The University of Burdwan

Syllabi for 3-Year Degree/4-Year Honours Degree in Commerce

[Under Curriculum and Credit Framework for Undergraduate Programmes (CCFUP) as per NEP- 2020]

w.e.f. the Academic Session 2023-24

Degree	Name of the Programme
Certificate	Undergraduate Certificate in Accounting
Diploma	Undergraduate Diploma in Accounting and Management
3 Yr Degree	B. Com (Accounting and Management)
4 Yr Hons. Degree	B. Com Honours in Accounting and Management
4 Yr Hons. Degree with Research	B. Com Honours with Research in Accounting and Management

Semester-1								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	Comm1011	Financial Accounting I	4	3-1-0	75	60	-	15
Minor	Comm1021#	Business Mathematics and Statistics I	4	3-1-0	75	60	-	15
Multi/Inter	Comm1031 @	Fundamentals of Accounting	3	2-1-0	50	40	-	10
AEC	……….1041	MIL (L1-1): Arabic/Bengali/Hindi/Sanskrit/Santali/Urdu Or Equivalent Course from SWAYAM/ Any other UGC recognised platform	2	2-0-0	50	40	-	10
SEC	Comm1051	E-Commerce	3	2-1-0	50	40	-	10
Value Added Course (VAC)	CVA 1061	ENV. Science/Education	4	3-0-1	100	60	20	20

Semester-2								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	Comm2011	Cost and Management Accounting I	4	3-1-0	75	60	-	15
Minor	Comm2021#	Principles of Economics-I	4	3-1-0	75	60	-	15
Multi/Inter	Comm2031 @	Fundamentals of Management	3	2-1-0	50	40	-	10
AEC	ENGL2041	English (L2-1): Functional English or Equivalent Course from SWAYAM/ Any other UGC recognised platform	2		50	40	-	10
SEC	Comm2051	Computer Application in Business	3	2-1-0	50	40	-	10
Value Added Course (VAC)	CVA2061	Understanding India/Digital and Technical Solutions/Health & Wellness, Yoga Education, Sports & Fitness	4	3/3-1/0-0/1	100	80/ 60	0/ 20	20

* Skill-based Vocational Course (additional 4 Credits) for the students who will exit the programme after securing 40 Credits.
# A student of Commerce Discipline who has chosen Major Courses 1011 and 2011 must take Minor Courses 1021 and 2021 in Semester 1 and Semester 2 respectively.
A student from any other discipline may also take 1011 and 2011 as Minor Courses if she/he desires.
@ Courses 1031 and 2031 are being offered to students belonging to any other disciplines other than Commerce.

Semester-3								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	Comm3011	Financial Accounting II	5	4-1-0	75	60	-	15
Major	Comm3012	Cost and Management Accounting II	5	4-1-0	75	60	-	15
Minor (VOC. Edn. &Trng.)	MSR3021 Or HRM3021 Or RSA3021	Medical Sales Representative Or Human Recourse Management Or Retail Sales Associate	4	3-1-0	75	60	-	15
Multi/Inter	Comm3031	Fundamentals of Finance	3	2-1-0	50	40	-	10
AEC	………3041	MIL (L1-2): Arabic/Bengali/Hindi/Sanskrit/Santali/ Urdu Or Equivalent Course from SWAYAM/ Any other UGC recognised platform	2		50	40	-	10
SEC	Comm3051	Entrepreneurship Development	3	2-1-0	50	40	-	10

Semester-4								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	Comm4011	Management Theory and Practice	5	4-1-0	75	60	-	15
Major	Comm4012	Marketing Management	5	4-1-0	75	60	-	15
Major	Comm4013 #	Direct Tax I	5	4-1-0	75	60	-	15
Minor	Comm4021	Principles of Economics II	4	3-1-0	75	60	-	15
Minor	Comm4022	Business Mathematics and Statistics II	4	3-1-0	75	60	-	15
AEC	ENGL4041	English (L2-2): Language & Creativity Or Equivalent Course from SWAYAM/ Any other UGC recognised platform	2		50	40	-	10

- A student of Commerce Discipline must take Minor Courses [Comm4021 and Comm4022] in the 4th Semester.
- **A student from any other discipline may also take** Comm4021 and Comm4022 **as Minor Courses if she/he desires.**
- Course Comm3031 is being offered to students from disciplines other than Commerce.

Since the **Finance Bill** is typically presented on **28th February** each year, the following framework will be followed for setting the Assessment Year for **'Direct Tax I'** (Comm4013): The **current financial year** (in which the Finance Bill is presented) will be treated as the **Assessment Year**.

Example: If the Finance Bill is presented on **28th February 2025**, then:

For *'Direct Tax I'*, the **Assessment Year** will be **2024–25** .

Semester-5								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	Th.	P	IA
Major	Comm5011	Financial Management	5	4-1-0	75	60	-	15
Major	Comm5012	Business Law	5	4-1-0	75	60	-	15
Major	Comm5013##	Direct Tax-II.	5	4-1-0	75	60	-	15
Minor Course (Vocational Education &Training)	MSR5021 Or HRM5021 Or RSA5021	Medical Sales Representative Or Human Resource Management Or Retail Sales Associate	4	3-1-0	75	60	-	15
Internship	INT5081		2	0-0-2	50	00	50 (Project/ Field Diary: 30 + Viva-voce: 20)	00
	Total		21		350			
Semester-6								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	Comm6011	Financial Accounting III	4	3-1-0	75	60	-	15
Major	Comm6012	Human Resource Management	4	3-1-0	75	60	-	15
Major	Comm6013	Indirect Tax Laws	4	3-1-0	75	60	-	15
Major	Comm6014	Auditing	4	3-1-0	75	60	-	15
Minor Course (Vocational Education &Training)	MSR6021 Or HRM6021 Or RSA6021	Medical Sales Representative Or Human Resource Management Or Retail Sales Associate	4	3-1-0	75	60	-	15
	Total		20		375			
	Grand total (Sem.- I to VI)		128		2325			

Since the **Finance Bill** is typically presented on **28th February** each year, the following framework will be followed for setting the Assessment Year for **'Direct Tax II'** (Comm5013), the **next financial year** will be treated as the **Assessment Year**.

Example: If the Finance Bill is presented on **28th February 2025**, then:

For *'Direct Tax II'*, the **Assessment Year** will be **2025–26**.

Semester-7								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	Th.	P	IA
Major	Comm7011	Research Methodology	6	5-1-0	75	60	-	15
Major	Comm7012	Organisational Behaviour & Strategic Human Resource Management	6	4-2-0	75	60	-	15
Major	Comm7013	Financial Reporting and Financial Statement Analysis	6	4-2-0	75	60	-	15
Major	Comm7014	Strategic Cost Management	6	5-1-0	75	60	-	15
Minor	Comm7021	Business Mathematics and Statistics – III	4	3-1-0	75	60	-	15
	Total		28		375			
Semester-8 (Honours)								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	Comm8011	Strategic Financial Management	6	5-1-0	75	60	-	15
Major	Comm8012	Advanced Computer Applications in Business	4	2-0-2	75	40	20	15
Major	Comm8013	Financial Institutions and Financial Markets	4	3-1-0	75	60	-	15
Major	Comm8014	Strategic Management and Corporate Governance	4	3-1-0	75	60	-	15
Minor	Comm8021	Principles of Economics III	4	3-1-0	75	60	-	15
	Total		22		375			
	Grand total (Sem.- 1 to 8)		178		3075			
Semester-8 (Honours with Research)								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	Comm8011	Strategic Financial Management	6	5-1-0	75	60	-	15
Minor	Comm8021	Principles of Economics III	4	3-1-0	75	60	-	15
Research Project/ Dissertation	Comm8091		12	0-0-12	225	135$	90^	0
	Total		22		375			
	Grand total (Sem.- 1to 8)		178		3075			
$ Preparation and Submission of Research Project/ Dissertation ^ Seminar presentation and Viva-voce								

Semester 1

Comm1011: FINANCIAL ACCOUNTING-1

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 4 **Lectures: 64**

Objectives: The basic objective of this is to provide students with a comprehensive understanding of various accounting principles, rules, and procedures which will help them in dealing with different types of business transactions.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the accounting principles, rules and procedures relevant to different types of transactions.
2. Apply the accounting principles, rules and procedures in recording different types of transactions.

CONTENTS

Unit 1: Theoretical Framework **14 Lectures**

i) Financial accounting conceptual framework: Accounting Principles, GAAP, Concepts and Conventions; Entity, Matching Concept, Dual Aspect, Money Measurement, Going Concern, Cost, Realization, Accruals, Periodicity, Consistency, Conservatism, Materiality and Full Disclosures.
ii) Accounting Standards: Concepts, benefits, and procedure for issuing accounting standards in India. Salient features of First-time adoption of Indian Accounting Standards (Ind-AS101).
iii) International Financial Reporting Standards (IFRS): Need and due process to set IFRS.

Unit 2: **15 Lectures**

a) Single Entry: Distinction between Single Entry System and Double Entry System, Defects of Single Entry System, Preparation of Accounts from Incomplete Records, Conversion from Single Entry System to Double Entry System.

b) Sectional Balancing and Self-Balancing Ledger :

i) Sectional Balancing Ledger: Concept of Sectional Balancing and preparation of Control accounts.
ii) Self Balancing Ledger: Advantages, Recording process and preparation of Adjustment accounts.

Unit 3: **10 Lectures**

Consignment Accounting: Basic features of Consignment; the difference between Consignment and Sales; Preparation of Accounts in the books of Consignor and Consignee at Cost price and Invoice price; Valuation of unsold stock; Ordinary Commission, Del-credere commission, Special Commission; Valuation of normal and abnormal loss; Preparation of Consignment Debtors Account.

Unit 4:

Insurance Claim for Loss of Stock and Loss of Profits: **10 Lectures**

i) Loss of stock: Physical and ownership concept; concept of under-insurance and average clause; computation of claim with price change; consideration of unusual selling line; price reduction etc.
ii) Loss of Profit: Concept – insured & uninsured standing charges, GP rate, short sales and increased cost of working, average clause and computation of claim.

Unit 5:

Partnership Accounts – I **15 Lectures**

Preparation of Accounts: P/L Appropriation Account, Capital & Current Account; Guarantee – by the firm, by a partner and both; correction of appropriation items with retrospective effect; change in the constitution of firm due to change in profit sharing ratio, admission, retirement and admission-cum-retirement – treatment of Goodwill, revaluation of assets and liabilities (with and without alteration of books), treatment of reserve and adjustment relating to capital, treatment of Joint Life Policy; death of a partner.

Suggested Readings

1. Robert N. Anthony, David Hawkins, Kenneth A. Merchant, Accounting: Text and Cases, McGraw-Hill Education.
2. Charles T. Horngren and Donna Philbrick, Introduction to Financial Accounting, Pearson.
3. M.C. Shukla, T.S. Grewal and S.C. Gupta, Advanced Accounts, Vol.-I. S. Chand & Co.
4. P.C. Tulsian, Financial Accounting, Pearson Education.
5. Rajasekaran, Financial Accounting, Pearson
6. Mukherjee and Mukherjee, Financial Accounting I, Oxford
7. Amitabha Mukherjee, Mohammed Hanif, Financial Accounting I, McGraw Hill Education.
8. V.K. Goyal and Ruchi Goyal, Financial Accounting, PHI Learning.
9. Amitabha Basu and Sibasish Dutta, Financial Accounting I, Tee Dee Publications.
10. Relevant IND ASs.

