Core Course	12 Papers of 6 Credit Hrs. each (Total Credit Hrs. 12X6) (5 Lectures and 1 Tutorial)	<b>72</b>
4	Discipline Specific Elective	4 Papers of 6 Credit Hrs. each (Total Credit Hrs. 4X6) (5 Lectures and 1 Tutorial)	<b>24</b>
5	Generic Elective	2 Papers of 6 Credit Hrs. each (Total Credit Hrs. 2X6) (5 Lectures and 1 Tutorial)	<b>12</b>
	<b>Total Credit Hrs</b>		<b>120</b>

Notes:

- 1 **Ideal Lecture Class size: 50 to 60 students**
- 2 **Ideal Tutorial group Size: 12 to 15 students**
- 3 **Ideal Laboratory Practical Batch Size: 20 Students**

<b>B. Com Programme : Three-Year (6-Semester) CBCS Programme</b> (Draft approved by Faculty of Commerce and Business on 26-6-15)		
<b>Course Structure</b>		
<b>Semester I</b>		
1.1	Environmental Studies	Ability Enhancement Compulsory Course (AECC-1)
1.2	Financial Accounting	Core Course (DSC-1)
1.3	Business Organisation and Management	Core Course (DSC-2)
1.4	Generic Elective (Any one of the following)	Generic Elective (GE-1)
	(a) Principles of Micro Economics	
	(b) New Venture Planning	
<b>Semester II</b>		
2.1	Language: English/Hindi/Modern Indian Language	Ability Enhancement Compulsory Course (AECC-2)
2.2	Business Laws	Core Course (DSC-3)
2.3	Business Mathematics and Statistics	Core Course (DSC-4)
2.4	Generic Elective (Any of the following)	Generic Elective (GE-2)
	(a) Principles of Macro Economics	
	(b) Economics of Regulation of Domestic and Foreign Exchange Markets	
<b>Semester III</b>		
3.1	Company Law	Core Course (DSC-5)
3.2	Income Tax Laws	Core Course (DSC-6)
3.3	Discipline Specific Elective (Any one of the following)	Discipline Specific Elective (DSE-1)
	(a) Indian Economy	
	(b) Financial Markets and Institutions	
3.4	Skill Based (Any one of the following)	Skill Enhancement Course (SEC-1)
	(a) Banking and Insurance	
	(b) Financial Analysis and Reporting	
<b>Semester IV</b>		
4.1	Indirect Tax Laws	Core Course (DSC-7)

4.2	Corporate Accounting	Core Course (DSC-8)
4.3	Discipline Specific Elective (Any one of the following)	Discipline Specific Elective (DSE-2)
	(a) Human Resource Management	
	(b) Industrial Laws	
4.4	Skill Based (Any one of the following)	Skill Enhancement Course (SEC-2)
	(a) E-Commerce	
	(b) Investing in Stock Markets	
	<b>Semester V</b>	
5.1	Auditing and Corporate Governance	Core Course (DSC-9)
5.2	Cost Accounting	Core Course (DSC-10)
5.3	Discipline Specific Elective (Any one of the following)	Discipline Specific Elective (DSE-3)
	(a) Principles of Marketing	
	(b) Training and Development	
5.4	Skill Based (Any one of the following)	Skill Enhancement Course (SEC-3)
	(a) Computer Applications in Business	
	(b) Advertising	
	<b>Semester VI</b>	
6.1	Fundamentals of Financial Management	Core Course (DSC-11)
6.2	Business Communication	Core Course (DSC-12)
6.3	Skill Based (Any one of the following)	Skill Enhancement Course (SEC-4)
	(a) Personal Selling and Salesmanship	
	(b) Cyber Crimes and Laws	
6.4	Discipline Specific Elective(Any <i>one</i> of the following)	Discipline Specific Elective (DSE-4)
	(a) International Business	
	(b) Consumer Affairs and Customer Care	
	(c) Entrepreneurship and Small Business	
	(d) Organisational Behaviour	
	(e) Indian Polity and Governance	
	(f) Office Management and Secretarial Practice	
	(g) Corporate Tax Planning	
	(h) Fundamentals of Investment	
	(i) Management Accounting	

**B.Com.: Semester I  
Paper 1.2: Financial Accounting****Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

**Unit I: (a) Theoretical Framework****5 Lectures**

- 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. International Financial Reporting Standards (IFRS): - Need and procedures, Convergence to IFRS, Distinction between Indian Accounting Standards (Ind ASs) and Accounting Standards (ASs).

**(b) Accounting Process****12 Lectures**

From recording of a business transaction to preparation of trial balance including adjustments: Capital and Revenue expenditure & receipts, Preparation trial balance, Profit and Loss Account and Balance Sheet(Sole Proprietorship only).

**Unit II: (a) Business Income****8 Lectures**

- i. Measurement of business income-Net income: the accounting period, the continuity doctrine and matching concept. Objectives of measurement.
- ii. Revenue: concept, revenue recognition principles, 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.

**(b) Preparation of financial statements of not for profit organizations.****8 Lectures****Unit III: Accounting for Hire Purchase and Installment System, Consignment, and Joint Venture****15 Lectures**

- i) Accounting for Hire Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire purchaser for large value items including default and repossession, stock and debtors system.
- ii) Consignment: Features, Accounting treatment in the books of the consignor and consignee.

iii) Joint Venture: Accounting procedures: Joint Bank Account, Records Maintained by Co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).

**Unit IV: Accounting for Inland Branches****9 Lectures**

Inland Branches; Dependent branches only and Ascertainment of Profit by Debtors Method & Stock and Debtors Method.

**Unit V: Accounting for Dissolution of Partnership Firm****8 Lectures**

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

**Option to Unit V****8 Lectures**

Computerized Accounting System (using any popular accounting software); Creation of Vouchers; recording transactions; preparing reports, cash book, bank book, ledger accounts, trial balance, Profit and loss account, Balance Sheet.

**Note:**

1. Any revision of relevant accounting standard issued by ICAI would become applicable immediately.
2. Examination Scheme for Computerised Accounts – Practical for 20 marks. The practical examination will be for 1 hour.
3. Theory Exam shall carry 80 /100 marks.
4. Theory exam will be of 3 hours but in case of computerized accounts theory exam will be of 2<sup>1/2</sup> hours.

**Suggested Readings:**

1. Lal, Jawahar and Seema Srivastava, Financial Accounting, Himalaya Publishing House.
2. Monga, J.R., Financial Accounting: Concepts and Applications, Mayoor Paper Backs, New Delhi.
3. Shukla, M.C., T.S. Grewal and S.C.Gupta. Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi.
4. S. N. Maheshwari, Financial Accounting, Vikas Publication, New Delhi. T.S, Grewal, Introduction to Accounting, S. Chand and Co., New Delhi
5. P.C. Tulsian, Financial Accounting, Tata McGraw Hill, New Delhi.
6. Bhushan Kumar Goyal and HN Tiwari, Financial Accounting, Vikas publishing House, New Delhi.
7. Jain, S.P. and K.L. Narang. Financial Accounting. Kalyani Publishers, New Delhi.
8. *Compendium of Statements and Standards of Accounting*. The Institute of Chartered Accountants of India, New Delhi
9. Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning
10. Horn green, Introduction to Financial Accounting, Pearson Accounting

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

**B.Com.: Semester I****Paper 1.3: Business Organisation and Management****Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The course aims to provide basic knowledge to the students about the organisation and management of a business enterprise.

**Contents****Unit I: Foundation of Indian Business****15 Lectures**

Spectrum of Business Activities, Manufacturing and service sectors. India's experience of liberalization and globalization, Technological innovations and skill development. 'Make in India' Movement. Social Multinational Corporations and Indian transnational companies. Social responsibility and ethics. Emerging opportunities in business; Franchising, Outsourcing, and E-commerce.

**Unit II: Business Enterprises****10 Lectures**

Sole Proprietorship, One Person Company, Joint Hindu Family Firm, Partnership firm, Joint Stock Company, Cooperative society; Limited Liability Partnership. Choice of Form of Organisation. Entrepreneurial Process- Idea generation, Feasibility study. Basic considerations in setting up a Business Enterprise.

**Unit III: The Process of Management****10 Lectures**

Planning; Decision-making; Strategy Formulation.

Organizing: Basic Considerations; Departmentation – Functional, Project, Matrix and Network; Delegation and Decentralisation of Authority; Dynamics of group behaviour.

**Unit IV****20 Lectures**

Leadership: Concept and Styles; Trait and Situational Theory of Leadership.

Motivation: Concept and Importance; Maslow Need Hierarchy Theory; Herzberg Two Factors Theory, McGregor and Ouchi theory. Control: Concept and Process. Communication: Process and Barriers. Transactional Analysis (TA), Johari Window.

Change Management: Resistance to change and strategies to manage change, conflict levels, causes and resolution. Functional and Dysfunctional aspects of conflict.

Emerging issues in management.

**Unit V****10 Lectures**

Conceptual framework of Marketing Management, Financial Management, and Human Resource Management.

**Suggested Readings:**

1. Singh, B.P. & Chhabra, T.N., *Business Organisation and Management*, Sun India Publications, New Delhi.
2. Shankar, Gauri; *Modern Business Organisation*, Mahavir Book Depot, New Delhi.
3. Tulsian, P.C.; *Business Organisation & Management*, Pearson Education, New Delhi.

4. Tripathi, P.C.; *Principles of Management*, Tata McGraw Hill Publishing, New Delhi.
5. Barry, Jim, Chandler, John, Clark, Heather; *Organisation and Management*, Thompson Learning, New Delhi.
6. Bushkirk, R.H.; *Concepts of Business: An Introduction to Business System*, Dryden Press, NY.
7. Douglas, MCgregor.; *The Human Side of Enterprise*, McGraw Hill, New York.
8. Kotler, Philip; *Marketing Management: Analysis, Planning, Implementation & Control*, Prentice-Hall of India, New Delhi.
9. Robbins, Stephen P.; *Business Today: New World of Business*, Harcourt College Publishers, Fortworth.
10. Buffa, Elwood S.; *Production/Operations Management*, Prentice Hall of India, New Delhi.

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



**B.Com.: Semester I**  
**Paper 1.4 (a): Principles of Micro Economics**

Duration: 3 hrs.

Max. Marks: 100

Lectures: 65

**Objective:** Objective of the course is to acquaint the students with the concepts of micro economics dealing with consumer behaviour and make them understand the supply side of the market through the production and cost behaviour of firms.

**Contents****Unit I: Introduction****12 Lectures**

- a) **Demand and Supply:** Determinants of demand, movements vs. shift in demand curve, Determinants of Supply, Movement along a supply curve vs. shift in supply curve; -Market equilibrium and price determination.
- b) Elasticity of demand and supply.
- c) Application of demand and supply.

**Unit II: Consumer Theory****8 Lectures**

**Ordinal Utility theory:** (Indifference curve approach): Consumer's preferences; Indifference curves; Budget line; Consumer's equilibrium; Income and substitution effect; Price consumption curve and the derivation of demand curve for a commodity; Criticisms of the law of demand.