Comm1021: BUSINESS MATHEMATICS AND STATISTICS -1

Marks: 75Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 4 **Lectures: 64**

Objective: The objective of this course is to familiarize the students with the basic mathematical and statistical tools with an emphasis on applications to business and economic situations.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the basic concepts of algebra.
2. Analyse how matrices are used as mathematical tools in representing a system of equations.
3. Explain mathematical formulation and solution of problems related to finance including different methods of interest calculation, future and present value of money.
4. Evaluate business problems involving complex linear relationships between decision variables and their determining factors.
5. Examine the various descriptive properties of statistical data.

CONTENTS

Unit 1: Introductory Algebra **15 Lectures**

a) **Indices and Logarithms -** Positive indices **-** Fractional indices **-** Operation with power functions; General laws of logarithms and its applications

b) **Set Theory -** Representation of a set, Concept of Subset, Power sets, Size of a set: Set operations-union, intersection, disjoint, set difference, compliment; Properties of union and intersection of sets, associative properties, commutative properties, identity property of union, intersection property of the empty set, distributive properties.

c) **Permutation and Combination**: Introduction, Fundamental Principle of Counting, Permutation, Combination

Unit 2:Mathematics of Finance **10 Lectures**

Compound interest; Formula for compound interest; Present value and discount; Nominal and effective rate of interest; Depreciation of Assets; Growth at a uniform rate.

Annuities-Definition; Amount of an ordinary annuity; Present value of an annuity; Present value of perpetuity; Sinking Fund; Deferred Annuity; Endowment Fund.

Unit 3: Matrix Algebra and Determinants **15 Lectures**

a) Definition of Matrix, Different types of Matrix; Matrix Operations – Equality, Addition, Subtraction and Multiplication. Transpose of matrices, Inverse of a Matrix; Solution of linear simultaneous equations by matrix inversion method (having a unique solution and involving not more than three variables)

b) Determinant of a square Matrix (up to third order), Expansion of a determinant; Types of determinants'; Properties of Determinants, Addition and Multiplication of determinants, Minor and cofactors of a determinant, Solution of a system of linear equations (having a unique solution and involving not more than three variables) using Cramer's Rule.

Unit 4: Linear Programming **6 Lectures**

Formulation of linear programming problem (LPP).The graphical solution to LPP.Cases of unique and multiple optimal solutions.Unbounded solutions, infeasibility, and redundant constraints.

Unit 5: **Descriptive Statistics** **18 Lectures**

a) **Introduction**: Definition of Statistics, Scope and limitations of Statistics, Variable and Attribute, Primary data and Secondary data, Methods of collection of primary data, Tabulation of statistical data, Frequency Distribution, Cumulative Frequency Distribution and Diagrammatic Presentation of Statistical Data.

b) **Measures of Central Tendency:** Meaning of Measures of Central Tendency, Characteristics of an Ideal Measure of Central Tendency / Average, Concepts and Specific uses of Arithmetic, Geometric and Harmonic Means, Median and Mode, Practical Problems (simple type).

c) **Measures of Dispersion:** Meaning of Measures of Dispersion, Characteristics of an Ideal Measure of Dispersion, Concepts and Specific uses of Range, Quartile Deviation , Mean Deviation, Standard deviation, Coefficient of Quartile Deviation, Coefficient of Mean Deviation and Coefficient of Variation, Practical Problems (simple type).

d) **Moments, Skewness and Kurtosis:** Meaning and significance of Moments, Skewness, Kurtosis, Practical Problems (simple type).

Suggested Readings

1. Ghosh and Saha, Business Mathematics and Statistics, New Central Book Agency (P) Ltd.
2. Chakrabarti J., Business Mathematics and Statistics, Dey Book Concern.
3. Sur, D and Banerjee, D, Basic Statistics, Global Net Publication.
4. Nag, N.K. and Nag, S. K., Business Mathematics and Statistics, Kalyani Publishers.
5. Kapoor V.K., Essential Mathematics for Commerce and Economics, Sultan Chand.
6. De S.N., Business Mathematics & Statistics –Chhaya Prakashani.
7. Das N.G., Statistical Methods, McGraw Hill Education.
8. Sarkhel & Dutta, An Insight into Statistics, Book Syndicate
9. Gupta S.P., Statistical Methods, Sultan Chand & Sons

Comm1031: FUNDAMENTALS OF ACCOUNTING

Marks: 50 Course Evaluation: Semester Examination (40 Marks) and Internal Assessment (10 Marks)

Credit: 3 **Lectures: 48 Hours**

Objectives: The objective of this course is to provide students with a comprehensive understanding of various fundamental issues associated with Accounting which will help them in interpreting the financial statements of business firms as well as non-profit seeking organizations.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the basic concepts of Accounting.

2 Prepare the Financial Statements of the proprietary concerns.

3. Prepare the Financial Statements of non-profit seeking concerns.

CONTENTS

Unit 1: Introduction of Accounting **8 Lectures**

(i) **Accounting:** Meaning, objectives, Types of accounting information, Users of accounting information and their needs. Basis of accounting – cash basis, accrual basis and hybrid basis. Types of accounting – Financial Accounting, Cost Accounting and Management Accounting.

(ii) Accounting Principles: Entity Concept, Money Measurement Concept, Going Concern Concept and Accounting Period Concept.

(iii) Basic Accounting Terms: Transaction, Event, Capital, Drawings, Asset (Fixed and Current), Liabilities (Long term, Short Term or Current), Receipts (Capital & revenue), Expenditure (Capital, Revenue and Deferred Revenue), Income, Profit/Loss, Purchase, Sales, Stock, Debtors, Creditors, Cost, Revenue, Discount (Cash & Trade)

Unit 2: Recording of Transactions and Preparation of Trial Balance 20 Lectures

(i) Double Entry System: Introduction, Rule for Debit and Credit – classification of accounts and application of Golden Rule.

(ii) Evidence of transactions: invoice, cash memo, pay-in-slip, cheque; Preparation of Voucher (Cash, Credit and Transfer)

(iii) Books of Original Entry: Meaning, Format & Recording.

(iv) Cash Book: Single Column Cash Book, Double Column Cash Book & Petty Cash Book

(v) Special Purpose Books: Purchase Book, Sales Book, Purchase Return Book, Sales Return Book, Bills Receivable Book, Bills Payable Book and Journal Proper.

(vi) Ledger: Meaning, Utility, Format; posting from Journal, Cash Book and Special Purpose Books; balancing of Ledger Accounts.

(vii) Trial Balance: Meaning, Objectives and Preparation.

(viii) Bank Reconciliation Statement: Meaning, Need and Preparation.

Unit 3: Financial Statements 10 Lectures

(i) Financial Statements: Objective and Importance.

(ii) Trading and Profit & Loss Account: Preparation of Accounts.

(iii) Balance Sheet: Need for Preparation, Grouping and Marshalling of Assets & Liabilities.

(iv) Preparation of Financial Statements: Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietorship trading concern.

Unit 4: Financial Statements of Non-Profit Seeking Organizations 10 Lectures

(i) Non-Profit Seeking Organization: Concept

(ii) Receipts and Payments Account: Need for preparation and features.

(iii) Income and Expenditure Account: Need for preparation and features.

(iv) Financial Statements: Preparation of Income & Expenditure Account and Balance Sheet from the given Receipts & Payments Account and additional information.

Suggested Readings:

1. Charles T. Horngren and Donna Philbrick, Introduction to Financial Accounting, Pearson.
2. M.C. Shukla, T.S. Grewal and S.C. Gupta, Advanced Accounts, Vol.-I. S. Chand & Co.
3. P.C. Tulsian, Financial Accounting, Pearson Education.
4. Amitabha Basu, Financial Accounting I and II, Tee Dee Publications.
5. T. S. Grewwal, Financial Accounting, Sultan Chand,
6. Rajasekaran, Financial Accounting, Pearson
7. Mukherjee and Mukherjee, Financial Accounting I and II, Oxford
8. Amitabha Mukherjee, Mohammed Hanif, Financial Accounting I&II, McGraw Hill Education.
9. S. Anil Kumar, V. Rajesh Kumar and B. Mariyappa, Fundamentals of Accounting, Himalaya Publishing House.
10. V.K. Goyal, RuchiGoyal, Financial Accounting, PHI Learning.
11. Debashri Bhattacharya, Financial Accounting I, Law Point

Comm1051: E-COMMERCE

Marks: 50Course Evaluation: Semester Examination (40 Marks) and Internal Assessment (10 Marks)
Credit: 3 **Lectures: 45 Hours**

Objectives: The basic objective of this course is to enable students to become familiar with the mechanism for conducting business transactions through electronic means.

Course Outcomes: After successful completion of the course, students will be able to:

1. Describe the challenging needs of society in the field of e-commerce.
2. Evaluate various applications in the context of online transactions.
3. Make a comparison among various e-payment systems.
4. Analyse security and operational issues in e-commerce.

CONTENTS

Unit 1: Introduction **12 Lectures**

E-Commerce-meaning, nature, concepts, advantages and disadvantages, types; e-commerce business models B2B [concept, major activities, types of B to B market (independent, buyer oriented, supplier oriented, e-marketplace)], B2C [portals, e-tailer, content provider, transaction broker, real-life examples of B2C], C2C, C2B, etc.; forces behind e-commerce, e-Governance [meaning, types, significance, real-life examples].Traditional commerce vs. E-commerce, E-commerce vs. M-commerce, E-commerce vs. E-business. Impact of E-commerce on society.

Unit 2: E-CRM and SCM **8 Lectures**

E-CRM-definition, features, goals of E-CRM business framework, phases of E-CRM, types of E-CRM, Functional components of E-CRM, strategies for E-CRM solutions; SCM-definition, features, types of supply chain.

Unit 3: Digital Payment **9 Lectures**

Methods of e-payments [Debit Card, Credit Card, Smart Cards, e-Money], electronic or digital wallet, digital signature (procedures, working and legal provisions), payment gateways [Core Banking Solution or CBS, Mobile Payment, UPI, NCPI, International Payments], Online banking [meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting], risks involved in e-payments.

Unit 4: ERP **8 Lectures**

Definition, features, major characteristics, levels of ERP, benefits of ERP, enterprise potential of ERP, modules of ERP, phases of ERP implementation, limitations of ERP.

Unit 5: New Trends in E-Commerce **8 Lectures**

Social Commerce-concept, definition, features; Digital Marketing-definition, objectives, methods, limitations; Advertisement in Social Media-objectives, advantages and disadvantages, procedures.

Suggested Readings

1. P. T. Joseph, E-Commerce: An Indian Perspective, PHI Learning.
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, E-Commerce: Fundamentals and Applications, Wiley.
3. Laudon, E-Commerce, Pearson Education India.
4. De, S , Fundamentals of E- Commerce, Arambagh Book House
5. Bhaskar, B., E–Commerce, McGraw Hill.
6. Roy, Basu, Agarwal, An introduction to E-commerce and Business Communication, ABS publishing house.

Semester 2

Comm2011: COST AND MANAGEMENT ACCOUNTING-I

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 4 **Lectures: 64**

Objectives: The basic objective of this course is to provide students with a comprehensive understanding of the concepts, techniques and practices of cost and management accounting which will help them in developing skills for decision making.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyse the different cost concepts.
2. Determine various components of the cost of production.
3. Classify unit cost and total cost by preparing a cost statement.
4. Compute employee cost, employee productivity and employee turnover.

CONTENTS

Unit 1: Introduction to Cost and Management Accounting **14 Lectures**

Meaning and concept of Cost, Costing, Cost Accounting, and Cost Accountancy. Objectives and Scope of Cost and Management Accounting, Evolution, Advantages and Limitations of Cost and Management Accounting. Users of Cost and Management Accounting information. Role of Cost Accounting department and its relation with other departments. Cost Objects, Cost Units, Cost Centres and Responsibility Centres Installation of Cost Accounting System. Cost Classification. Elements of Cost, Cost Control and Cost Reduction. Cost behaviour pattern, Separating the components of fixed, variable and semi-variable costs. Preparation of Cost Sheets for Manufacturing and Service Sectors. Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management, Methods of Costing and Techniques of Costing.

Unit 2: Material Cost **15 Lectures**

Concept of Material and Inventory. Material Control-Meaning, Objectives, Prerequisites, Elements and Advantages. Material Procurement: Organization, Methods, Procedures Pricing. Procedures and documentation involved in Procuring, Storing and Issuing material. Various inventory control techniques and determination of various stock levels. Computation of EOQ and apply the EOQ to determine the optimum order quantity. Material Issue procedure and valuation of material issues. Selection of pricing methods- FIFO, LIFO, Average etc. Various methods of inventory accounting and preparation of Stores Ledger/Account. Identification and Treatment of Normal and Abnormal Loss and its accounting treatment. Accounting and Control of Waste, Scrap, Spoilage and Defectives.

Unit 3: Employee /Labour Cost **10 Lectures**

Meaning and importance of Employee/ Labour Cost in an organization Classification of Labour Cost, Labour cost control, Attendance and payroll procedures: Time Keeping and Time Booking, Meaning, importance, control and accounting treatment of Idle Time, Overtime. Labour turnover --meaning, reasons, methods of measurement and control. Various methods of remuneration and incentive systems in the calculation of wages and bonuses, Time rate and piece rate system, Efficiency rating procedures, and Labour productivity.

Unit 4:Overheads **15 Lectures**

Overheads: Meaning and importance., Classification, Allocation, Apportionment, and Absorption of Overheads. i) Accounting and Control of Factory/Manufacturing Overheads. Primary distribution and Secondary distribution of factory overhead, Methods of absorbing overheads to various Products/Jobs, Types of overhead rates, Meaning and Treatment of under absorption and over absorption of overheads.

and apply the same in cost computations. ii) Accounting and Control of Administrative Overheads. iii) Accounting and Control of Selling and Distribution Overheads. Concepts related to capacity, Treatment of certain items in costing: interest and financial charges, depreciation, packing expenses, fringe benefits, bad debt, training expenses, research and development cost, canteen expenses, and expenses for welfare activities.

Unit 5: Cost Accounting Systems **10 Lectures**

Concept of Cost Accounting or Cost Control System, Non-integral System of Accounting. Advantages and limitations of Non-Integral System, Cost Accounting Ledgers and Control Accounts and Scheme of Journal entries. Integrated or Integral Accounting System: Meaning, Advantages, Limitations, Features, and Prerequisites, Procedure of Recording under Integral Accounting System. Reconciliation of Cost and Financial Accounts: Need for reconciliation, Reasons for differences in profit under financial and cost accounting systems. The procedure of preparation of reconciliation statement for profit under financial and cost accounting systems and Preparation of Memorandum Reconciliation Account. Accounting for Management Information and Cost Control.

Suggested Reading

1. Jawahar Lal, Cost Accounting, McGraw Hill Education.
2. S.P. Jain and K.L. Narang, Cost Accounting, Kalyani Publishers.
3. M.N. Arora, Cost Accounting, Principles and Practice, Vikas Publishing House.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, ShriMahavir Book
5. S.P. Iyengar, Cost Accounting, Sultan Chand & Sons.
6. B.K. Bhar, Cost Accounting, World Press.
7. V.K Saxsena and C.D.Vashist, Advanced Cost and Management Accounting. Sultan Chand
8. Drury, Management and Cost Accounting, Cengage Learning.
9. Hanif, Cost Accounting I, McGraw Hill Education.
10. Dutta, Cost Accounting: Principles & Practice, Pearson.
11. Debasis Banerjee, Cost Accounting & Management Accounting. Book Syndicate.
12. C.H. Sengupta and B G Chowdhury-Cost and Management Accounting, Dey Book Concern.
13. Amitava Basu and J.K.Mitra, Cost and Management Accounting, Tee Dee Publications.

Comm2021: PRINCIPLES OF ECONOMICS-I

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 4 **Lectures: 64**

Objective: The basic objective of this course is to provide students with a comprehensive understanding of the basic principles of Microeconomics and Macroeconomics and their applications.

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

1. Understand the broad domains of Economics .
2. Examine the nature and scope of Microeconomics and Macroeconomics.
3. Analyse the application of the basic principles of Microeconomics and Macroeconomics in real-life situations.

CONTENTS

Unit 1: Demand-Supply Framework & Equilibrium **10 Lectures**

1. Elementary concepts: Resources-scarcity – trade-off - choice – opportunity cost - Production-Possibility Frontier & Basic Decisions/questions facing any economy – efficiency & growth – economic systems
2. Demand and Supply: Determinants of demand, movements vs. shift in the demand curve, Determinants of Supply, Movement along a supply curve vs. shift in supply curve; Market equilibrium and price determination.

3. Elasticity of demand and supply, Application of demand and supply (Price Ceiling and Price

Floor, Price Rationing, Consumer Surplus, Producer Surplus).

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

Unit 2: Production and Cost **15 Lectures**

Production: Firm as an agent of production; Concepts of Production function; Law of variable proportions – stages of production; Isoquants and its Properties – economic region of production; Return to scale (concepts only).

Costs: Costs in the short run. Costs in the long run. Economics and Diseconomies of Scale.

Unit 3: Market Structure **15Lectures**

Classification of Different Markets (Concepts only) – Perfect Competition, Monopoly, Monopolistic Competition, Monopsony and Oligopoly.

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 supplycurve: increasing, decreasing and constant cost industry.

Monopoly: Short-run and long-run equilibrium of monopoly firm; Concept of supply curveunder monopoly; Price discrimination (concepts and types/degrees) – equilibrium of a price discriminating monopolist.

Unit 4: Selected Macroeconomic Principles **12Lectures**

Introduction to Macroeconomic Variables – Circular Flow of Income – Closed and Open Economy representation of an economy - Saving-Investment Identity, Measuring National Income - Real vs. Nominal GDP - GDP Deflator – limitations of GDP – fiscal policy (concept only)

Unit 5: Money in a Modern Economy **12Lectures**

Concept and measures of money; demand for money; quantity theory of money; liquidity preference and rate of interest; money supply and credit creation; monetary policy Cost of living and inflation: Inflation – Causes, Measurement, Effect, Measures to Control Inflation - Forms of Unemployment – Output Gap and NAIRU (Natural Rate of Unemployment); Inflation & Unemployment – Phillips Curve (short run and long run)

Suggested Readings

1. R.S. Pindyck, D. L. Rubinfeld and P. L. Mehta, Microeconomics, Pearson Education.
2. N. Gregory Mankiw, Principles of Economics, Cengage Learning.
3. G.S. Maddala and E. Miller, Microeconomics: Theory and Applications, McGraw-Hill.
4. D. Salvatore, Schaum's Outline: Microeconomic Theory, McGraw-Hill, Education.
5.Koutsoyiannis, Modern Microeconomics, Palgrave Macmillan
6. Paul A Samuelson and William D Nordhaus, Economics, McGraw-Hill Education.
7. Jaydeb Sarkhel, Microeconomics, Book Syndicate.
8. Jaydeb Sarkhel, Macroeconomics, Book Syndicate.

Comm2031:Fundamentals of Management

Marks: 50 Course Evaluation: Semester Examination (40 Marks) and Internal Assessment (10 Marks)
Credit: 3 Lectures: 48
Objectives The basic objective of this course is to provide students with a comprehensive understanding of the basic concepts and various functions of management which will help them in developing skills for application of management principles in business organizations.
Course Outcomes: After successful completion of the course, students will be able to:

1. Understand and identify the management principles and practices which are relevant to organizations.
2. Apply the acquired knowledge in managerial functions.

CONTENTS

Units 1: Introduction to Management 12 Lectures
Meaning and Definition, Nature, Characteristics, Scope, Levels and Functions of Management, Administration Vs. Management, Essence of Management, Evolution of management thought: contributions of F.W. Taylor and Henry Fayol.

Units 2: Planning 10 Lectures
Meaning and Definition, Characteristics of Planning, Importance and Benefits of Planning, Steps in Planning, Types of Planning, Limitations of Planning, Decision making (concept only).

Units 3: Organising 10 Lectures
Concept and process of organising, Span of management, Different types of authority (line, staff and functional), Decentralisation, Delegation of authority, Formal and Informal Structure, Principles of Organising.

Units 4: Staffing, Directing and Controlling 16 Lectures
a) Staffing: Concept, Process.
b) Directing: Meaning, Nature, Significance, Principles and Techniques.
c) Motivation: Concept, Importance, Motivation theories: Maslow's Need-Hierarchy Theory, Hertzberg's Two-factor Theory.
d) Leadership: Concept, Importance, Qualities of a good leader, Types of Leadership styles.
e) Controlling: Concept, Importance, Process, Limitations, Essentials of Effective Control System; Techniques of Control.

Suggested Readings

1. Koontz and O'Donnell, Principles of Management, McGraw Hill Education.
2. C.B. Gupta, Business Management, Sultan Chand and Sons.
3. L.M. Prasad , Principles and Practice of Management, Sultan Chand and Sons.
4. A.F. Stoner and R.E. Freeman, Management, Prentice Hall.
5. P.C. Tripathi and P. N. Reddy, Principles of Management, TMH Publications.
6. Griffin, Management Principles and Application, Cengage Learning.
7. Harold Koontz and Heinz Weihrich, Essentials of Management: An International and Leadership Perspective, McGraw Hill Education.
8. B.P. Singh and A.K.Singh, Essentials of Management, Excel Books.
9. T.N. Chhabra, Management Concepts and Practice, Dhanpat Rai& Co. (Pvt. Ltd.).

Comm2051: COMPUTER APPLICATIONS IN BUSINESS

Marks: 50   Course Evaluation: Semester Examination (40 Marks) and Internal Assessment (10 Marks)
Credit: 3   **Lectures: 45**

Objectives: The basic objective of this course is to provide students with a comprehensive understanding of the fundamental issues associated with the applications of computer in business application.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the various concepts and terminologies used in computing, computer networks and the internet.
2. Develop basic computer skills.
3. Comprehend the basic concepts of DBMS.

CONTENTS

Unit 1: Computer Basics   **12 Lectures**

a) Definition and Characteristics of Computer. Generations of computers. CPU organization and architecture: Arithmetic/Logic Unit (ALU), Control Unit (CU)

b) Memory organization: Memory representation, Cache memory, Primary memory – RAM and ROM. Functions of RAM and ROM. Different types of RAM and ROM. Secondary memory – Magnetic and optical storage devices (a brief description of different types).

c) Input and Output Devices: Major types and their functions.