**Unit III: Production and Cost****12 Lectures**

- a) Production: Firm as an agent of production. Concepts of Production function. Law of variable proportions; Isoquants; Return to scale. Economics and Diseconomies of scale.
- b) Costs: Costs in the short run. Costs in the long run, Profit maximization and cost minimization. Equilibrium of the firm, Technological Change: the very long run.

**Unit IV: Market Structure****10 Lectures**

- (a). **Perfect Competition:** Assumption; Theory of a firm under perfect competition; Demand and Revenue; Equilibrium of the firm in the short run and long run, The long run industry supply curve: increasing, decreasing and constant cost industry. Allocation efficiency under perfect competition
- (b). **Monopoly:** Short-run and long-run equilibrium of monopoly firm; Concept of supply curve under monopoly; Allocation inefficiency and dead-weight loss monopoly; Price discrimination.
- (c). **Imperfect Competition:** Difference between perfect competitions, monopoly and imperfect competition;
  - (i) Monopolistic Competition: Assumption; Short – run Equilibrium; Long run Equilibrium; Concepts of excess capacity; Empirical relevance.
  - (ii) Oligopoly: Causes for the existence of oligopolistic firms in the market rather than perfect Competition; Cooperative vs. Non cooperative Behaviour and dilemma of oligopolistic firms.

**Unit V: Income Distribution and Factor Pricing****13 Lectures**

Demand for factors. Supply of factor, backward bending supply curve for labor concepts of economic rent; Functional Distribution of Income.

**Suggested Readings:**

1. Salvatore, D. Schaum's, *Outline of Theory and Problems of Microeconomic Theory*, McGraw-Hill, International Edition, New Delhi.
2. Ahuja, H.L., *Business Economics*, S. Chand & Co., New Delhi.
3. Pindyck, R.S., and D.L. Rubinfeld, *Microeconomics*, Prentice-Hall of India Pvt. Ltd.
4. Deepashree, *Business Economics*, Ane Books Pvt. Ltd., New Delhi.
5. Varian, H.R., *Intermediate Microeconomics: A Modern Approach*, Affiliated East-West Press, New Delhi.

**Note: Latest edition of text books shall be used.**

**B.Com.: Semester I**  
**Paper 1.4 (b): New Venture Planning**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The curriculum aims at giving exposure to students regarding different aspects of setting up a new business. After completing the course student should be able to develop an understanding of the process of identifying various sources of new business ideas of products and services. The understanding of this paper will help them to examine, evaluate and approach different sources of finance, the nature of marketing effort required and to develop a comprehensive business plan.

**Unit I: Starting New Ventures****12 Lectures**

Opportunity identification. The search for new ideas. Source of innovative ideas. Techniques for generating ideas. Entrepreneurial imagination and creativity: The role of creative thinking. Developing your creativity. Impediments to creativity.

**Unit II: Methods to Initiate Ventures****12 Lectures**

The pathways to New Ventures for Entrepreneurs, Creating New Ventures. Acquiring an established Venture: Advantages of acquiring an ongoing Venture. Examination of key issues. Franchising: How a Franchise works. Franchise law. Evaluating the franchising opportunities.

**Unit III: Legal Challenges in Setting up Business****12 Lectures**

Intellectual Property Protection: Patents, Trademarks, and Copyrights. Requirements and Procedure for filing a Patent, Trademark, and Copyright. Legal acts governing businesses in India. Identifying Form of Organisation: Sole Proprietorship, Partnership, Limited Liability Partnership and Company.

**Unit IV: The Search for Entrepreneurial Capital****12 Lectures**

The Entrepreneur's Search for Capital. The Venture Capital Market. Criteria for evaluating New-Venture Proposals. Evaluating the Venture Capitalist. Financing stages. Alternate Sources of Financing for Indian Entrepreneurs. Bank Funding. Government Policy Packages. State Financial Corporations (SFCs). Business Incubators and Facilitators. Informal risk capital: Angel Investors.

**Unit V: The Marketing Aspects of New Ventures****7 Lectures**

Developing a Marketing Plan: Customer Analysis, Sales Analysis and Competition Analysis. Market Research. Sales Forecasting. Evaluation. Pricing Decision.

**Unit VI: Business Plan Preparation for New Ventures****10 Lectures**

Business Plan: Concept. Pitfalls to Avoid in Business Plan. Benefits of a Business Plan. Developing a Well-Conceived Business Plan. Elements of a Business Plan: Executive Summary. Business Description. Marketing: Market Niche and Market Share. Research, Design and Development. Operations. Management. Finances. Critical-Risk. Harvest Strategy. Milestone Schedule.

**Suggested Readings:**

1. Kuratko, D.F., and T. V. Rao, *Entrepreneurship: A South-Asian Perspective*, Cengage Learning.
2. Robert, H. M., Manimala, M. Peters, and D. Shepherd, *Entrepreneurship*, Tata McGraw Hill, India.
3. Barringer, B. R., and R. D. Ireland, *Entrepreneurship: Successfully Launching New Ventures*, Pearson Education, India.
4. Allen, K.R., *Launching New Ventures: An Entrepreneurial Approach*, Cengage Learning.
5. Hishrich., Peters, *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, Irwin.
6. Ramachandran, K., *Entrepreneurship Development*, Tata McGraw Hill, India.
7. Roy, Rajeev, *Entrepreneurship*, Oxford University Press.
8. Kumar, Arya, *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*, Pearson, India.
9. Holt, David H., *Entrepreneurship: New Venture Creation*, PHI Learning.
10. Nickels, William G; McHugh, James M, and Susan M McHugh; *Understanding Business*, Tata McGraw Hill.

**Note: Latest edition of the book may be used.**

**B.Com.: Semester II**  
**Paper- 2.2: Business Laws**

**Duration: 3 hrs.**

**Marks: 100**

**Lectures: 65**

**Objective:** The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

**Contents**

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

**13 Lectures**

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

**Unit II: Special Contracts**

**10 Lectures**

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

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

**10 Lectures**

- 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 non-owners
- d) Performance of contract of sale
- e) Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.
- f) Auction Sale

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

**20 Lectures**

- a) Salient Features of LLP
- b) Difference between LLP and Partnership, LLP and Company
- c) LLP Agreement
- d) Nature of LLP
- e) Partners and Designated Partners
- f) Incorporation Document
- g) Incorporation by Registration, Registered office of LLP and change therein
- h) Change of name
- i) Partners and their Relations
- j) Extent and limitation of liability of LLP and partners
- k) Whistle blowing
- l) Taxation of LLP

m) Conversion of LLP

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

**12 Lectures**

- a) Definitions under the Act
- b) Digital signature
- c) Electronic governance
- d) Attribution, acknowledgement and dispatch of electronic records
- e) Regulation of certifying authorities
- f) Digital signatures certificates
- g) Duties of subscribers
- h) Penalties and adjudication
- i) Appellate Tribunal
- j) Offences

**Suggested Readings:**

1. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
2. Kuchhal M C, *Business Laws*, Vikas Publishing House, New Delhi
3. Tulsian P.C., *Business Law*, Tata McGraw Hill, New Delhi.
4. Sharma, J.P. and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd., New Delhi.
5. Sharma, J.P. and Sunaina Kanojia, *Vyavsayik Sanniyam*, Delhi University Hindi Cell.
6. Chadha P R *Business Law*, Galgotia Publishing Company, New Delhi
7. Maheshwari & Maheshwari, *Business Law*, National Publishing House, New Delhi.
8. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.

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

**B.Com.: Semester II**  
**Paper 2.3. Business Mathematics and Statistics**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The objective of this course is to familiarize students with the applications of Mathematics and statistical techniques in business decisions.

**Notes:**

1. Use of simple calculator is allowed.
2. Proofs of theorems / formulae are not required.
3. Trigonometric functions are not to be covered.

**Contents****Part – A: Business Mathematics****26 Lectures**

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

(b) **Differential Calculus:** Mathematical functions and their types – linear, quadratic, polynomial. Concepts of limit, and continuity of a function. Concept of differentiation. Rules of differentiation – simple standard forms. Applications of differentiation – elasticity of demand and supply. Maxima and Minima of functions (involving second or third order derivatives) relating to cost, revenue and profit.

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

**Part – B: Business Statistics****39 Lectures****Unit I: Uni-variate Analysis**

Measures of Central Tendency including Arithmetic mean, Geometric mean and Harmonic mean: properties and applications; Mode and Median. Partition values - quartiles, deciles, and percentiles. Measures of Variation: absolute and relative. Range, quartile deviation and mean deviation; Variance and Standard deviation: calculation and properties.

**Unit II: Bi-variate Analysis**

Simple Linear Correlation Analysis: Meaning, and measurement. Karl Pearson's co-efficient and Spearman's rank correlation. Simple Linear Regression Analysis: Regression equations and estimation. Relationship between correlation and regression coefficients.

**Unit III: Time-based Data: Index Numbers and Time Series Analysis**

Meaning and uses of index numbers; Construction of index numbers: Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Construction of consumer price indices.

Components of time series; additive and multiplicative models; Trend analysis: Finding trend by moving average method and Fitting of linear trend line using principle of least squares.

**Suggested Readings:****Business Mathematics:**

1. N. D. Vohra, *Business Mathematics and Statistics*, McGraw Hill Education (India) Pvt Ltd
2. J. K. Sharma, *Business Mathematics*, Ane Books Pvt. Ltd., New Delhi.
3. J.K. Thukral, *Mathematics for Business Studies*, Mayur Publications
4. J. K. Singh, *Business Mathematics*, Himalaya Publishing House.
5. E.T. Dowling, *Mathematics for Economics*, Schaum's Outlines Series, McGraw Hill Publishing Co.
6. Mizrahi and John Sullivan. *Mathematics for Business and Social Sciences*. Wiley and Sons.
7. Budnick, P. *Applied Mathematics*. McGraw Hill Publishing Co.

**Statistics:**

1. J. K. Sharma, *Business Statistics*, Pearson Education.
2. S.C. Gupta, *Fundamentals of Statistics*, Himalaya Publishing House.
3. S.P. Gupta and Archana Gupta, *Elementary Statistics*, Sultan Chand and Sons, New Delhi.
4. Richard Levin and David S. Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi.
5. M.R. Spiegel, *Theory and Problems of Statistics*, Schaum's Outlines Series, McGraw Hill Publishing Co.

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



**B.Com. Semester II**  
**Paper 2.4 (a): Principles of Macro Economics**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The course aims at providing the student with knowledge of basic concepts of the macro economics. The modern tools of macro-economic analysis are discussed and the policy framework is elaborated, including the open economy.

**Contents****Unit I: Introduction****2 Lectures**

Concepts and variables of macroeconomics, income, expenditure and the circular flow.

**Unit II: National Income Determination****20 Lectures**

Actual and potential GDP; Aggregate Expenditure – Consumption Function, Investment Function; Equilibrium GDP; Concepts of MPS, APS, MPC, APC. Autonomous Expenditure; The Concepts of Multiplier; National Income Determination in an Open Economy with Government- Fiscal Policy – Impact of Changes in Govt. Expenditure and Taxes, Net Export Function, Net Exports and Equilibrium GDP.