Unit 2:Operating System   **10 Lectures**

Concept, types, functions of operating system; Software-Concepts and types of software.

Unit 3: Number System and Binary Arithmetic and Logic Gate   **5 Lectures**

Positional Number Systems – Decimal, Binary, Octal, Hexadecimal; Binary Arithmetic – Addition, Subtraction, Number Representation – One's Complement, Two's Complement.
Digital Logic Gates; Truth Table, Logic Diagrams, Simplified Circuits (Half adder, Full adder)

Unit 4: Internet, and Its Applications   **8 Lectures**

Meaning of Internet, IP Address, URL, Domain Name System, Internet Protocols - TCP/IP, UDP, FTP, TELNET [brief ideas only], HTML, DHTML AND XML [Concepts only]

Unit 5: Introduction to DBMS   **10 Lectures**

Concepts of database and database management system (DBMS).Components of database management system (DBMS) Data abstraction. Architecture – three schema architecture. Data models: hierarchical model, network model and relational model.

Suggested Readings

1. ITLESL, Introduction to Computer Science, Pearson Education.
2. ITLESL, Introduction to Information Technology, Pearson Education.
3. Sinhaand Sinha, Fundamentals of Computers, BPB Publication.
4. Rajaraman, Fundamentals of Computers, PHI.

Semester 3

Comm3011: FINANCIAL ACCOUNTING- II

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 5 **Lectures: 80**

Objective: The basic objective of this course is to provide students with an in-depth understanding of advanced topics in accounting, focusing on partnership accounts, hire purchase and instalment payment systems, accounting for inland branches and departmental accounts, investment accounts, and company accounts.

Course Outcomes: After successful completion of the course, students will be able to:

1. Apply the accounting principles while recording transactions of Departmental, Hire purchase and Branch Accounts.
2. Understand the principles of accounting for shares.
3. Explain the concepts of Investment Accounting.

CONTENTS

Unit 1: Partnership Accounts-II **20 Lectures**

Accounting for dissolution of firm – Settlement of accounts on Dissolution **-**Insolvency of one or more partners, Consideration of private estate and private liabilities. Piecemeal distribution: Order of payments– surplus capital basis and maximum possible loss basis.

Unit 2: Accounting for Hire Purchase and Instalment purchase **15 Lectures**

Meaning of Hire Purchase System; Difference with Instalment Payment System and Sale; Methods of recording of Hire Purchase Transactions in the books of Buyer and Hire vendor –calculation and allocation of interest in case of Hire Purchase and Instalment Payment Systems– use of Interest Suspense account – partial and complete repossession of goods, Termination of Hire Purchase Contract, Entries under Hire Purchase Stock and Debtors Method (with repossession); Entries under H.P. Trading Method (with repossession).

Unit 3: Accounting for Inland Branches and Departmental Accounts **15 Lectures**

Concept of Branch; Different types of Branches. Synthetic method – preparation of Branch account (at Cost & at Invoice Price).Preparation of Branch Trading and P/L account– normal and abnormal losses. Analytical method – preparation of Branch Stock, Adjustment Account (at Cost & at IP) – normal & abnormal losses. Independent branch – concept and adjustments; Wholesale profit and retail profit at Branch.

Concept, objective of preparation of departmental accounts; apportionment of common costs; Preparation of Departmental Trading and P/L account, Consolidated Trading and P/L account; Inter departmental transfer of goods at cost and at selling price and elimination of unrealized profit.

Unit-4: Investment Accounts **10 Lectures**

Meaning, Maintenance of investment ledger, change in the nature of investments, Cum-dividend and Ex –dividend transactions, Cum-interest and Ex-interest transactions. Accounting for investment in fixed interest bearing securities and variable income bearing securities, Securities Transactions Tax(STT).

Unit 5: Company Accounts **20 Lectures**

Issue of Shares – issue, forfeiture, reissue, issue of shares for consideration other than cash and issue to the promoters; Pro-rata issue of shares. Sweat, Right and Bonus Shares. Underwriting of shares and debentures: Rules; Determination of Underwriters Liability – with marked, unmarked & firm underwriting accounting.

Suggested Readings

1. M.C. Shukla, T.S. Grewal, and S.C. Gupta, Advanced Accounts, Vol-II, S. Chand & Co.

2. Soumya Mukherjee and Abhik Kr. Mukherjee, Financial Accounting-Vol.I &II, Oxford Higher Education.
3. Hanif& Mukherjee, Financial Accounting, VolI , II and Corporate Accounting, McGraw Hill.
4. AmitabhaBasu, Principles & Applications of AccountingVol.I ,II, and Corporate Accounting,Tee Dee Publications.
5. Maheshwari, S. N., Maheshwari, S. K., &Maheshwari, S. K. (2018). Financial Accounting.Vikas Publishing House Pvt. Ltd.
6. Sehgal, D. (2014). Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.
7. Goyal, B. K., &Tiwari, H. N. (2019). Financial Accounting. New Delhi: Taxmann Publication.
9.S.K.Paul: Financial AccountingVol.I , II and Corporate Accounting. NCBA

Comm3012: COST AND MANAGEMENT ACCOUNTING – II

Full Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 5 **Lectures: 80**

Objectives: The basic objective of this course is to provide students with an in-depth understanding of the various methods and techniques involved in cost ascertainment and analysis of cost information for cost planning, control and decision making.

Course Outcomes:

After successful completion of the course, students will be able to:

1. Understand the concepts of Unit costing. Job costing, Batch costing and Contract Costing.
2. Elucidate the meaning, objectives, nature, and scope of Process costing and the concept of Joint and By-products.
3. Explain the concepts of Marginal Costing, Absorption Costing and Variable Costing.
4. Conduct a Cost-volume-profit analysis.
5. Understand the concept of Service or Operating Costing.

CONTENTS

Unit 1: Unit or Output Costing, Job costing and Batch Costing **15 Lectures**

a) Unit or Output Costing

Meaning, applicability, features and advantages, Methods of preparing cost sheet, Treatment of scrap, Price Quotation or Tenders and preparation of estimated cost sheet

b) Job Costing

Meaning, features, principles, process and applicability of Job Costing, Advantages and limitations of Job Costing, Preparation of Job Cost Sheet and procedure of Job Costing

c) Batch Costing

Meaning, features, advantages and limitations of Batch Costing, Preparation of Statement of Cost under Batch Costing, Economic Batch Quantity (EBQ)

Unit-2: Contract Costing **15 Lectures**

Meaning, features, applicability and Procedure of Contract Costing, Recording of Contract Cost, Progress payments, Retention money, Escalation clause, De-escalation Clause, Cost plus contract, Preparation of Contract Account, Contractee Account and Extracts of Balance Sheet, Profit or Loss on incomplete contract

Unit 3: Process Costing including Joint products and By-products **20 Lectures**

Process Costing: Definition and meaning, basic features, applicability, advantages and limitations, Procedure in Process Costing, Preparation of process cost accounts, Treatment of normal loss, abnormal loss and abnormal gain in process cost accounting, Inter-process profit and Equivalent production.

Joint products and By-products: Meaning of Joint Products, by-products and co-products, Apportionment of joint costs and methods of apportioning–physical unit method, average unit cost methods, contribution margin method. Joint cost over by products and treatment of by-products cost in cost accounting.

Unit-4: Service Costing or Operating Costing **10 Lectures**

Meaning of Service Costing, Types of services, Operating Costing system, Service Costing vs. Product Costing, Methods for ascertaining service cost unit, Transport costing – classification of costs, Fixed charges, repairs and maintenance, operating and running charges, collection of costs, ascertainment of costs, operating cost Sheet

Unit 5: Marginal Costing and Cost Volume-Profit Analysis **20 Lectures**

Definition of marginal cost and marginal costing, features of marginal costing, comparison between direct costing, marginal costing and absorption costing, advantages and limitations of marginal costing, cost-volume-profit analysis-profit volume chart, break-even analysis, graphical presentation of break-even chart, limitations of break-even analysis, methods of break-even analysis, margin of safety, angle of incidence.

Suggested Readings

1. Jawahar Lal, Cost Accounting, McGraw Hill Education.
2. S.P. Jain and K.L. Narang, Cost Accounting, Kalyani Publishers.
3. S.N. Maheshwari and S.N. Mittal, Cost Accounting: Theory and Problems, ShriMahavir Book Depo
4. S.P. Iyengar, Cost Accounting. Sultan Chand & Sons.
5. Saxsena and Vasisth, Cost and Management Accounting. Sultan Chand and Sons
6. Hanif, Cost Accounting II, McGraw Hill Education.
7. Debasis Banerjee, Cost Accounting & Management Accounting.
8.C.H.Sengupta and B.G.Chowdhury.Cost and Management Accounting. Dey Book Concern
9 .G.K.Jana. Cost and Management Accounting.Books and Allied (P) Ltd.
10.Samir Kumar Chakraborty, Cost and Management Accounting. New Central Book Agency.

Comm3031: FUNDAMENTALS OF FINANCE

Marks: 50 Course Evaluation: Semester Examination (40 Marks) and Internal Assessment (10 Marks)
Credit: 3 **Lectures: 48**

Objectives: This basic objective of this course is to provide students with a comprehensive understanding of essential financial concepts, techniques, and decision-making processes crucial for effective financial management within organizations. Through this course, students will learn to analyse financial situations, make informed decisions, and contribute to the overall financial success of firms.

Course Outcome: After successful completion of the course, students will be able to:

1. Understand the fundamental issues associated with financial decision making.
2. Develop skills for the application of various techniques relevant to financial management decisions.

CONTENTS

Unit-1: Introduction to Finance **10 Lectures**

Finance – definition, nature and scope; Sources of Finance - short-term and long-term sources; Financial management-concept, objectives and decision areas; Time value of money-concept and importance; Future value and Present value calculations; Cost of capital-meaning and relevance.

Unit-2: Capital Budgeting Decision **10 Lectures**

Capital budgeting – definition, features and importance; Different kinds of capital budgeting decisions; Various approaches to capital budgeting decisions under certainty condition.

Unit-3 Capital Structure Decision **10 Lectures**

Concept of capital Structure; Capital Structure vs. Financial Structure; Importance of Capital Structure; Optimal Capital Structure: Determinants of Capital Structure.

Unit-4 Working Capital Management **10 Lectures**

Meaning and classification of working capital; Working Capital Management-concept and importance, Determinants of working capital requirement, Sources of working capital finance.

Unit-5 Dividend Decision **8 Lectures**

Meaning and classification of dividend; Meaning, objectives and determinants of dividend policy.

Suggested Readings

1. Chandra, P., Financial Management: Theory and Practice, TMH.
2. Pandey, I.M., Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Sur, D. and Sarkhel, J., An Introduction to Financial Management, Book Syndicate.
4. Van Horne, Fundamentals of Financial Management, Pearson.
5. Khan, M.Y. and Jain, P.K., Financial Management: Text, Problems and Cases, Tata McGraw-Hill Publishing Co., Ltd. New Delhi

Comm3051: ENTREPRENEURSHIP DEVELOPMENT

Marks: 50 Course Evaluation: Semester Examination (40 Marks) and Internal Assessment (10 Marks)
Credit: 3 **Lectures: 45**

Objective: The basic objective of this course is to provide students with a comprehensive understanding of the different issues associated with the concept of entrepreneurship and to orient them towards entrepreneurship as a career option.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the basic nuances of entrepreneurship.
2. Inculcate creative thinking and behaviour towards entrepreneurship.
3. Develop a mindset for new venture creation.