**Unit III: Inflation****18 Lectures**

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.

**Unit IV: Open Economy****13 Lectures**

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 V: IS-LM Framework****12 Lectures**

Derivation of IS and LM Functions; Joint determination of National Income and rate of Interest.

**Suggested Readings**

1. R. G. Lipsey and K. A. Chrystal – *Economics*, Chapters 20 to 28; (Oxford University press).
2. Mankiw N. Gregory, *Macroeconomic*, McMillan Worth Publishers, New York.
3. Dornbusch Rudiger and Stanley Fisher, *Macroeconomic*, McGraw Hill.
4. Deepashree, Vanita Agarwal, “*Macro Economics*”, Ane Books Pvt Ltd, New Delhi

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

**B.Com.: Semester-II****Paper2.4 (b): Economics of Regulation of Domestic and Foreign Exchange Markets****Duration: 3hrs.****Marks: 100****Lectures:65**

**Objective:** To acquaint students with the economics of regulation of domestic and foreign exchange markets.

**Contents****Unit – I Regulation of Domestic Markets****5 Lectures**

Basic functions of government; Market efficiency; Market failure; the meaning & cause; public policy towards monopoly and competition.

**Unit II: Foreign Trade Policy and Procedures****15 Lectures**

**Main Features:** Served from India Scheme; export promotion council; Vishesh Krishi and Gram UdyogYojana; focus market scheme, duty exemption and remission scheme, advance authorization scheme and DFRC, DEPB, EPCG, etc; EOUs, EHTPs, STPs, BPTs, and SEZs.

**Unit II: Industries Development Regulation****15 Lectures**

An overview of current Industrial Policy; Regulatory Mechanism under Industries Development and Regulation Act., 1951. The Micro, Small and Medium Enterprises Development Act, 2006. Term of office of Chairperson and other Members, Duties, Powers and Functions of Commission.

**Unit III: Foreign Exchange Market****5 Lectures**

Balance of Payments; Market for Foreign Exchange; Determination of Exchange Rates.

**Unit IV: The Foreign Exchange Management Act, 1999****25 Lectures**

Definitions; Authorized Person, Capital Account Transaction Currency, Current Account Transaction, Foreign Exchange, Person, Person Resident in India, Repatriate to India. Regulation and Management of Foreign Exchange: Dealing in Foreign Exchange, Holding of Foreign Exchange, current Account Transactions, Capital Account Transactions, Export of Goods and Services, Realization and Repatriation of Foreign Exchange, Contravention and Penalties, Enforcement of the Orders of Adjudicating Authority, Adjudication and Appeal.

**Suggested Readings:**

1. R.G. Lipsey & K.A. Chrystal- *Economics* Oxford Univ. Press.
2. Taxmann's Students Guide to *Economics Laws*, Taxman Allied Services Pvt. Ltd, New Delhi.
3. Taxman's, *Consumer Protection Law Manual with Practice Manual*, Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Suresh T. Viswanathan, *Law & Practice of Competition Act. 2002*, Bharat Law House, New Delhi.

5. Study Material *Economic and Labour Laws (Paper 5)* – The Institute of Company Secretaries of India.

**Note: Latest edition of text book may be used.**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013. Case studies involving issues in company laws are required to be discussed.

**UNIT I: Introduction****15 Lectures**

Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; formation of company, promoters and their legal position, pre incorporation contract and provisional contracts; on-line registration of a company.

**UNIT II: Documents****13 Lectures**

Memorandum of association and its alteration, articles of association and its alteration, doctrines of constructive notice and indoor management, prospectus, shelf prospectus and red herring prospectus, misstatement in prospectus; issue, allotment and forfeiture of share, calls on shares; issue of sweat capital; employee stock option; issue of bonus shares; transfer and transmission of shares, buyback; share certificate; D-Mat system.

**UNIT III: Management****12 Lectures**

Classification of directors, director identity number (DIN); appointment, removal of directors; legal positions, powers and duties; key managerial personnel, managing director, manager; committees of board of directors – audit committee, nomination and remuneration committee, stakeholders relationship committee, corporate social responsibility committee; prohibition of insider trading.

**UNIT IV: Company Meetings****10 Lectures**

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

**UNIT V: Dividends and Audit****10 Lectures**

Provisions relating to payment of dividend, provisions relating to books of account, provisions relating to audit, auditors' appointment, rotation of auditors, auditors' report, secretarial standards and secretarial audit; on-line filing of documents.

**UNIT IV: Winding Up****5 Lectures**

Concept and modes of winding up, Liquidator, National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT), Special Courts.

**Suggested Readings:**

1. Gowar, LCB, *Principles of Modern company Law*, Stevens & Sons, London.
2. Hanningan, Brenda, *Company Law*, Oxford University Press, U.K.
3. Kuchhal M C, *Corporate Laws*, Shri Mahaveer Book Depot, New Delhi.
4. Sharma, J.P., *An Easy Approach to Corporate Laws*, Ane Books Pvt. Ltd., New Delhi
5. Ramaiya, *A Guide to Companies Act*, LexisNexis, Wadhwa and Buttersworth.
6. Kannal, S., & V.S. Sowrirajan, *Company Law Procedure*, Taxman's Allied Services (P) Ltd., New Delhi.
7. Singh, Harpal, *Indian Company Law*, Galgotia Publishing, Delhi.
8. *Companies Act and Corporate Laws*, Bharat Law House Pvt Ltd, New Delhi.

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

**B.Com.: Semester III**  
**Paper 3.2: Income Tax Laws**

Duration: 3 hrs.

Marks: 100

Lectures: 65

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

Unit	Contents	lectures
I	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	9
II	Computation of income under different heads - Salaries - Income from house property	16
III	Computation of income under different heads - Profits and gains of business or profession - Capital gains - Income from other sources	20
IV	Total income and tax computation -Income of other persons included in assessee's total income - Aggregation of income and set-off and carry forward of losses -Deductions from gross total income -Rebates and reliefs	10
V	Computation of Total Income of individuals and firms Tax Liability of individual and firm Preparation of return of income	10

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

**Suggested readings:**

1. Singhania, Vinod K. and Monica Singhania. *Students' Guide to Income Tax, University Edition*. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. *Systematic Approach to Income Tax*. Bharat Law House, Delhi.
3. Pagare, Dinkar. *Law and Practice of Income Tax*. Sultan Chand and Sons, New Delhi.
4. Lal, B.B. *Income Tax Law and Practice*. Konark Publications, 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.

**Software**

1. Excel Utility available at *incometaxindiaefiling.gov.in*

**Note: Latest edition of text books and Software may be used.**

**B. Com.: Semester III**  
**Paper 3.3 (a): Indian Economy**

**Duration: 3 hrs.****Marks: 100****Lectures: 65****Unit I: Basic Issues in Economic Development****5 Lectures**

Characteristics of underdevelopment countries with special reference to India. Capital formation (physical and human), role of technology: sustainability, institutional factors.

**Unit II: Issues in Indian Planning****10 Lectures**

Objective and critical evaluation (Growth, self – reliance. Employment generation, inequality reduction, poverty removal modernization and competitiveness, economic reforms). Saving and investment; Mobilization of Internal and External finances, Centre State financial relation.

**Unit III: Policy Regimes****13 Lectures**

- a) The evolution of planning and import substituting industrialization.
- b) Economic reform and liberalization.

**Unit IV: Growth, Development and Structural Change****20 Lectures**

- 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.

**Unit V: Sector-wise Trends and Issues****17 Lectures**

- a) **Industry:** Industries Policy: pre and post 1991. Relative roles of large and small scale. Public vs. Private sector. The role and forms of foreign capital (Foreign Institutional Capital, Foreign Direct Investment.)
- b) **Foreign Trade:** Role and importance of foreign trade in India. The balance of trade and balance of payments situation.
- c) **Price:** Monetary and Fiscal policies.

**Suggested readings:**

1. M. A. Todaro, *Economics Development in the Third World*. Addison – Wesley... Chs. 1 -3.
2. Uma Kapila, “*Indian Economics since Independence*”. Academic Foundation.
3. Deepashree, *Indian Economy, Performance and Policies*, Ane Books Pvt. Ltd., New Delhi.
4. Arvind Virmani, *Accelerating Growth and Poverty Reduction: A Policy Framework for India's Development*.
5. Government of India. *Economics Survey*.
6. Government of India. *Five Year Plan*.
7. Government of India. *Finance Commission*.

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



**B.Com.: Semester III**  
**Paper 3.3 (b): Financial Markets and Institutions**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

**Unit I: An Introduction to Financial System and its Components****15 Lectures**

Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system. Financial Regulators in India: RBI, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates.

**Unit II: Financial Markets****25 Lectures**

Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview.

Capital Markets-functions, organization and instruments. Indian debt market; corporate debt market; slow growth of corporate debt market; Development of corporate bond market abroad. Indian equity market-primary and secondary markets; Role of stock exchanges in India.

**Unit III: Financial Institutions****25 Lectures**

Depository and non-depository 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). Regional Rural Banks. Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority.

**Suggested Readings:**

1. Bhole, L.M., *Financial Markets and Institutions*. Tata McGraw Hill Publishing Company
2. Khan, M.Y., *Indian Financial System-Theory and Practice*. New Delhi: Vikas Publishing House
3. Sharma, G.L., and Y.P. Singh eds. *Contemporary Issues in Finance and Taxation*. Academic Foundation, Delhi
4. Khan and Jain, *Financial Services*, Tata McGraw Hill
5. Singh, J.K., *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.
6. Annual Reports of Major Financial Institutions in India.

**Note: Latest edition of the text book may be used**

**B.Com.: Semester III**  
**Paper 3.4 (a): Banking and Insurance**

**Duration: 2 hrs.****Marks: 50****Lectures: 30**

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

**Contents****Unit I****7****Lectures**

Origin of banking: definition, Types of deposits, Origin and growth of commercial banks in India. India's Approach to banking Sector Reforms, International security standards in banking, Global Financial Crisis and India's banking Sector.

**Unit II****6 Lectures**

Achievements of Financial Sector Reforms and Areas of Concern. Technological Channels for the Delivery of Financial Services, Role of Foreign Banks, Advantages and Disadvantages of Foreign Banks.

**Unit III****7 Lectures**

Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advance against various securities. Securitisation of Standard Assets, Anti-money Laundering Guidelines, Credit Information Bureau of India Ltd. (CIBIL) Basel I, Basel II, Migration to Basel II Norms, Balance Sheet of a Bank; special items, off balance sheet items.

**Unit IV****4 Lectures**

Basic concepts of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Insurable interest, Indemnity, Economic function, Proximate cause, Subrogation and contribution.

**Unit V****6 Lectures**

Legal Aspects of insurance contract, Types of insurance: Life and Non-life, Re-insurance, Risk and return relationship, Regulatory Framework of Insurance: Role, power and functions of IRDA, IRDA Act 1999. Bancassurance.

**Suggested Readings:**

1. Bhasin, Niti, *Indian Financial System : Evolution and Present Structure*, New Century Publications
2. Agarwal, O.P., *Banking and Insurance*, Himalya Publishing House
3. Suneja, H.R., *Practical and Law of Banking*, Himalya Publishing House
4. Saxena, G.S., *Legal Aspects of Banking Operations*, Sultan Chand and Sons
5. Gupta, P.K., *Insurance and Risk Management*, Himalaya Publishing House
6. Mishra, M.N., *Principles and Practices of Insurance*, S. Chand and Sons.
7. Black, K. and H.D. Skipper, *Life and Health Insurance*, Pearson Education
8. Vaughan, E.J. and T. Vaughan, *Fundamentals of Risk and Insurance*, Wiley & Sons
9. Suri, Niti, *Banking and Financial Institution*, New Century Publications.

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

**B.Com.: Semester III**  
**Paper – 3.4 (b): Financial Analysis and Reporting**

**Duration: 2 hrs.****Marks: 50****Lectures: 30**

**Objective:** To understand, analyse and interpret the basic framework of financial reporting.

**Unit I: Basis of Financial Reporting****5 Lectures**

Purpose of financial reporting, users of financial reports, conceptual framework for financial statements.

**Unit II: Understanding Financial Statements****10 Lectures**

**Structure of Financial Statements:** Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement).

**Additional disclosure statements:** Need for Additional Statements, Auditor's Report, Director's Report, Funds Flow Statement, Electronic Dissemination, Corporate Governance.

**Unit III: Components of Financial Statements****4 Lectures**

Inventories, Receivables, Assets (Fixed Tangible, Intangible), Leases, Revenue, Income-Tax, Retained Earnings.

**Unit IV: Analysis & Interpretation of Financial Statements****8 Lectures**

**Ratio Analysis** – Liquidity, Solvency, Activity & Profitability Analysis, Comparative & Common Size Analysis (Vertical & Horizontal Analysis), Financial Statement Variation by Type of Industry.

**Expanded Analysis:** Financial Ratios used in Annual Reports, Management's use of Analysis, Graphing Financial Information.

**Unit V: Accounting Standards in India & IFRS****3 Lectures**

Basic Framework.

**Suggested Readings:**

1. Lal, Jawahar, *Corporate Financial Reporting: Theory & Practice*, Taxmann Applied Services, New Delhi.
2. Raiyani, J. R. and Lodha, G., *International Financial Reporting Standard (IFRS) and Indian Accounting Practices*, New Century Publications.
3. Singh, N. T. and Agarwal, P., *Corporate Financial Reporting in India*, Raj Publishing, Jaipur.
4. Hennie, V. G., *International Financial Reporting Standards: A practical guide*, Washington: World Bank.
5. Alexander, D., Britton, A. and A. Jorissen, *Global Financial Reporting and Analysis*, Cengage Learning, Indian edition.
6. Grewal, T.S., *Introduction to Accounting*, S. Chand and Co., New Delhi.

**Note: Latest edition of text book may be used.**

**B.Com.: Semester IV**  
**Paper 4.1: Indirect Tax Laws**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To provide basic knowledge and equip students with application of principles and provisions of Service Tax, VAT, Central Excise, and Customs Laws.

**Contents****Unit I: Service tax****40 Lectures**

Concepts and general principles; Sources of service tax law; Charge of service tax and taxable services (Meaning of services, Negative List, Mega Exemption Notification); Place of Provision of Services; Point of Taxation; Valuation of taxable services; Exemptions & abatements; Payment of service tax (including Reverse Charge Mechanism); Service tax procedures; Accounting codes of service tax returns; Filing of returns; Demand, Adjudication and offences; Liability & Refunds; Penalties; Interest; CENVAT Credit; E-filing of service tax return.

**Unit II: VAT****5 Lectures**

Concepts and general principles; Calculation of VAT Liability including input Tax Credits; Small Dealers and Composition Scheme; VAT Procedures; Treatment of stock & Branch transfer under State VAT Acts; Filing & Return under State VAT Act; E-filing; Practical problems on VAT.

**Unit III: Central Excise****10 Lectures**

Levy & Collection of excise duty; Goods & Excisable goods; Manufacture and Manufacturer; Dutiability of intermediate products & captive consumption; Packing, labelling & branding activities; Determination of taxable event for change of duty; Valuation; CENVAT; General procedures; Export procedures; Bonds & types of bonds; Refund & appeals; Remission of duty & destruction of goods; SSI, Job Work.

**Unit IV: Customs laws****10 Lectures**

Basic concepts of customs law- Territorial waters, high seas; Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Protective duty, Safeguard Duty; Classification of goods; Warehousing- special provisions of warehousing; Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions from custom duty.

**Suggested Readings:**

1. Singhania Vinod K. and Monica Singhania, *Students' Guide to Indirect Taxes*, Taxmann Publications Pvt. Ltd., Delhi.
2. V.S. Datey. *Indirect Tax Law and practice*, Taxmann Publications Pvt. Ltd., Delhi, Latest edition.
3. Sanjeev Kumar. *Systematic Approach to Indirect Taxes*, Latest edition.
4. S. S. Gupta. *Service Tax -How to meet your obligation* Taxmann Publications Pvt. Ltd., Delhi, Latest Edition.
5. Grish Ahuja & Dr. Ravi Gupta, *Indirect Taxes*, Flair Publication Pvt. Ltd.

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

**B.Com: Semester IV**  
**Paper 4.2: Corporate Accounting**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To help the students to acquire the conceptual knowledge of the corporate accounting and to understand the various techniques of preparing the financial statements.

**Contents****Unit I: Accounting for Share Capital & Debentures****15 Lectures**

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 II: Final Accounts****6 Lectures**

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

**Unit III: Valuation of Goodwill and Valuation of Shares****6 Lectures**

Concepts and calculation - simple problem only.

**Unit IV: Amalgamation of Companies****12 Lectures**

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 V: Accounts of Holding Companies/Parent Companies****12 Lectures**

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

**Unit VI: Banking Companies****7 Lectures**

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

**Unit VII: Cash Flow Statement****7 Lectures**

Concepts of funds. Preparation of cash flow statement as per Accounting Standard (AS): 3 (Revised) (ICAI): Indirect method only.

**Suggested Readings:**

1. J.R. Monga, Basic Corporate Accounting, Mayur Paperbacks (c/o K.L. Malik and Sons Pvt. Ltd, 23 – Dara Ganj, New Delhi.
2. Nirmal Gupta, Chhavi Sharma, Corporate Accounting, Theory and Practice, Ane Books Pvt Ltd, New Delhi.
3. M.C., Shukla, T.S. Grewal and S.C. Gupta, Corporate Accounting, S. Chand and Co., New Delhi.
4. S.N. Maheshwari, and S.K. Maheshwari, Corporate Accounting, Vikas Publication, New Delhi.
5. Mukherjee and Hanif, Corporate Accounting, Tata McGraw Hill, New Delhi.

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

**B.Com.: Semester IV**  
**Paper 4.3 (a): Human Resource Management**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organisation.

**Contents****Unit I: Human Resource Management****13 Lectures**

Concept and functions; Role, status and competencies of HR manager; Organization of HR Department; HR Policies; Evolution of HRM; Emerging challenges of human resource management like workforce diversity, downsizing, work life balance, etc.

**Unit II: Acquisition of Human Resource****13 Lectures**

Human resource planning; Job analysis – job description and job specification; Recruitment – Concept and sources; Selection – Concept and process; Testing and interview; Placement and induction.

**Unit III: Training and Development****13 Lectures**

Concept and importance; Identifying training and development needs; Designing training programmes; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, coaching and mentoring, management development programs; Evaluating training effectiveness.

**Unit IV: Performance Appraisal****10 Lectures**

Nature and objectives; Performance appraisal process; Methods of performance appraisal; Job changes - transfers and promotions; Potential appraisal.

**Unit V: Compensation and Maintenance of employees****16 Lectures**

Compensation - Concept and policies; Job evaluation; Methods of wage payments and incentive plans; Fringe benefits; Performance linked compensation; Employee health and safety; Employee welfare; Social security (excluding legal provisions); Grievance handling and redressal.

**Suggested Readings:**

1. Decenzo, D.A. and Robbins, S. P., *Fundamentals of Human Resource Management*, Wiley, India.
2. Dessler, G. and Varkkey, B., *Human Resource Management*, Pearson Education, Delhi.
3. Chhabra, T.N., *Human Resource Management*, Dhanpat Rai & Co., Delhi.
4. Aswathappa K., *Human Resource Management*, Tata McGraw-Hill, New Delhi.
5. Gupta, C.B., *Human Resource Management*, Sultan Chand & Sons, Delhi.
6. Rao, V. S. P., *Human Resource Management: Text and Cases*, Excel Books.

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

**B.Com.: Semester - IV**  
**Paper 4.3 (b): Industrial Laws**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

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

**Unit I: The Employees Provident Fund & Miscellaneous Provisions Act, 1952** **13 Lecturers**  
Definitions; Schemes under the Act – Employees’ Provident Fund Scheme; Employees’ Pension Scheme, 1995; Employees’ Deposit linked Insurance Scheme.

**Unit II: Employees State Insurance Act, 1948** **13 Lectures**  
Objects and Applicability of the Schemes; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute and Claims, Benefits.

**Unit III: Payment of Wages Act, 1936** **8 Lectures**  
Definitions – Employed Person, Employer, Factory, Industrial or other Establishment, Wages; Responsibility for Payment of Wages; Fixation of Wage Period; Time of Payment of Wages; Mode of Payment; Deductions from Wages, Fines.

**Unit IV: The Payment of Bonus Act, 1965** **8 Lectures**  
Definitions – Accounting year, allocable surplus, available surplus, employee, employer, establishments, salary or wage; determination of bonus, calculation of bonus, eligibility for bonus, disqualifications for bonus, payment of minimum and maximum bonus, set on and set off of allocable surplus, deductions of certain amounts from bonus payable, time limit for payment of bonus.

**Unit V: Payment of Gratuity Act, 1972** **8 Lectures**  
Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer’s duty to determine and pay gratuity; recovery of gratuity; penalties.

**Unit VI: Employee’s Compensation Act, 1923** **15 Lectures**  
Definitions: dependent, employer, partial and total disablement, workmen, injury, occupational disease; accident; employer’s liability for compensation; amount of compensation; contracting; commissioner; case laws.

**Suggested Readings:**

1. Malik, K.L., *Industrial Laws and Labour Laws*, Eastern Book Company, Lucknow.
2. Kumar, H.L., *Digest of Labour Cases*, Universal Law Publishing Co P Ltd, New Delhi
3. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
4. Sharma, J.P., *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd., New Delhi.

**Note: Latest edition of text book may be used.**

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

**Duration: 2 hrs.****Marks: 50****Lectures: 30**

**Objective:** To enable the students to become competent to understand the mechanism for excelling in e-commerce based employments and self-employment opportunities.