CONTENTS

Unit 1: Introduction to Entrepreneurship & Entrepreneur **10 Lectures**

Entrepreneurship: Meaning, Scope, Nature, Needs, Elements, Determinants, Importance, Dimensions of entrepreneurship: Intrapreneurship, Technopreneurship, Cultural Entrepreneurship, International Entrepreneurship, Netpreneurship, Ecopreneurship, Copreneurship, Social Entrepreneurship, Women Entrepreneurship; Entrepreneur: Types, Qualities/ Traits of successful entrepreneurs, Entrepreneur vis-à-vis Intrapreneur & Manager; Contemporary role models from Indian business; Creativity & Innovation in entrepreneurship.

Unit 2: Family Businesses & MSMEs **6 Lectures**

Family Business: Features, Challenges, Conflicts, Role of family businesses in Indian economy; MSMEs: Concept, Features, Advantages, Disadvantages, Government Schemes for MSMEs

Unit 3: Stimulation, Support and Sustainability in Entrepreneurship **12 Lectures**

Stimulation, Support and Sustainability: Concept, Activities; Public and private system of stimulation, support and sustainability of entrepreneurship, Dimensions of support by government & its agencies: Financial, Marketing, Technical & Technological assistance; Actors of support system: Industry associations, Self-help groups, Angel investors, Venture capitalists, Private equity.

Unit 4: Preparation for Entrepreneurial Ventures **8 Lectures**

Business ideas: Concept, Sources & Techniques; Feasibility Study: Concept, Purpose, Dimensions, Feasibility Study Report; Business Plan: Concept, Significance/ Benefits/ Rationale, Structure & Contents; Project Report: Concept, Significance/ Benefits/ Rationale, Contents.

Unit 5: Start-up Ventures: Establishment & Operations **9 Lectures**

Start-up ventures: Concept & Features; Mobilising resources for start-up. Accommodation and utilities; Preliminary contracts with suppliers, vendors, principal customers; Contract management: Start-up problems & challenges; Establishment & Operations: Location, Layout, Business Process, Operations Planning & Control.

Suggested Readings

1. Robert Hisrich, Michael Peters, & Dean Shepherd, Entrepreneurship, McGraw-Hill Education.
2. David H. Holt, Entrepreneurship: New Venture Creation, Pearson.
3. Abhik Kumar Mukherjee & Shaunak Roy, Introduction to Entrepreneurship Development, Oxford University Press.
4. K. Ramachandran, Entrepreneurship Development, McGraw-Hill Education.
5. Arya Kumar, Entrepreneurship: Creating and Leading Entrepreneurial Organization, Pearson.
6. P. Charantimath, Entrepreneurship Development and Small Business Enterprises, Pearson.
7. S. S. Khanka, Entrepreneurial Development, S. Chand & Co, Delhi.
8. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House.

Semester 4

Comm4011: MANAGEMENT THEORY AND PRACTICE

Full Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 5 **Lectures: 80**

Objective: The basic objective of the course is to provide students with an understanding of the basic concepts, principles and practices of management.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the fundamental issues associated with the key functions of management.
2. Develop skills to perform the key management functions in profit seeking as well as non-profit seeking organizations.

CONTENTS

Unit 1: Introduction **20Lectures**

a) Management: Meaning and Definition, Scope, Importance, Management as profession, Universality of Management, Managerial functions (elementary idea).

b) Evolution of Management Thought: Classical Approaches – Taylor, Fayol, Neo-Classical and Human Relations Approaches- Elton Mayo and Hawthorne Experiment, Modern Approaches- Systems Approach, Contingency Approach, MBO- Concept, Benefits and Weaknesses.

Unit 2: Planning and Strategic Planning **15Lectures**

a) Planning-Meaning and Definition, Characteristics and Importance of Planning,
Types of Plan – Purpose, Objective, Strategy, Policy, Procedure, Rules, Programme and Budget.
Decision making- Concept, Process.
Strategic Planning– Meaning, Types (Business, Corporate, Unit level), Process, Importance and limitations.

b) Business Environment - Concept, Components, Analysis and diagnosis (macro and micro environments), Techniques (Concepts of SWOT/TOWS Analysis).

Unit 3: Organising **15Lectures**

Concept, Types, Process, Levels of management, Span of management, Delegation of authority, Centralisation, Decentralisation, Staffing: Concept, Importance, Process.

Units 4: Directing **15Lectures**

a) Directing: Meaning, Significance, Principles and Techniques.

b) Leadership: Concept, Importance, Qualities of a good leader, Leadership Styles.Theories of Leadership (Trait Theory,Tannenbaum and Schmidt Theory, Managerial Grid theory).

c) Motivation: Concept, Importance, Motivation Theories - McGregor's Theory X and Theory Y, Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory.

Unit 5: Communication, Coordination and Control **15Lectures**

a) Communication - Meaning, Importance, Process, Barriers.
b) Coordination - Meaning, Essence of management, Techniques
c) Controlling: Concept, Importance, Process, Types, Techniques.

Suggested Readings

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International and Leadership Perspective, McGraw Hill Education.
2. Stephen P Robbins and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, Pearson Education.
3. George Terry, Principles of Management, Richard D. Irwin.

4. Newman, Summer, and Gilbert, Management, PHI.
5. James H. Donnelly, Fundamentals of Management, Pearson Education.
6. B.P. Singh and A.K. Singh, Essentials of Management, Excel Books.
7. Griffin, Management Principles and Application, Cengage Learning.
8. Robert Kreitner, Management Theory and Application, Cengage Learning.
9. Stoner, Management, Pearson.
10. C.B. Gupta. Management Theory & Practice, Sultan Chand

Comm4012:MARKETING MANAGEMENT

Full Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 5 **Lectures: 80**

Objective: The basic objective of the course is to provide students with an in-depth understanding of concepts, principles, tools and techniques of marketing management.

Course Outcomes: After successful completion of the course, students will be able to

1. Understand the dynamics of marketing in business.
2. Apply the theoretical marketing concepts to the practical situations.
3. Demonstrate the ability to carry out a market research projects.
4. Communicate unique marketing mixes and selling propositions for specific products.

CONTENTS

Unit 1: Introduction to Marketing Management **15 Lectures**

Nature, scope and importance of marketing; various concepts of marketing, Evolution of marketing, Strategic marketing planning, Marketing mix for products and services, Marketing environment: Concept, importance, and components, Service Marketing.

Unit 2: Consumer Behaviour& Marketing Strategies **15 Lectures**

Nature and Importance, Consumer buying decision process; Factors influencing consumer's buying behavior, Market Segmentation – Concept, Importance and Bases, Target Market selection, Positioning – Concept, importance and Bases.

Unit 3: Managing the Product **15 Lectures**

Concept and importance, Product line; product mix decisions, Branding- functions, strategies, types, qualities of good brand name, packaging and labeling- functions, types; Product life-cycle. New product development- Concept and process.

Unit 4: Pricing & Distribution Decisions **15 Lectures**

Factors affecting price of a product, Pricing Methods, Pricing Strategies, Distribution Decisions: channels, Types, Functions and management, Factors affecting choice of Distribution Channel, Distribution Strategies, Distribution, Logistics- concept, Importance, major logistics decisions.

Unit 5: Promotion Decisions & Recent Trends in marketing **20 Lectures**

Marketing channels, communication process, Importance of promotion, Communicating value- Decision about promotion mix tools including Advertising, personal selling, sales promotion, public relations and publicity and direct marketing, factors influencing promotion mix, Customer Relationship Management, Online Marketing, Social marketing; Green marketing; Rural marketing.

Suggested Readings

1. Philip Kotler, Gary Armstrong, PrafullaAgnihotri and EhsanulHaque, Principles of Marketing, Pearson
2. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit, Marketing: Concepts and Cases (Special Indian Edition), McGraw Hill Education.
3. William D. Perreault and McCarthy, E. Jerome., Basic Marketing, Pearson Education.

4. Zikmund William G. and Michael D'Amico, Marketing; Creating and Keeping Customers in an E-Commerce World, Cengage Learning.
5. DhruvGrewal, Michael Levy, Marketing, McGraw Hill Education.
6. RajendraMaheshwari, Principles of Marketing, International Book House.
7. Winer, Marketing Management, Pearson.
8. B. Chandra and S. Das, Marketing Management and Human Resource Management, TEE DEE Publications
9. A. Gupta, Marketing Management and Human Resource Management, The Elegant Publications
10. RamaswamyNamakumari, Marketing Management, SAGE
11. RajanSaxena, Marketing Management, McGraw Hill

Comm4013: DIRECT TAX-I

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 5 **Lectures: 80**

Objectives: The basic objective of this course is to provide students with a comprehensive understanding of the basic concepts, definitions, and provisions related to taxation under the Income Tax Act in India. The course aims to equip students with the knowledge necessary to understand the tax structure in India.

Course Outcome: After successful completion of the course, students will be able to:

1. Understand how taxation system in India works.
2. Ascertain the tax liabilities of individuals considering his/her sources of income and residential status.
3. Acquire thorough knowledge of different source of income, exemptions, dedications, allowances etc. required in tax planning.
4. Develop skills for minimising tax burden of an individual.

CONTENTS

Unit-1:**a) Basic Concepts and Definitions under Income Tax Act, 1961:** **20 Lectures**
Tax structure in India, Direct Tax vs. Indirect Tax, Assessee, Previous year, Assessment year, Person, Income, Earned income and unearned income, Sources of income, Heads of income, Gross total income, Total income, Capital receipts and revenue receipts, capital expenditure and revenue expenditure, Maximum marginal rate of tax, Tax Evasion, Tax avoidance, Tax planning.

b) Residential Status and Incidence of Tax: Provisions regarding Residential status of all persons, Determination of Residential status of Individual assessee. Scope of total income.

c)Exempted Incomes: Incomes which do not form part of Total Income Except section 10AA.

d) Agricultural Income: Definition, determination of agricultural and non-agricultural Income, Assessment of tax liability when there are both agricultural and non-agricultural income.

Unit -2:Income under the "Salaries" and its computation. **15Lectures**

Unit-3: Income under the head "Income from House property" and its computation. **10Lectures**

Unit 4: Income under the head "Profits and Gains of Business and Profession" and its computation (Individual Assessee). **15 Lectures**

Unit 5: a) Income under the head "Capital Gains" and its computation **20 Lectures**
Meaning and types of capital assets, basic concept of transfer, cost of acquisition, cost of improvement and indexation, computation of Short Term Capital Gain (STCG) and Long Term Capital Gain (LTCG), exemptions u/s 54, 54B, 54EC and 54F, capital gain on transfer of bonus shares, right entitlement and right shares, taxability of STCG and LTCG.

b) Income under the head "Income from other sources" and its computation.

Note: If any new legislations/provisions are enacted in place of the existing legislations/provisions, the syllabus will accordingly include such new legislations/provisions in place of existing legislations/provisions with effect from such date as prescribed by The University of Burdwan. Similarly if any existing provision becomes redundant due to changes, it will be left out of the syllabus.

Suggested Readings

1.Singhnia V.K., and Singhania K, Direct Tax Law and Practice, Taxmann
2.Lal and Vashist, Direct Taxes, Pearson
3.Ahuja and Gupta, Direct Taxes Law And Practice, Bharat
4.Manoharan&Hari, Direct Tax Laws, Snow White
5. Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS
6.Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern

Comm4021: PRINCIPLES OF ECONOMICS - II

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objective: The basic objective of this course is to provide students with a comprehensive understanding of the basic principles of Microeconomics, Public Finance, International Trade, and Economic Development and their applications.

Course Outcomes: After successful completion of the course, students will be able to

1. Understand the broad domains of Economics.
2. Examine the nature and scope of functional areas of Economics.
3. Analyse the real-life cases and the application of the principles of Economics in those cases.

CONTENTS

Unit 1: Factor Price Determination **15 Lectures**

Marginal Productivity theory of distribution; concept and nature of labour supply curve; Distinction between Ricardian Theory and Modern Theory of Rent, concept of Quasi-rent; Liquidity Preference Theory of Interest - gross interest and net interest; Different theories of determination of profit – gross profit & net profit, normal profit and accounting profit.

Unit 2: Principles of Taxation and Government Revenue and Expenditure **15 Lectures**

A. Public goods – excludability principle – problem of free-riding - merit & non-merit goods (concepts only)

B. Principles of taxation – Benefit and Ability to pay approaches(concepts only);Major Principles of tax policy - neutrality, efficiency, effectiveness and fairness, convenience, certainty and simplicity and equity principles of taxation (concepts only);Different types of taxes – Direct & Indirect tax, progressive, regressive and proportional tax; Laffer Curve.

C. Composition of Government Income(revenue and capital) and Government Expenditure (revenue and capital); budget, different concepts of deficits.

Unit 3: Principles of International Trade **14 Lectures**

A. Absolute Cost Advantage theory and Relative Cost Advantage theory

B. Balance of Payments – its components, Trade deficit (surplus); exchange rate, devaluation; quantitative and qualitative trade barriers (concepts only)

Unit 4: Economic Growth and Development **12 Lectures**

A. Meaning of Development: Traditional Economic Measures, The New Economic View of Development, Basic argument underlying Amartya Sen’s “Capability” Approach; Concept of Human Development Index.

B. Theories of Underdevelopment: Rostow’s historical stages theory of growth - Dualism - Vicious Circle of Poverty –Lewis theory and Ranes-Feimodel (concepts only)

C. Climate change and Issues of Environmental Degradation, Green Growth and Sustainable Development (concepts only)

Unit 5: Poverty, Inequality and Development **8 Lectures**

Measurement of absolute poverty and inequality, concept of multi-dimensional poverty, Economic effects of inequality

Suggested Readings

1. Ganguly, S :Public Finance: A Normative Approach, World Press
2. Koutsoyiannis, A: Modern Microeconomics, Palgrave Macmillan
3. Ray, D: Development Economics, Oxford University Press, New Delhi
4. Soderstern, B & Reed, G: International Economics. Palgrave MacMillan
5. Salvatore, D: International Economics, Wiley India Pvt. Ltd.
6. Todaro, M. & Smith, S: Economic Development, 11^{th}Edition,Addison-Wesley.
7. Sarkhel, J: AdhunikArthanitirBhumika, Book Syndicate
8. Sarkhel, J., Salim, Sk, &Bhukta, A. ArthanatikUnnayan, Book Syndicate

Comm4022: Business Mathematics and Statistics – II

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objective: The basic objective of this course is to provide students with a comprehensive understanding of various mathematical and statistical tools and techniques which will help them in dealing with real-life business situations.

Course Outcome: After successful completion of the course, students will be able to**:**

1. Grasp fundamental calculus concepts and effectively apply them to real-world scenarios in Business, Economics, and Finance**.**
2. Demonstrate the relevance of utilizing Correlation Analysis for making informed business decisions.
3. Show the practical use of Regression Analysis in making informed business decisions.
4. Use index numbers to measure the relative change in a set of measurements over time and assess business and economic situations quantitatively.
5. Utilize time series analysis for examining variations in economic and business phenomena.

CONTENTS

Unit 1: Function, Limit and Continuity: **10 Lectures**

Function: Mathematicalfunctionsandtheirtypes-linear,quadratic,polynomial,exponential, and logarithmic functions. Even and Odd Functions.

Limit: Concepts of limit, Existence, Evaluation by factorisation and rationalisation.

Continuity: Continuity at a point and in an interval, geometrical interpretation, Simple examples.

Unit 2: Differential Calculus (without Trigonometric Applications) **14 Lectures**

Derivative and its meaning, geometrical interpretation, First principle formula–Standard formula of derivatives. Derivatives of composite and parametric functions, Logarithmic differentiation.

Higher order derivative (up to2^{nd}order), Maxima and Minima of functions. Function of several variables, Partial Differentiation of simple algebraic functions, Homogeneous functions and their properties, Euler's theorem (without proof).

Unit 3: Integral Calculus (without Trigonometric Applications) **14 Lectures**

Integration: Indefinite Integration as the inverse process of differentiation, Standard forms. Methods of integration–by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases.

Unit 4:Correlation and Regression **14Lectures**

Scatter diagram, simple correlation coefficient and its properties, simple regression and its properties, Spearman's rank correlation.

Unit 5: Index Numbers and Time Series **12 Lectures**

Index numbers: Definition and types of index numbers, problems in the construction of price index numbers, Methods of construction of price index numbers and quantity index numbers, Consumer price index.

Time Series Analysis: Causes of variation in time series data – Components of time series – Determination of trend by semi-average, moving average and method of least squares (linear, second degree and exponential trend), Computation of seasonal indices by simple average, ratio to moving average and ratio to trend method.

Suggested Readings

1. Chakrabarti, J., Business Mathematics and Statistics, Dey Book Concern.
2. De, S.N., Business Mathematics & Statistics –Chhaya Prakashani.
3. Sur, D and Banerjee, D, Basic Statistics, Global Net Publication.
4. Lind, D.A., Marchal, W. G. and Wathen, S.A., Statistical Techniques in Business & Economics, McGraw Hill.
5. Ghosh and Saha, Business Mathematics and Statistics, New Central Book Agency (P) Ltd.
6. Hazarika, Padmalochan. A Textbook of Business Statistics.
7. Maity and Ghosh, Calculus, Central.
8. Nag and Nag, Advanced Business Mathematics and Statistics, Kalyani Publishers.
9. Bajpai, Naval, Business Statistics, Pearson
10. Ranjit Dhar, Business Mathematics & Statistics – Dishari Prakashani.
11. Sarkhel and Dutta, An Insight into Statistics, Book Syndicate Pvt. Ltd.
12. Sharma, A.K. Index number and time series, Discovery Publishing Pvt. Ltd

Semester 5

Comm5011: FINANCIAL MANAGEMENT

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)

Credit: 5 **Lectures: 80**

Objective: The basic objective of this course is to provide students with a comprehensive understanding of essential financial concepts, techniques, and decision-making processes crucial for effective financial management within organisations. Through this course, students will learn to analyse financial situations, make informed decisions, and contribute to the overall financial success of firms.

Course Outcomes: After successful completion of the course, students will be able to:

1. Develop an understanding of various aspects of Financial Management and acquire the ability to apply such knowledge in decision-making.
2. Understand major decision areas of financial management, such as financing decision, long term investment decision, liquidity decision and dividend decision.

CONTENTS

Unit 1: Introduction & Basic Concepts **10 Lectures**

Objective and scope of financial management; Profit Maximization, Wealth Maximization and Value Creation; Role of Financial Manager and Financial Controller; Financial management environment; Functions of finance executives in an organisation. Time Value of Money: concept and reasons, Compounding and Discounting techniques, Concepts of Annuity and Perpetuity.

Unit 2: Financing Decision and Cost of Capital **30 Lectures**

a) Sources of Finance:

Different sources of finance, Characteristics of different types of long-term debt and equity finance, Methods of raising long-term finance and short-term finance; Internal fund as a source of finance.

b) Cost of Capital:

Concept and significance of cost of capital, Components of cost of capital and their measurement, Weighted average cost of capital (WACC), Marginal cost of capital.

c) Capital Structure Decision:

Significance of capital structure, Determinants of capital structure, Capital structure planning and designing, Designing of optimum capital structure, Theories of Capital Structure and value of the firm-relevancy and Irrelevancy of capital structure, EBIT- EPS Analysis, Breakeven- EBIT Analysis.

d) Concept of Leverage: Operating, Financial and Combined leverages.

Unit 3: Capital Investment Decision: ` **20 Lectures**

Objective of capital investment decisions, Methods of Investment appraisal: Payback period method, Discounted payback period method, Accounting Rate of Return (ARR) method, Net Present Value, (NPV) method, Internal Rate of Return (IRR) method, Profitability Index method. Capital rationing-concept only.

Unit 4: Management of Working Capital: **10 Lectures**

Meaning of Working Capital, Classification of working capital, Importance of working capital management, Determinants of working capital requirement, Working Capital Cycle (Operating Cycle),Estimating working capital requirement-Manufacturing concern and Trading concern, Various sources of working capital finance.

Unit 5: Dividend Decision: **10 Lectures**

Meaning, Nature and Types of Dividend, Cash dividend, stock dividend/ bonus share, stock splits, share buyback, Determinants of dividend, Relevancy and Irrelevancy of Dividend Policies- Traditional Approach, Walter's model, Gordon's model, Modigliani and Miller (MM) Hypothesis.

Suggested Readings:

1. Rostogi, Fundamentals of Financial Management, Taxmann Publications
2. Pandey, I.M. Financial Management. Vikas Publications.
3. Chandra,P,Financial Management: Theory and Practice, Mcgraw Hill
4. Sur, D. and Sarkhel,J.,An Introduction to Financial Management,Book Syndicate.
5. Kar,S. and Bagchi,N, ArthikByabasthapana,Dey Book Concern.
6. Khan, Financial Management, Mcgraw Hill
7. Ross, Corporate Finance, Mcgraw Hill

Comm5012: BUSINESS LAW

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)
Credit: 5 **Lectures: 80**

Objective: The basic objective of this course is to provide students with a comprehensive understanding of the key legal principles and concepts related to business and commercial law in India. This course covers various aspects of contract law, including general principles, specific contracts, the Sale of Goods Act, and the Indian Partnership Act. Students will gain knowledge of consumer protection laws, company law, and the formation of companies.

Course outcome: After successful completion of this course, students will be able to develop a strong grasp of key business laws in India, including Contract Law, the Sale of Goods Act, Partnership and LLP Laws, Consumer Protection Law, and Company Law equipping them with the knowledge to navigate the legal landscape confidently.

CONTENTS

Unit 1: The Indian Contract Act, 1872 **20Lectures**

A) General Principles of Contract

a) Contract – meaning -characteristics and kinds.
b) Essentials of a Valid Contract- offer and acceptance, consideration, capacity of parties, consent, legality of object, Void and Voidable agreements – definition – types/ elements and rules.
c) Discharge of a contract – modes of discharge, breach and remedies against breach of contract.
d) Contingent contracts and quasi contracts- definition and features.

B) Specific Contract:

a) Contract of Indemnity and Guarantee.
b) Contract of Bailment.
c) Contract of Agency- definition, features and types.