**Contents****Unit I: Introduction****7 Lectures**

Introduction to E Commerce and Definition, E-Commerce based activities, Goals of E-Commerce, Technical Components of E-Commerce, Functions, Advantages and disadvantages of E-Commerce, Scope of E-Commerce, Electronic Commerce Applications, Framework of E-Commerce, Supply Chain Management, Electronic Commerce and Electronic Business.

**Unit II: Planning Online-Business****7 Lectures**

Nature and dynamics of the internet. Electronic business models: B2B, B2C, C2C, C2B. Web-site Design: Web sites as market place. E –commerce, pure online vs. brick and click business; assessing requirement for an online business designing, developing and deploying the system.

**Unit III: Technology for Online-Business****5 Lectures**

Internet and its Evolution, IT Infrastructure, Middleware, Domain names, Contents: Text and Integrating E-business applications. Component of Internet Information technology structure, Development of Intranet, Extranet and their Difference.

**Unit IV: Operations of E Commerce****4 Lectures**

Online-payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; Tools for promoting websites; Risk management options for e - payment systems.

**Unit VI: Security and Legal Aspects of E-Commerce****7 Lectures**

Threats in E-Commerce, Security of Clients and Service-Provider; Cyber Laws – Relevant provisions of Information Technology Act 2000, offences, secure electronic records and digital signatures penalties and adjudication.

**Suggested Readings:**

1. Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd.
2. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi.
3. Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.
4. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.
5. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., E-business and E-commerce for managers, Pearson Education.



6. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill.
7. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.
8. Whiteley, David, E-commerce, McGraw Hill, New York.

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

**B.Com.: Semester - IV**  
**Paper 4.4(b): Investing in Stock Markets**

**Duration: 2 hrs.****Marks: 50****Lectures: 30**

**Objective:** This paper intends to provide basic skills to operate in stock market and the ways of investing in it. It will enable the student to take up investment in stock market independently.

**Unit I: Investing Fundamentals****10 Lectures**

Types of Investment – Equity Shares, IPO/ FPO, Bonds. Indian Securities Market: the market participants, trading of securities, security market indices. Sources of financial information. Stock exchanges in India: BSE, NSE, MCX. Buying and selling of stocks: using brokerage and analysts' recommendations. Use of limit order and market order.

**Unit II: Stock Analysis and Valuation****10 Lectures**

Online trading of stocks. Understanding stock quotations, types and placing of order. Risk: its valuation and mitigation, Analysis of the company: financial characteristics (as explained by ratio analysis, future prospects of the company, assessing quality of management using financial and non-financial data, balance sheet and quarterly results, cash flows and capital structure). Comparative analysis of companies, Stock valuations: using ratios like PE ratio, PEG ratio, and Price Revenue ratio. Use of Historic prices, simple moving average, basic and advanced interactive charts. Examining the shareholding pattern of the company.

Pitfalls to avoid while investing: high P/E stocks, low price stocks, stop loss, excess averaging,

**Unit III: Investing in Mutual Funds****10 Lectures**

Background of Mutual Funds: Needs and advantages of investing in Mutual Funds. Net Asset Value, Types of Mutual funds: Open ended, closed ended, equity, debt, hybrid, money market, Load vs. no load funds, Factors affecting choice of mutual funds. CRISIL Mutual Fund Ranking and its Usage.

**Suggested Readings:**

1. Gitman and Joehnk, *Fundamentals of Investing*, Pearson.
2. Madura, Jeff, *Personal Finance*, Pearson.
3. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
4. Damodaran, Aswath, *Investment Valuation: Tool and Techniques for Determining the Value of Any Asset*, Wiley Finance.
5. Bodie, Alex, Marcus and Mohanty, *Investments*, McGraw Hill Publishing Co.
6. Hirt and Block, *Fundamentals of Investment Management*, McGraw Hill Publishing Co.
7. Pandiyan, Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publications
8. [www.yahoofinance.com](http://www.yahoofinance.com)
9. [www.moneycontrol.com](http://www.moneycontrol.com)
10. [www.bloomberg.com](http://www.bloomberg.com)

**Note: Latest edition of text book may be used.**

**B. Com.: Semester V**  
**Paper 5.1: Auditing and Corporate Governance**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

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

**Contents****Unit I: Auditing:****10 Lectures**

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

**Unit II: Special Areas of Audit****5 Lectures**

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

**Unit III: Conceptual Framework of Corporate Governance****15 Lectures**

Meaning, Theories, Models and Benefits of Corporate Governance; Board Committees and their Functions; Insider Trading; Rating Agencies; Green Governance/E-governance; Clause 49 of Listing Agreement; Class Action; Whistle Blowing; Shareholders Activism.

**Unit IV: Major Corporate Governance Failures****15 Lectures**

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

**Unit V: Business Ethics and CSR****20 Lectures**

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

**Suggested Readings:**

1. Institute of Chartered Accountants of India, *Auditing and Assurance Standards*, ICAI, New Delhi.

2. Relevant Publications of ICAI on *Auditing (CARO)*.
3. Gupta, Kamal and Ashok Arora, *Fundamentals of Auditing*, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
4. Ghatalia, S.V., *Practical Auditing*, Allied Publishers Private Ltd., New Delhi.
5. Singh, A. K. and Gupta Lovleen, *Auditing Theory and Practice*, Galgotia Publishing Company.
6. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
7. Rani, Geeta D., and R.K. Mishra, *Corporate Governance- Theory and Practice*, Excel Books, New Delhi.
8. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press, New Delhi.
9. Sharma, J.P., *Corporate Governance, Business Ethics, and CSR*, Ane Books Pvt Ltd, New Delhi.

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

**B. Com.: Semester V**  
**Paper 5.2: Cost Accounting**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems and use of costing data for planning, control & decision-making.

**Contents****Unit I: Introduction****6 Lectures**

Meaning, objectives and advantages of cost accounting, Difference between financial, cost, and management accounting. Cost concepts and classifications, Role of a cost accountant in an organization.

**Unit II****14 Lectures**

- (a) **Materials:** Material/inventory control- concept and 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, 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.

**Unit III: Overhead****14 Lectures**

Classification, allocation, apportionment and absorption of overhead. Under- and over-absorption. Capacity costs. Treatments of certain items in costing, like interest on capital, packing expenses, debts, research and development expenses, Activity based costing.

**Unit IV: Methods of Costing****12 Lectures**

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

**Unit V****5 Lectures**

Service costing (only transport). Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts.

**Unit VI: Marginal costing and Break-Even Analysis****14 Lectures**

Concept of Marginal Costs and Marginal Costing: Assumptions of Marginal Costing; Marginal Costing vs Absorption Costing; Advantages and Limitations of Marginal Costing; Break Even Analysis: Break-Even Point, Margin of safety, Angle of Incidence. Decision Making Areas -products mix, make/buy, pricing decisions.

**Suggested Readings:**

1. Jawahar Lal and Seema Srivastava , Cost Accounting, McGraw Hill Publishing Co., New Delhi.

2. B.M. Lall Nigam and I.C. Jain, Cost Accounting, Principles, Methods and Techniques, PHI Pvt. Ltd, New Delhi.
3. Bhabatos Banerjee, “Cost Accounting –Theory and Practice” PHI Pvt. Ltd, New Delhi.
4. H. V. Jhamb, Fundamentals of Cost Accounting, Ane Books Pvt Ltd, New Delhi.
5. M. N. Arora, Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi.
6. M.C. Shukla, T.S. Grewal and M P. Gupta, Cost Accounting, Text and Problems, S. Chand & Co. Ltd., New Delhi.
7. S.P. Jain and K. L. Narang, Cost Accounting, Principles and Methods, Kayla Publishers, Jalandhar.
8. S. N. Maheshwari & S.N. Mittal, Cost Accounting, Theory and Problems, Shri Mahabir Book Depot, New Delhi.

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

**B. Com.: Semester V**  
**Paper 5.3 (a): Principles of Marketing**

**Duration: 3 hrs.**

**Marks: 100**

**Lectures: 65**

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

**Contents**

**Unit I: Introduction**

**13 Lectures**

Nature, scope and importance of marketing; Evolution of marketing concepts; Marketing mix; Marketing environment-Macro and Micro environmental factors.

**Unit II**

**13 Lectures**

**Consumer Behaviour:** Consumer buying process; Factors influencing consumer buying decisions-an overview.

**Market segmentation:** Concept, Importance and Bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

**Unit III: Product**

**13 Lectures**

Meaning and importance; Product classifications; Concept of product mix; Branding, packaging and labelling; After-sales services; Product life-cycle; New Product Development (an overview).

**Unit IV**

**13 Lectures**

(a) **Pricing:** Significance; Factors affecting price of a product; Pricing policies and strategies.

(b) **Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Wholesaling and retailing; Factors affecting choice of distribution channel; Distribution Logistics-Meaning, Importance and Decisions.

**Unit V**

**13 Lectures**

a) **Promotion:** Nature and importance of promotion; Promotion Tools: advertising, personal selling, public relations & sales promotion – concept and their distinctive characteristics; Communication process; Promotion mix; Factors affecting promotion mix decisions.

b) **Recent developments in marketing:** Social Marketing; Online Marketing, Direct Marketing, Services Marketing, Green Marketing.

**Suggested Readings:**

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson Education.
2. McCarthy, E. Jerome., and William D. Perreault, *Basic Marketing*, Richard D. Irwin.
3. Majaro, Simon, *The Essence of Marketing*, Prentice Hall, New Delhi.
4. Chhabra, T.N., *Principles of Marketing*, Sun India Publication.
5. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
6. Czinkota, *Marketing Management*, Vikas Publishing House (P) Ltd.
7. Armstrong, Gary, and Kotler, Philip, *The Essentials of Marketing*, Pearson Education, New Delhi.

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



**B.Com.: Semester V**  
**Paper 5.3(b): Training and Development**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To train them to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

**Unit I: Introduction****20 Lectures**

Concept and functions of Human resource management; relationship of training to organizational and individual goals. Essence of training and development in human resource management. Factors effecting successful training process, Skills of a successful trainer – Internal and external trainer.

Training and learning: Concept of training and learning, the learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

**Unit II: Training Needs Assessment and Curriculum Development****15 Lectures**

Identification of Training and Development needs, training needs assessment-various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques, Assessing curriculum needs, curriculum standards, matching organisational training needs, Developing training materials.

**Unit III: Training Methods****15 Lectures**

Three Stages of training (Preparatory, implementation and follow-up stage), On the job and off-the job methods,, experiential versus non-experiential methods.

**Unit IV: Evaluation of Training and Development, and Emerging Pattern****15 Lectures**

Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training. Emerging Pattern of Training and development in India. Two Indian case studies to be discussed in the class.

**Suggested Readings:**

1. Prior John, Handbook of Training and Development Jaico, Publishing House, Bombay.
2. Donald F. Michalak and Edwin G. Yager, Making the Training Process Work, Harper and Row, New York.
3. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods, Houston, Gulf Publishing Co.
4. Lynton R, Pareek, U, Training for Development, New Delhi, Vistaar.

**Note: Latest edition of text book may be used.**

**B. Com.: Semester V**  
**Paper 5.4 (a): Computer Applications in Business**

**Duration: 2 hrs.****Marks: 50****Lectures: 30**

**Objective:** To provide computer skills and knowledge for commerce students and to enhance the student understanding of usefulness of information technology tools for business operations.

**Contents****Unit I: Introduction****2 Lectures**

Introduction to Computer-Characteristics of Computers, The Computer System, Parts of Computers); Computer H/W Setup, Configuration, Networking, Mobile H/W Device and types, wireless Networking; Operating System- Introduction to Operating Systems, An overview of various Computer & Mobile OS & Application (UN IX / Linux, DOS, Windows, Android, windows mobile, iOS Like), Features of latest Windows Operating Systems & its Management & Networking (Installation, backup, security, User control), Usage of payment gateways.

**Unit II: Introduction to essential tools****10 Lectures**

Introduction to facilities & commonly used features of:

- a) **Word:** Working with word document, Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros -Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents.
- b) **PowerPoint:** Preparing Presentations, Slides, Handouts, Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.
- c) **Excel:** Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Nested-IF, Statistical Analysis; Data Validation & Protection - Create a drop-down list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports.

**Unit III: Using MS Excel for Data Analysis & Reporting Features:****7 Lectures**

Using spreadsheet for following purposes and making reports:

- Loan & Lease statement
- Ratio Analysis.
- Payroll statements
- Capital Budgeting
- Depreciation Accounting
- Graphical representation of data
- Frequency distribution and its statistical parameters
- Correlation and Regression

**Unit IV: RDBMS Concepts & Access****5 Lectures**

RDBMS Concepts, Terminology, Models - RDBMS, Data Modelling using ERD, DB Design using Normalization

Access Creating Databases & Tables – An Introduction; Event Handling & Report Generation; Using Macros; Using Queries through Case Study.

**Unit V: CAAT Tools****6 Lectures**

Capabilities & Importing Data from Accounting & other Application Systems - An Introduction; Analytical Reports, Duplicates/ Gaps. Sorting & Charting; Stratification, Summarization, Statistics & Aging - An Introduction; Sampling, Macros and Audit Trail.

**Notes:**

1. There shall be a practical examination of 50 Marks (Practical-35 Marks, Viva-5 Marks and Work Book-10 Marks) and duration of Examination shall be 3 Hrs.
2. Teaching arrangements need to be made in the computer lab only.

**Suggested Readings:**

1. Rajaraman,V. Introduction to Information Technology. PHI.
2. Eliason, A.L., On-line Business Computer-Application Science Research Associates Chicago.
3. Curtis D. Frye, Step by Step Microsoft Excel 2010, PHI.
4. Leon A. and Leon M. Fundamentals of Information Technology. Leon, Vikas (4) Software manuals.
5. Sinha, Pradeep K. and Preeti Sinha. Foundation of Computing. BPB Publication.
6. Basandra, Suresh K. Management Information System. Wheeler Publication, New Delhi-Allahabad.
7. Kumar, Muneesh. Business Information System. Vikas Publishing House.
8. Eliason, A. L., On-line Business Computer Applications, Science Research Associates, Chicago.

9. Saxena, Sanjay. A First Course in Computers. Vikas Publishing House.
10. Fitzgerald & Dennis – Wiley. Business Data Communication and Networking.
11. Rajaraman , V. Analysis and design of information Systems. PHI.
12. Sadagopan, S. Management Information Systems. PHI.
13. Laudon, Kenneth C. and Jane P. Laudon .Management Information Systems.PHI.

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

**B.Com.: Semester - V  
Paper 5.4(b): Advertising****Duration: 2 hrs.****Marks: 50****Lectures: 30**

**Objective:** The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing.

**Unit I: Introduction****4 Lectures**

Advertising-meaning, nature and importance of advertising, types and objectives. Audience selection; Setting of advertising budget: determinants and major methods.

**Unit II: Media Decisions****5 Lectures**

Major media types - their merits and demerits; Advertising through internet and interactive media-Issues and considerations; Factors influencing media choice; media selection, media scheduling.

**Unit III: Message Development****7 Lectures**

Advertising creativity; Advertising appeals; Advertising copy and elements of print advertisement creativity; Tactics for print advertisement.

**Unit IV: Measuring Advertising Effectiveness****7 Lectures**

Arguments for and against measuring effectiveness; Advertising testing process; Evaluating communication and sales effects; Pre- and Post-testing techniques.

**Unit V:****7 Lectures**

- a) Advertising Agency: Role, types and selection of advertising agency; Reasons for evaluating advertising techniques.  
b) Social, ethical and legal aspects of advertising in India; Recent developments and Issues in advertisement.

**Suggested Readings:**

1. Belch and Belch, *Advertising and Promotion*, Tata McGraw Hill Co.
2. Sharma, Kavita, *Advertising: Planning and Decision Making*, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, *Advertising and Brand Management*, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, *Advertising: Principles and Practice*, Pearson Education
5. Terence A. Shimp, *Advertising and Promotion: An IMC Approach*, South Western, Cengage Learning.
6. O'Guinn, *Advertising and Promotion: An Integrated Brand Approach*, Cengage Learning.

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

**B. Com.: Semester VI**  
**Paper 6.1: Fundamentals of Financial Management**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To familiarize the students with the principles and practices of financial management.

**Contents****Unit I****8 Lectures**

Nature, scope and objectives of financial management, Time value of money, Risk and return (including Capital Asset Pricing Model).

**Unit II****17 Lectures**

Long term investment decisions: 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.

**Unit III****17 Lectures**

Financing Decisions: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure.

**Unit IV****10 Lectures**

Dividend Decisions: Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Approach, Cash and stock dividends. Dividend policies in practice.

**Unit V****13 Lectures**

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

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

**Suggested Readings:**

1. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, Tata McGraw Hill

2. Horne, Van; James C., John Wachowicz, *Fundamentals of Financial Management*, Pearson Education
3. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, *Corporate Finance*, Tata McGraw Hill
4. Srivastava, Rajiv, and Anil Mishra, *Financial Management*, Oxford University Press, UK
5. Singh, Preeti, *Financial Management*, Ane Books Pvt. Ltd, New Delhi
6. Singh, Surender and Kaur Rajeev. *Basic Financial Management*, Mayur Paper Book Noida
7. Singh, J.K. *Financial Management-text and problems*, 2<sup>nd</sup> edition, Dhanpat Rai and Company, Delhi
8. Sharma, G.L., and Y.P. Singh. *Contemporary issues in Finance and Taxation*. Academic Foundation Delhi
9. Rustagi, R.P., *Financial Management*, Galgotia Publishing Company
10. Pandey, I M. *Financial Management*, Vikas Publications UNCTAD Reports.
11. Chandra, P. *Financial Management-Theory and Practice*, Tata McGraw Hill
12. Bhalla, V. K., *Financial Management & Policy*, Anmol Publications, Delhi

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

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To equip students effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

**Contents****Unit I: Introduction****Lectures 6**

Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

**Unit II: Business Correspondence****Lectures 8**

Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume.

**Unit III: Report Writing****Lectures 8**

Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports.

**Unit IV: Business language and presentation****Lectures 4**

Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

**Unit V: Technology and Business Communication****Lectures 4**

Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication.

**Suggested Readings:**

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH

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



**B. Com.: Semester VI**  
**Paper No. : 6.3 (a): Personal Selling and Salesmanship**

**Duration: 2 hrs.****Marks: 50****Lectures: 30**

**Objective:** The purpose of this course is to familiarize the students with the fundamentals of personal selling and the selling process.

**Contents****Unit I: Introduction to Personal Selling****6 Lectures**

Nature and importance of personal selling, Difference between Personal Selling, Salesmanship and Sales Management, Myths of selling, Relationship Marketing and Role of Personal Selling. 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: Theories of Selling****6 lectures**

Traditional and Modern: AIDAS Model of Selling, Problem Solving Approach, Right Set of Circumstances Theory and Modern Sales Approaches.

**Unit III: Buying Motives****6 lectures**

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

**Unit IV: Selling Process****6 lectures**

Prospecting and qualifying; Pre-approach; Approach; Presentation and demonstration; handling of objections and complaints; Closing the sale; techniques for closing the sale; Customer Relations, Follow up and Dealing customer concerns and complaints.

**Unit V: Sales Planning and Control**

Sales Forecasting, Sales Budget, Sales Territories, Sales quota, Ethical aspects of Selling.

**6 lectures****Suggested Readings:**

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

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

**B. Com.: Semester VI**  
**Paper: 6.3 (b): Cyber Crimes and Laws**

**Duration: 2 hrs.****Marks: 50****Lectures: 30**

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

**Unit I: Cyber Crimes****10 Lectures**

Introduction- Computer crime and cyber crimes; Distinction between cyber crime and conventional crimes; cyber forensic; Kinds of cyber crimes- cyber stalking, cyber terrorism, forgery and fraud, crimes related to IPRs, computer vandalism; Privacy of online data; Cyber Jurisdiction; Copyright issues; and Domain name dispute etc.

**Unit II: Definition and Terminology (Information Technology Act, 2000)****6 Lectures**

Concept of Internet, Internet Governance, E-Contract, E-Forms, Encryption, Data Security.

Access, Addressee, Adjudicating Officer, Affixing Digital Signatures, Appropriate Government, Certifying Authority, Certification Practice Statement, Computer, Computer Network, Computer Resource, Computer System, Cyber Appellate Tribunal, Data, Digital Signature, Electronic Form, Electronic Record, Information, Intermediary, Key Pair, Originator, Public Key, Secure System, Verify, Subscriber as defined in the Information Technology Act, 2000.

**Unit III: Electronic Records****6 Lectures**

Authentication of Electronic Records; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Use of Electronic Records and Digital Signatures in Government and its Agencies; Retention of Electronic Records; Attribution, Acknowledgement and Dispatch of Electronic Records; Secure Electronic Records and Digital Signatures.

**Unit IV: Regulatory Framework****8 Lectures**

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

**Suggested Reading:**

1. Efraim Turban, Jae Lee, King, David, and HM Chung, *Electronic Commerce-A managerial Perspective*, Pearson Education
2. Joseph, P.T., *E-Commerce-An Indian Perspective*, PHI
3. Chaffey, Dave, *E-business and E-commerce Management*, Pearson Education.
4. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
5. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
6. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
7. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.

8. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000.*

**Note: Latest edition of text book may be used.**

**B. Com.: Semester VI**  
**Paper 6.4 (a): International Business**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The objective of the course is to expose students to the concept, importance and dynamics of international business and India's involvement with global business operations. The course also discusses theoretical foundations of international business to the extent these are relevant to understand the mechanics of global business operations and development.