Unit 2: Sale of Goods Act, 1930 **12Lectures**

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

Unit 3: **15 Lectures**

A) Partnership Act, 1932

a) Partner- definition, rights and types; Partnership – definition, features and types.
b) Registration – concept and procedure.
c) Dissolution of Firms – concept and procedure.

B) The Limited Liability Partnership Act, 2008

a) Meaning and features of LLP.
b) Advantages and Disadvantages of LLP.
c) Procedure to form LLP.

Unit 4: Consumer Protection Act, 2019 **11 Lectures**

a) Objectives and features of the Act.
b) Definition: Complainant, Complaint, Consumer Dispute, Goods and Services, Unfair Trade Practices.
c) Consumer Protection Councils- Constitution and objectives.
d) Consumer Dispute Redressal Commission- Composition and Jurisdiction.

Unit 5: Companies Act, 2013 (Conceptual Aspects only)

A) Introduction to Company **10 Lectures**

a) Company – meaning and features, Body Corporate.
b) Kinds of Companies – Definition and features.
c) One Person Company, Private Company, Public Company, Holding Company, Subsidiary Company, Government Company, Associate Company, Small Company, Dormant Company
d) Lifting of Corporate Veil- Brief Concept
e) Brief Concept of MCA 21

B) Formation of Company: **12 Lectures**

a) Steps in formation of a Company, Promotion Stage- Promoter [Meaning and Functions].
b) Incorporation stage- meaning, contents, Forms of Memorandum of Associations & Articles of Associations and its Alteration, Distinction between Memorandum of Associations & Articles of Associations, Doctrine of Constructive Notice and Indoor Management.
c) Certificate of Incorporation, Subscription Stage- Prospectus [concepts & types], Misstatement in Prospectus and its consequences

(If any changes are made through enactment of new provisions or notifications or circulars, one year prior to commencement of the concerned Semester, such changes will be effective in place of the earlier once. Similarly, if any existing provision becomes redundant due to changes, it will be left out of the syllabus)

Suggested readings:

1. Kapoor N.D., Business Laws, Sultan Chand
2. Bhadra, Satpati and Mitra, AinerRuprekha (Bengali Version), Dishari
3. Tulsian&Tulsian, Business Laws, S. Chand
4. Roychowdhury, Bhattacharjee&Datta, Business Regulatory Framework, Elegant Publication
5. Nabi, Legal Aspects of Business, Taxman
6. Kapoor N.D., Corporate Law, S. Chand
7. Arora, Bansal, Corporate Law, Oxford
8. Pathak, Legal Aspects of Business, Mcgraw Hill

Comm5013: DIRECT TAX-II

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)
Credit: 5 **Lectures: 80**

Objective: The basic objective of this course is to provide students with a thorough understanding of the Income Tax Act, covering topics such as clubbing of income, set-off and carry forward of losses, deductions, computation of total income and tax liability, and tax management. This course focuses on practical aspects such as filing returns, paying taxes, and ensuring compliance with tax laws, equipping students with the skills needed to manage tax liabilities effectively.

Course Outcome: After successful completion of this course, students will be able to:

1. Grasp the concepts of clubbing of income and loss adjustments.
2. Apply deductions to compute total income.
3. Calculate tax liability, including cess, surcharge, and rebates.
4. Manage tax procedures like filing returns, TDS/TCS, and advance tax.

CONTENTS

Unit-1 Clubbing of Income and Set off and Carry Forward of Losses **15 Lectures**

a) Clubbing of Income:

Meaning; Transfer of income without transfer of assets; Revocable Transfer; Remuneration of spouse;

Assets transfer to spouse; Assets transfer to son's wife; Assets transfer to a person for the benefit of spouse; Assets transfer to a person for the benefit of son's wife; Income of minor child; Conversion of self-occupied property into joint family property.

b) Set off and Carry Forward of Losses:

Inter-source adjustments and inter-head adjustments, Carry forward of loss, Carry forward and Set-off of loss from House Property, Carry forward and set off of business losses, Carry forward and set off of loss in the case of speculation business, Carry forward and set off of loss by specified business, Carry forward and set off of losses under the head Capital Gains, Carry forward and set off of loss from the activity of owning and maintaining of race horses, Carry forward and set off of accumulated loss and unabsorbed depreciation allowance.

Unit-2: Deductions from Gross Total Income **20 Lectures**

Nature of deductions, Deductions available to the individual assessee, Deductions in respect of certain payments and Deductions in respect of certain incomes: 80C, 80CCC, 80CCD(1), 80CCD(1B), 80CCD(2), 80CCH, 80D, 80DD, 80DDB, 80E, 80EE, 80EEA, 80EEB, 80G, 80GG, 80GGA, 80GGC,80RRB, 80QQB, 80TTA, 80TTB, 80U.

Unit-3: Computation of Total Income and Tax Liability **15 Lectures**

Computation of Total Income and Tax Liability of an individual, Computation of Gross Tax Liability, Education Cess, Surcharge, Rebate and Relief.

Unit 4: Tax Management-1 **20 Lectures**

a) Return of Income:

Who is liable to furnish return of income/voluntary return of income; Loss return; Due dates of filing return; Different Forms of filing IT return; Belated return; Revised return; Defective return; Particulars to be submitted with return; Return-by whom to be signed; PAN-Application for PAN, Obligation to give Intimation of PAN in certain cases, PAN to be quoted in certain cases, Transactions where quoting of PAN is compulsory, Persons exempt from quoting PAN; Self-assessment; Enquiry before assessment; Summary assessment; Scrutiny assessment; Best judgment assessment; Income escaping assessment; Time limit for completion of assessment/ reassessment.

b) Deduction and Collection of Tax at Source:

Meaning of TDS; TDS payment scheme and rates of TDS; Sec. 192, 192A, 193, 194, 194A,194B, 194BB.Meaning of TCS; Time of deposit of TDS and TCS; Tax deduction and collection account number.

Unit 5: Tax Management-2 **10 Lectures**

a) Advance Payment of Tax:

Persons liable to pay advance tax and not liable to pay advance tax; Due dates of payment of advance tax; Computation of advance tax liability.

b) Interest Payable by Assessee:

Interest for defaults in furnishing return of income as per Sec.234A; Interest for defaults in payment of advance tax as per Sec.234B; Interest for deferment of advance tax as per Sec.234C; Fee for defaults in furnishing return of income as per Sec.234F.

Suggested Readings:

1. Singhania, V.K, Singhania, Monika. Student's Guide to Income Tax, Taxmann Publications Pvt. Ltd.
2. Ahuja, Girish and Gupta, Ravi, Systematic Approach to Income Tax, Bharat Law House.
3. Singhania V.K., and Singhania K, Direct Tax Law and Practice, Taxmann.
4. Lal and Vashist, Direct Taxes, Pearson.
5. Ahuja and Gupta, Direct Taxes Law and Practice, Bharat.
6. Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS.
7. Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.

**The latest edition of the books, as applicable for the relevant assessment year, is recommended.

Semester6

Comm6011: FINANCIAL ACCOUNTING- III

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)

Credit: 4 **Lectures: 64**

Objective: The basic objective of this course is to provide students with an in-depth understanding of some vital topics in accounting, such as Share Capital & Debentures, Final Accounts of companies, Valuation of Goodwill and shares, Internal and External Reconstructions and Accounts of Holding companies.

Course Outcomes: After successful completion of this course, students will be able to:

1. Apply the accounting principles while recording transactions and preparing Final Accounts.
2. Understand the principles of accounting for Shares, Debentures, Goodwill, Holding Company

CONTENTS

Unit 1: Accounting for Share Capital & Debentures **12 Lectures**

Redemption of Preference shares; Issue and Redemption of Debentures.

Unit 2: Final Accounts **15 Lectures**

Corporate Financial Statements Under Companies Act, 2013; Introduction to Schedule III; Treatment of Tax; transfer to reserve, Dividend and applicable tax (out of current profit, out of past reserve); Preparation of Statement of Profit & Loss and Balance Sheet. (Tax on net profit without recognizing deferred tax).

Unit 3: Valuation of Goodwill and Valuation of Shares **15 Lectures**

Factors affecting valuation of Goodwill, Methods of valuation of goodwill- Average Profit, Super Profit, Capitalization and Annuity.

Factors affecting valuation of shares, Valuation of shares under different methods - Asset backing Approach, Earnings capacity Approach, Dividend Yield method, Fair Value Method, Price-Earning Method, Productivity Factor Method. Concepts and calculation: simple problems only.

Unit 4: Internal & External Reconstruction of Companies **10 Lectures**

Unit 5: Accounts of Holding Companies/Parent Companies **12 Lectures**

Preparation of Consolidated Balance Sheet with one subsidiary company; Relevant provisions of Accounting Standard: 21 (ICAI). Basic Idea in IND AS110 (excluding shares acquired on different dates by the Parent company, chain and cross holding).

Suggested Readings:

1. M.C. Shukla, T.S. Grewal, and S.C. Gupta. Advanced Accounts. Vol.-II. S. Chand & Co.
2. P. C. Tulsian and Bharat Tulsian, Corporate Accounting, S. Chand.
3. Soumya Mukherjee and Abhik Kr. Mukherjee, Corporate Accounting: First Edition, Oxford Higher Education.
4. Amitabha Mukherjee and Mohammed Hanif, Corporate Accounting, McGraw Hill Education.
5. Sehgal, D. (2014). Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.
6. Goyal, B. K., &Tiwari, H. N. (2019). Financial Accounting. New Delhi: Taxmann Publication.
7. Manna, Financial Accounting- II, McGraw Hill Publications
8. Amitabha Basu, Corporate Accounting, Tee Dee Publications.
9. Maheshwari, S. N., Maheshwari, S. K., &Maheshwari, S. K. (2018). Financial Accounting. Vikas Publishing House Pvt. Ltd.

Comm6012: HUMAN RESOURCE MANAGEMENT

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)

Credit: 4 **Lectures: 64**

Objective: The basic objective of this course is to provide students with a comprehensive understanding of essential concepts, principles, tools and techniques of human resource management.

Course Outcomes: After successful completion of this course, students will be able to :

1. Understand the dynamics of human resources in a business context.
2. Apply the theoretical human resource concepts to practical situations.
3. Possess the skill set required by today's HR professionals.

CONTENTS

Unit 1: Introduction to Human Resource Management (HRM): 10 Lectures

Conceptual Framework of HRM, Models of HRM, Human Resource Planning, Job Analysis, Job Description, Job Specification, Recruitment & Selection.

Unit 2: Training, Development and Performance Management: 14 Lectures

Training Needs Analysis, Training & Development Methods, Rationale for Evaluation, Types of Evaluation Techniques & Instruments, Performance Management, Performance Management Cycle, Performance Appraisal: Methods, Potential Appraisal.

Unit 3: Compensation management: 14 Lectures

Meaning, components, pay structures, incentives. benefits and perks (types, legal provisions), job evaluation (methods, importance), employee welfare and safety (statutory, non-statutory).

Unit 4: Industrial Relations (IRs): 14 Lectures

Concepts of IRs, Industrial Disputes, Employee Discipline, Morale and productivity, Employee Empowerment, Workers' Participation in the Management, Collective Bargaining.