**Contents****Unit I**

**1. Introduction to International Business:** Globalization and its growing importance in world economy; Impact of globalization; International business contrasted with domestic business - complexities of international business; Internationalization Stages and Orientations. Modes of entry into international business. **7 Lectures**

**2. International Business Environment:** National and foreign environments and their components - economic, cultural and political-legal environments; Global trading environment - recent trends in world trade in goods and services; Trends in India's foreign trade. **7 Lectures**

**Unit –II**

**3. Theories of International Trade ; Commercial Policy Instruments tariff and non-tariff measures; Balance of payment account and its components. WTO – Its objectives, principles, organizational structure and functioning, An overview of other organizations – UNCTAD, World Bank and IMF.**

**8 Lectures**

**4. Regional Economic Co-operation:** Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia **4 Lectures**

**Unit –III**

**5. International Financial Environment:** International financial system and institutions; Foreign exchange markets, spot market, spot rate quotations, bid ask spreads, trading in spot market, cross exchange rates ; Forward market; Rate, long and short forward position, forward premium and discount, Arbitrage, Hedging and Speculation. **16 Lectures**

**6. Foreign investments:** types and flows; Foreign investment in Indian perspective. **10 Lectures**

**Unit –IV**

**7. International business operations:** Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations. **5 Lectures**

**8. Developments and Issues in International Business:** Outsourcing and its potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in international business; International business and ecological considerations. **8 Lectures**

**Suggested Readings:**

1. Charles W.L. Hill and Arun Kumar Jain, *International Business*. New Delhi: Tata McGraw-Hill.
2. Johnson, Derbe., and Colin Turner. *International Business - Themes & Issues in the Modern Global Economy*. London: Roulledge.
3. Cherunilam, Francis. *International Business: Text and Cases*. Prentice Hall of India Ltd.
4. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. *International Business*. Pearson Education
5. Justin, Paul. *International Business*. Prentice Hall of India Ltd.
6. Michael R. Czinkota. et al. *International Business*. Fortforth: The Dryden Press.
7. RBI. Report on Currency & Finance, various issues.
8. Griffin, Ricky W. and Michael W. Pustay. *International Business - A Managerial Perspective*. Prentice Hall.
9. V Sharan, *International Business*, Pearson Education.
10. Bennett, Roger. *International Business*. Delhi: Pearson.
11. UNCTAD Reports.
12. WTO, Annual Report, various issues.

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

**B. Com.: Semester VI**  
**Paper 6.4 (b): Consumer Affairs and Customer Care**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** This course provides an understanding for the procedure of redressal of consumer complaints, and the role of different agencies in establishing product and service standards. The student should be able to comprehend the interface between business firms and consumers and the consumer related regulatory and business environment.

**Contents****Unit I: Conceptual Framework****13 Lectures**

**Consumer and Markets:** Nature of 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 Redressal Systems and Public Redressal Systems

**Unit II: The Consumer Protection Act, 1986 (CPA)****13 Lectures**

**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 III: Grievance Redressal Mechanism under the Consumer Protection Act, 1986****13 Lectures**

Filing of complaint and Handling of case: 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.

**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 IV: Industry Regulators and Consumer Complaint Redressal Mechanism****13 Lectures**

- 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
- vii. Civil Aviation: DGCA

### Unit V: Consumer Protection in India

13 Lectures

**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:

1. Aggarwal, V. K. (2003). *Consumer Protection: Law and Practice*. 5th ed. Bharat Law House, Delhi, or latest edition.
2. Girimaji, Pushpa (2002). *Consumer Right for Everyone* Penguin Books.
3. Khanna, Sri Ram, Savita Hanspal, Sheetal Kapoor, and H.K. Awasthi. *Consumer Affairs* (2007) Delhi University Publication. 334 pp.
4. Nader, Ralph (1973). *The Consumer and Corporate Accountability*. USA, Harcourt Brace Jovanovich, Inc.
5. Empowering Consumers e-book, [www.consumeraffairs.nic.in](http://www.consumeraffairs.nic.in)
6. ebook, [www.bis.org](http://www.bis.org)
7. *The Consumer Protection Act, 1986*

### Articles

1. Verma, DPS (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 Complaining Behaviour. Ag Woodside, et al. (eds.). *Consumer and Industrial Buying Behaviour*. New York; North Holland pp. 425-37.
4. George, S. Day and A. Aaker (1970). A Guide to consumerism. *Journal of Marketing*. Vol. 34. pp 12-19.

### Periodicals

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

### Websites:

[www.ncdr.nic.in](http://www.ncdr.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](http://www.ascionline.org.in)

[www.trai.gov.in](http://www.trai.gov.in)

[www.irda.gov.in](http://www.irda.gov.in)

[www.derc.gov.in](http://www.derc.gov.in)

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

[www.fssai.gov.in](http://www.fssai.gov.in)

[www.consumer-voice.org](http://www.consumer-voice.org)

[www.nationalconsumerhelpline.in](http://www.nationalconsumerhelpline.in)

[www.cci.gov.in](http://www.cci.gov.in)

**Note: The Latest edition of text books and Acts should be used.**



**B. Com.: Semester VI**  
**Paper 6.4 (c): Entrepreneurship and Small Business**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The purpose of the paper is to provide orientation towards entrepreneurship as a career option and encourage creative thinking for effectiveness at work and in life.

**Contents****Unit I: Introduction****10 Lectures**

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

**Unit II: Types of Business Entities****15 Lectures**

Micro, Small and Medium Enterprises. Concept of business groups and role of business houses and family business in India. Values, business philosophy and behavioural orientations of important family business in India. Managerial roles and functions in a small business. Entrepreneur as the manager of his business.

**Unit III: Entrepreneurial Sustainability****10 Lectures**

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 funds.

**Unit IV: Business Plan Preparations****10 Lectures**

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. Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

**Unit V: Start up issues****20 Lectures**

Mobilizing resources for start-up. Accommodation and utilities. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems. Funding opportunities for start-ups. Marketing and organisational plans-an overview. Nature of planning in small business. Organisational structure suitable for small business. Financial: preparation of budgets, integrated ratio analysis, assessing business risks (leverage analysis). Marketing: product planning & development, creating and protecting market niche, sales promotion, advertising and product costing and pricing policies. HR issues in small business.

Aiming for Excellence: Concepts of Productivity, Quality Consciousness, Models and certification. Harvesting strategies versus go for growth, Business Excellence. Operations management. Basic awareness about the need for and means of environment (eco) friendliness and energy management.

**Suggested Readings:**

1. Brandt, Steven, C. The 10 Commandments for Building a Growth Company. MacMillan Business Books, Delhi.
2. Bhide, Amar V. The Origin and Evolution of New Businesses. Oxford University Press, New York
3. Kuratko and Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning.
4. Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Mumbai, Himalaya Publishing House.
5. Dollinger, Mare J. Entrepreneurship: Strategies and Resources. Illinois, Irwin.
6. Holt, David H. Entrepreneurship: New Venture Creation. Prentice-Hall of India, New Delhi.
7. Jain, Arun Kumar. Competitive Excellence: Critical Success Factors. New Delhi: Viva Books Limited. ISBN-81-7649-272-8.
8. Kao, John J. The Entrepreneurial Organization. Englewoods Cliffs, New Jersey: Prentice-Hall.
9. Langois, Richard N., Yony Fu-Lai Yu and Robertson. (Eds.). The International Library of Critical Writings in Economics. Vols. I-III. Cheltenham, UK: Elgar. ISBN-1-8598-758 X
10. McIntyre and Bruno Dallago. Small and Medium Enterprises in Transitional Economies. New York: Palgrave MacMillan in association with the United Nations University/ World Institute for Development Economics Research (UNU/WIBER).
11. Panda, Shiba Charan. Entrepreneurship Development. New Delhi, Anmol Publications.
12. Patel, V.G. The Seven Business Crises and How to Beat Them. Tata McGraw, New Delhi.
13. Plsek, Paul E. Creativity, Innovation and Quality. (Eastern Economic Edition), New Delhi: Prentice-Hall of India. ISBN-81-203-1690-8.
14. Roberts, Edward B. (Ed.). Innovation: Driving Product, Process and Market Change. San Francisco: Jossey Bass ISBN-0-7879-6213-9
15. SIDBI Reports on Small Scale Industries Sector.
16. Singh, Nagendra P. Emerging Trends in Entrepreneurship Development. New Delhi: ASEED.
17. Storey, D. J. Small Business: Critical Perspectives on Business and Management. London: Routledge.
18. Taneja, Satish and S.L Gupta. Entrepreneurship Development-New Venture Creation. Galgotia Publishing House, New Delhi.
19. Verma, J.C. and Gurpal Singh. Small Business and Industry-A Handbook for Entrepreneurs. New Delhi, Sage.
20. Vesper, Karls H. New Venture Strategies. (Revised Edition). New Jersey, Prentice-Hall.

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

**B. Com.: Semester VI  
Paper 6.4 (d): Organisational Behaviour****Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The objective of the course is to develop a theoretical understanding among students about the structure and behaviour of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms.

**Unit I: Introduction****10 Lectures**

Organisational Behaviour: concepts, determinants, challenges and opportunities of OB. Contributing disciplines of OB. Organizational Behaviour Models.

**Unit II: Individual Behaviour****15 Lectures**

Personality- Type A and B, Big Five personality types, Factors influencing personality.  
Values and Attitudes- Concept and types of values: Terminal value and Instrumental Value. Component of attitude, job related attitudes.  
Learning- Concept, Learning theories, and reinforcement.  
Perception and Emotions- Concept, Perceptual process, Importance, Factors influencing perception, Emotional Intelligence.

**Unit III: Group Decision making and Communication****10 Lectures**

Concept and nature of decision making process, Individual versus group decision making. Communication and Feedback, Transactional Analysis, Johari Window.

**Unit IV: Motivation****10 Lectures**

Meaning and Importance, Equity theory of Motivation, Vroom's Valence Expectancy theory, Ken Thomas' Intrinsic Motivation theory, McClelland's theory of Motivation. Motivation and organisational effectiveness.

**Unit V: Leadership, Power and Conflict****10 Lectures**

Meaning and concept of Leadership, Trait theory, Transactional, Charismatic, and Transformational Leadership. Power and conflict, Power tactics, Sources of conflict, Conflict Resolution Strategies.

**Unit VI: Dynamics of Organisational Behaviour****10 Lectures**

Organisational Culture and climate- Concept and determinants of organisational culture. Organisational change- Importance, Managing Change. Individual and organisational factors to stress; Prevention and Management of stress.

**Suggested Readings:**

1. Robbins; S.P., Organisational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Luthans, Fred, Organisational Behaviour, McGraw Hill International, New York.
3. Greenberg, Jerald, and Robert A Baron, Organisational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Chhabra, T.N., Organisational Behaviour, Sun India Publications.
5. Singh, A.K., and B.P. Singh, Organisational Behaviour, Excel Books Pvt. Ltd, New Delhi.
6. Moshal, B.s., Organisational Behaviour, Ane Books Pvt. Ltd., New Delhi.
7. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw Hill, New Delhi.
8. Hersey, P.K., Blanchard, H. and D.E. Johnson, *Management of organisational Behaviour; Leading Human Resources*, Pearson Education.

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

**B. Com.: Semester VI**  
**Paper 6.4 (e): Indian Polity and Governance**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To impart basic knowledge about the structure and working of the Indian political system and governance.

**Contents****Unit I: Concepts****10 Lectures**

Concept of welfare state, Functions of a welfare state; Emergence of civil society; Factors leading to emergence of civil society; Concept of liberty, Theories of liberty; Concept of equality, Dimensions of equality; Concept of justice, dimensions of justice, Various philosophies of justice;

**Unit II: Idea of A Good Society****10 Lectures**

Moral Reasoning, Theories of Moral Reasoning; Accountability, Responsibility, Leadership; Diversity, Relevance of Diversity In Business; Discrimination at Workplace; Globalisation; Ethical Conduct of Multinational Corporations.

**Unit III: Indian Political System****15 Lectures**

Making of India's constitution, Constituent assembly, Philosophy, Preamble, Fundamental rights, Directive Principles of state policies, Secularism, Problems and trends, Casteism, Communalism, Regionalism and separatism; Nature of India's federal system, Centre-state relations, Issues and problems, Citizenship, Separation of powers, Union executive, President, Prime Minister, Governor, Legislature, Organisation and function.

**Unit IV: Judicial System in India:****10 Lectures**

Supreme Court and High Court: Jurisdiction and Powers and Functions, Judicial Review, Independence of Judiciary and Judicial Activism, Human Rights, Social Justice.

**Unit V: Governance Public Policy****20 Lectures**

Governance, Concept, Nature, Meaning and Forms of public accountability and Redressal of public grievances with special reference to RTI, Lokpal and Lokayukta, Election Commission, Association for Democratic Reforms (ADR), Bringing people closer to Administration: E-governance; Political Representation, Third tier of government; Panchayati Raj System, Urban Local Bodies, Public Policy, Public Finance, Budget.

**Suggested Readings:**

1. Austin, Granville; *The Indian Constitution: Cornerstone of a Nation*, Oxford University Press.
2. Basu, Durga Das; *An Introduction to the Constitution of India*, Prentice Hall.
3. Fadia, M.L. and Fadia, Kuldeep; *Indian Government and Politics*, Rawat Publication.

4. Austin, Granville; *Working a Democratic Constitution: The Indian Experience*, OUP.
5. Kashyap, Subhash; *Our Constitution*, National Book Trust.
6. Sapru, R.K.; *Public Policy: Formation, Implementation and Evaluation*, Sterling Pub.
7. Singh, M.P. and Saxena, R.; *Indian Politics: Contemporary Issues and Concerns*.

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

**B. Com.: Semester VI**  
**Paper 6.4 (f): Office Management and Secretarial Practice**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** The purpose of this course is to familiarize the students with the activities in a modern office. Smooth functioning of any organization depends upon the way various activities are organized, facilities provided to the staff working in the office, the working environment and the tools and equipments used in office.

**Contents****Unit I****Office Management****7 Lectures**

Introduction to office organization and management, Forms and Types of organization, Centralization and Decentralization, Objectives and Principles of Office Management, Functions of Office Manager, Qualities required for Office Manager. Duties of the office manager.

**Filing and Indexing****7 Lectures**

Filing and Indexing – Its meaning and importance, essentials of good filing, centralized vs. decentralized filing, system of classification, concept of paperless office methods of filing, Digitalization and retrieval of records, Weeding of old records, meaning and need for indexing, various types of indexing.

**Unit II: Mailing Procedures and Forms and Stationery****13 Lectures**

Mailing Procedures – meaning and importance of mail, centralization of mail handling work, office equipment and accessories, Inward and outward mail, courier services, Office Forms –advantages and disadvantages of using forms, type of forms and form control. Stationery –essential requirements for a good system of dealing with stationery, purchase procedure, standardization of stationery.

**Unit III: Modern Office Equipment****5 Lectures**

– Introduction, meaning and Importance of office automation, objectives of office mechanization, advantages, disadvantages, factors determining office mechanization. Kind of office machines.

**Unit IV: Budget and Audit****10 Lectures**

Budget - Annual, revised and estimated. Recurring and non-recurring heads of expenditure; Audit process- Vouching and verification of Assets & Liabilities. Consumables/ Stock register and Asset register; Procedure for disposal of records and assets

**Unit IV: Role of Secretary****13 Lectures**

Definition; Appointment; Duties and Responsibilities of a Personal Secretary; Qualifications for appointment as Personal Secretary. Modern technology and office communication, email, voice mail, internet, multimedia, scanner, video-conferencing, web-casting. Agenda and Minutes of Meeting. Drafting, fax-messages, email. Maintenance of appointment diary.

**Unit V: Secretarial Standards and Secretarial Audit****10 Lectures**

**Secretarial Standards:** Concept, Scope and Advantages; Secretarial Standards issued by the ICSI; Compliance of Secretarial Standards for Good Governance. Relevance of Guidance Note(s).

**Secretarial Audit:** Need, Objective, Scope, Periodicity and Format for Secretarial Audit Report, Benefits of Secretarial Audit, Professional Responsibilities and Penalties.

**Suggested Readings:**

1. Ghosh, P. K. *Office Management*, Sultan Chand & Sons, New Delhi
2. Duggal, B , *Office Management & Commercial Correspondence*, Kitab Mahal, New Delhi
3. Pillai, R.S.N and Bagavathi, *Office Management*, S. Chand & Company Ltd, New Delhi
4. Chopra R. K., *Office Management*, Himalaya Publishing House.
5. Bhatia, R.C. *Office Management - Galgotia Publishers*, New Delhi
6. Kuchhal M.C. *Secretarial practice*, Vikas Publishing House, Paperback, New Delhi.
7. Publications of the Institute of Company Secretaries of India.
8. Sinha, K.K., *Business Communication*, Galgotia and Sons, New Delhi.
9. Ghosh, P.K & Balachandra, V., *Company Secretarial Practice*, Sultan Chand & Sons, New Delhi.
10. Manual of Company's Act, 2013 by Bharat Law House.

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



**B. Com.: Semester VI**  
**Paper 6.4 (g): Corporate Tax Planning**

Duration: 3 hrs.

Marks: 100

Lectures: 65

**Objective:** To provide Basic knowledge of corporate tax planning and its impact on decision-making.

Unit	Contents	No. of Lectures
<b>I</b>	Tax planning, tax management, tax evasion, tax avoidance. Types of companies Residential status of companies and tax incidence, Tax liability and minimum alternate tax, Carry forward and set off of losses in case of certain companies, Deductions available to corporate Assesseees Tax on distributed profits, units of Mutual funds	<b>10</b>
<b>II</b>	Tax planning with reference to setting up of a new business: Location of business, nature of business, form of organisation. Tax planning with reference to financial management decisions - Capital structure, dividend and bonus shares Tax planning with reference to sale of scientific research assets	<b>12</b>
<b>III</b>	Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to receipt of insurance Compensation	<b>12</b>
<b>IV</b>	Double taxation relief Provisions regulating transfer pricing, Computation of Arm's length pricing Advance rulings Advance pricing agreement	<b>15</b>

V	<p>Tax planning with reference to business restructuring</p> <ul style="list-style-type: none"> <li>- Amalgamation</li> <li>- Demerger</li> <li>- Slump sale</li> <li>- Conversion of company into LLP</li> <li>- Transfer of assets between holding and subsidiary companies</li> </ul>	<b>16</b>
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**Suggested Readings:**

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

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

**B. Com.: Semester VI**  
**Paper 6.4 (h): Fundamentals of Investment**

**Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

**Contents****Unit-I: The Investment Environment****12 Lectures**

The investment decision process, Savings, Investment and Speculation. 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: Calculation, Tradeoff between return and risk, Impact of taxes and inflation on return.

**Unit-II: Fixed Income Securities****13 Lectures**

Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks.

**Unit-III: Approaches to Equity Analysis****15 Lectures**

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

**Unit-IV: Portfolio Analysis and Financial Derivatives****15 Lectures**

(a) Portfolio and Diversification, Portfolio Risk and Return (b) Mutual Funds (c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India.

**Unit-V: Investor Protection****10 Lectures**

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

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

**Suggested Readings:**

1. Jones, C.P., *Investment Analysis and Management*, Wiley
2. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill
3. Bodie, Kane; Marcus & Mohanty, *Investments*, Tata McGraw Hill
4. Fischer, Donald E. and Ronald J. Jordon, *Security Analysis and Portfolio Management*, 6<sup>th</sup> Edition, Prentice Hall of India, 2007

5. Reilly, Frank K; and Keith C. Brown, *Investment Analysis and Portfolio Management*, 8<sup>th</sup> Edition, Thomson, 2007
6. Bhalla, V.K., *Investment Management*, S.Chand & Co.
7. Vohra, N.D; and B R. Bagri, *Futures and Options*, Tata McGraw Hill Publishing.

**Note: Latest edition of text book may be used.**

**B. Com.: Semester VI  
Paper 6.4 (i): Management Accounting****Duration: 3 hrs.****Marks: 100****Lectures: 65**

**Objective:** To provide the students knowledge about use of costing data for planning, control and decision making.

**Contents****Unit I****9 Lectures**

Nature and Scope, Difference between cost accounting and management accounting, Relationship between Financial Accounting and Management Accounting, Need, Importance, Limitations of Management Accounting, cost control, cost reduction, cost management.

**Unit II****14 Lectures**

Budgeting and budgetary control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations, Budgeting vs Forecasting, Budgeting Process, Functional budgets, Cash budget, Fixed and flexible budgets, Zero base budget, Program and performance budgets.

**Unit III****14 Lectures**

Standard costing and variance analysis: Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances, Disposition of variances, Control ratios.

**Unit IV****14 Lectures**

Absorption versus variable costing: Distinctive features and income determination. Cost- Volume-Profit Analysis: Break-even analysis. Contribution / sales ratio, key factor. Margin of safety. Angle of incidence. Determination of cost indifference point.

**Unit V****14 Lectures**

Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, sell or process further. Responsibility Accounting, Divisional Performance Measurement.

**Suggested Readings:**

1. Khan, M.Y. and P.K. Jain, Management Accounting, Tata McGraw Hill, Publishing Co., New Delhi.
2. Horngren, Charles T. and, Gary L. Sundem, Introduction to Management Accounting, Prentice Hall.
3. Murthy, A; and S Gurusamy Management Accounting, Tata McGraw Hill.
4. Nigam, B.M. Lall and I.C. Jain, Cost Accounting, Principles and Practice, Prentice Hall of India, New Delhi.

5. Lal, Jawahar and Seema Srivastava, Cost Accounting, McGraw Hill Publishing Co., New Delhi.
6. Arora, M.N., Management Accounting, Himalaya Publishing House.
7. Jhamb, H.V., Management Accounting, Ane Books Pvt. Ltd. New Delhi
8. Usry, Milton E. and Lawrence H. Hammer, Cost Accounting, Planning and Control, South Western Publishing Co.
9. Drury, Colin, Management and Cost Accounting, Thomson Learning.

**Note: Latest edition of text book may be used.**