Unit 5: Emerging Trends and Issues in HRM: 12 Lectures

Technology in HRM (HR analytics, AI, HRIS), diversity and inclusion, workforce flexibility (Gig economy, remote working, hybrid models), future of work (reskilling, upskilling, automation, AI).

Suggested Readings:

1. Dessler, Varkkey, Human Resource Management, Pearson.
2. Bohlendar and Snell, Principles of Human Resource Management, Cengage Learning.
3. Noe, Gerhart, Wright, Hollenbeck,Fundamentals of Human Resource Management, McGraw Hill.
4. Wreather and Davis, Human Resource Management, Pearson.
5. TN Chhabra, Human Resource Management, DhanpatRai& Co., Delhi.
6. Biswajeet Patttanayak, Human Resource Management, PHI Learning.
7. Sinha, Human Resource Management, Cengage.
8. Durai, Human Resource Management, Pearson.
9. Aswathappa, Human Resource Management, , McGraw Hill.
10. B. Chandra and S. Das, Marketing Management and Human Resource Management, TEE DEE Publications
11. A. Gupta, Marketing Management and Human Resource Management, The Elegant Publications, Kolkata
12. Ghosh, Industrial Relations and Labour Laws, McGraw Hill.

Comm6013: INDIRECT TAX LAWS

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)
Credit: 4 **Lectures: 64**

Objectives: The basic objective of this course is to provide students with a comprehensive understanding of the basic concepts, definitions and important provisions of the relevant acts dealing with the indirect tax system in India. This course will equip students with the knowledge necessary to understand the indirect tax structure in India.
Course Outcomes: After successful completion of this course, students will be able to:

1. Analyse the rationale of Goods and Services Tax (GST), constitutional amendment carried out to implement GST in India and comprehend the composition and working of GST council and GST Network.
2. Understand the meaning of supply under GST law, differentiate between intra-state and inter-state supply, and evaluate the provisions related to place of supply, time of supply and compute the value of supply.
3. Evaluate the provisions of different charging mechanisms of GST, utilization of input tax credit and exemption from GST.
4. Learn the provisions regarding registration under GST and the tax invoices in GST.
5. Evaluate the concepts of Customs Act, various custom duties and computation of the assessable value for charging customs duty.

CONTENTS

Unit-1: Basic Concepts of Indirect Taxes and Introduction to GST: 10Lectures
Concept and features of indirect tax, Difference between direct and indirect taxes, Concept, rationale and salient features of GST, Constitutional provision of GST, Types of GST, GST Council, GST Network, Need for registration, Persons liable for registration [Sec 22], Persons not liable for registration [Sec 23], Compulsory registration in certain cases [sec. 24], Cancellation or suspension of registration [Sec. 29].

Unit-2: Supply under GST, Charge of GST and Exemption: 15 Lectures
Concept of supply as per CGST Act [Sec. 7], Schedule I & II and III. Composite supply& Mixed supply [Sec. 8], Forward and Reverse charge mechanisms, exemption from GST (Exemption list).

Unit-3: Time, Place, and Value of Supply: 14Lectures
Time of supply of goods and Time of supply of services under Forward Charge and Reverse Charge [Sec. 12, 13 & 14], Place of supply of goods other than supply of goods imported into, or exported from India, Place of supply of services where location of supplier and recipient is in India. Valuation under GST [Sec. 15].

Unit-4: GST Input Tax Credit & Documents: 15 Lectures
GST Input Tax Credit mechanism, Eligibility and conditions for taking ITC [Sec. 16], Rule 42 & 43, Input service Distributor, Blocked credit [Sec. 17(5)], Utilisation of ITC for payment of tax. Tax invoice, Debit and Credit note, Bill of supply, E-way bill under GST.

Unit 5: Customs Law: Basic Concepts & Valuation: 10 Lectures
Basic concepts of Customs duty (Import, Export, Customs area, Customs station, Territorial water, Indian Customs Waters, Territorial Waters, Continental Shelf of India, Exclusive Economic Zone of India etc.), Taxable event in customs, Types of customs, Valuation under customs – valuation of imported goods (simple problems), valuation of exported goods.

(The amendments, circulars and notifications etc. related to GST or Customs issued by the appropriate authority six months prior to the commencement of the concerned semester shall be applicable)

Suggested Readings:

1. K. M. Bansal, GST & Customs Law, Taxmann Publications.
2. V. K. Singhania, Students' guide to GST & Customs Law, Taxmann Publications.
3. Girish Ahuja and Ravi Gupta, Systematic approach to Direct & Indirect Taxation, Commercial Law Publishers (India) Pvt. Ltd.
4. V.S. Datey, Indirect taxes Law and Practice, Taxmann Publications.
5. V. Balachandran, Indirect taxation: Goods and service tax and customs law, Sultan Chand & Sons, Delhi, India.
6. V. Balachandran, Textbook of GST & customs law, Sultan Chand & Sons, Delhi, India.
7. S. Babbar, R. Kaur, & K. Khurana, Goods and services tax (GST) and custom law, Scholar Tech Press, Delhi, India.
8. N. Mittal, Goods & services tax and customs law, Cengage Learning India Pvt. Ltd., Delhi, India.

Comm6014: AUDITING

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)

Credit: 4 **Lectures: 64**

Objectives: The basic objective of this course is to equip students with the knowledge and skills to assess the accuracy, reliability and compliance of financial records and systems with established standards and regulations.

Course Outcomes: After successful completion of this course, students will be able to:

1. Develop a comprehensive understanding of auditing principles, standards and the role of audits in ensuring transparency and compliance.
2. Acquire skills in audit planning, risk assessment, internal control evaluation and fraud detection.
3. Learn to prepare detailed audit reports.
4. Gain knowledge of ethical responsibilities and legal requirements in auditing practices.

CONTENTS

Unit 1: Introduction **24 Lectures**

Audit: Definition, Difference between Audit and Assurance, nature, scope and objectives of independent Financial Audit, Limitations of audit, Difference between Audit and Investigation, Independence ofan auditor. Audit Strategy, Audit Planning, Audit Programme, Audit Evidence, Audit Techniques & Procedure: Test Checking, Auditing in Depth.

a) Errors and Fraud: Concepts, means of doing fraud, the window dressing of Balance Sheet, Auditor's Responsibility towards detection & prevention of fraud.
b) Types of Audit: Statutory, Non-statutory, Internal, Independent, Periodical, Continuous, Interim, Final, Balance sheet, Standard, System, and EDP Audits.
c) Internal Control, Internal check, Internal Audit Provisions of the Companies Act [Sec.138 (1) & Sec.138 (2)], Reliance by statutory auditor on Internal Auditor's work.
d) Standards on Auditing (SA): Concept, Purpose, Mandatory compliance of SA [Sec143 (9) & 143(10)].

   This unit should be studied with reference to SA 200 (Revised), SA 240 (Revised), SA 210, SA 230, SA 300, SA 320, SA 500, SA 520 , SA530 and SA610 .

Unit 2: Vouching, Verification and Valuation of Assets and Audit of Different Institutions **12 Lectures**

Vouching: Meaning, Objectives, Difference with Routine Checking,Factors to be considered at the time of vouching of different items.

a) Verification and Valuation: Concepts, Objectives, Importance, Difference with Vouching, Difference between Verification and Valuation, Verification and Valuation of Different items- Property Plant and Equipment, current assets, Intangible assets, fictitious assets.
b) Audit of Different Institutions: Educational Institutions, Library, Hospital, Club, Hotel and Restaurant, Transport Company and Co-operative Societies.

Unit -3: Company Audit **12 Lectures**

Qualification, Disqualification, Appointment and Rotation, Removal and Resignation, Remuneration, Rights, Duties and Liabilities of Company Auditor.

a) Depreciation – Concept and Provisions of the Companies Act.
b) Divisible Profit and Dividend (Final, Interim and Unclaimed/Unpaid): Provisions of the Act.
c) Branch Audit: Qualification, Power and Duties of Branch auditor. Joint audit: Method of Division of work, Liabilities of Joint Auditor.

This unit should be studied with reference to SA 299

Unit -4: Audit Report and Certificate **4 Lectures**

Definitions, Distinction between Audit Report and Certificate, Different Types of Audit Report; Contents of Audit Report. Characteristics of a good Audit Report.

This unit should be studied with reference to SA 700, SA 705 & SA 706

Unit-5: Other Thrust Areas **12 Lectures**

Cost Audit – Concepts, Objectives, Advantages and limitations, Relevant Provisions of Companies Act

a) Management Audit - Concepts, Objectives, Advantages and disadvantages.
b) Tax Audit – Concepts, Objectives, Legal Provisions
c) Social Audit – Concepts, Objectives, Advantages and disadvantages.
d) Propriety Audit – Concepts, Objectives, Advantages and disadvantages.
e) Environment Audit – Concepts, Objectives, Advantages and disadvantages.

Suggested Readings:

1. Ravinder Kumar and Virender Sharma, Auditing Principles and Practice, PHI Learning.
2. ArunaJha, Auditing, Taxmann Publication.
3. A.K. Singh and Gupta Lovleen, Auditing Theory and Practice, Galgotia Publishing.
4. S. S. Saha and M. N. Roy, Auditing and Assurance, Dey Books Concern.
5. Gangopadhyay & Sengupta, Auditing, Dey Books Concern.
6. J.L. Kundu, Auditing, ABS Publishing House.
7. B.N. Tandon, S. Sudharshan and S. Sundharabahu, A Hand Book of Practical Auditing, S. Chand.
8. R.N. Sengupta, Practical Guide to Auditing, New Central Book Agency Pvt. Ltd.
9. Gupta &Arora, Fundamentals of Auditing, TMH
10. S. K. Basu, Auditing and Assurance, Pearson

Semester 7

Comm7011: Research Methodology

Marks: 75 Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 6 **Lectures: 96**

Objectives: The basic objective of this course is to expose students to the level of research orientation expected of industry practioners. It aims to provide a comprehensive understanding of the fundamental techniques and tools used in business research while acquainting students with the underlying philosophy and ethics of the research process

Course Outcomes: After successful completion of this course, students will be able to:

1. Understand the foundational principles of business research and its relevance to systematic inquiry and problem solving.
2. Develop skills in writing research proposals, including identifying research problems, setting objectives, designing methodologies, and selecting appropriate data collection techniques.
3. Enhance analytical and critical thinking skills through the evaluation of research frameworks.
4. Gain comprehensive knowledge of various research designs and master data collection techniques, both qualitative and quantitative, employing scaling methods and questionnaire design.
5. Understand different sampling methods and the procedure for selecting a random sample.
6. Learn multiple regression analysis including its assumptions and estimation techniques.
7. Apply the principles of hypothesis testing to infer properties of a population from a sample and interpret the results of the analysis.
8. Follow the ethical principles while conducting research.

CONTENTS

Module 1: Research Methodology

Unit 1: Introduction to Business Research & Research Design **16 Lectures**

Nature and scope of business research; The research process – Steps in the research process; The Research Proposal - Problem Statement, Objectives & Hypothesis, Research Methodology; Role of Business Research in decision making. Applications of business research. Research design formulation.

Unit 2: Data Collection **16 Lectures**

Survey vs. Observations. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques- paired comparison, rank order scale, constant sum scale, semantic differential scale, itemized ratings, scale, Likert Scale; Questionnaire- form & design. Secondary Data Collection Sources: Internal and External Sources.

Unit 3: Sampling and Sampling distributions **16 Lectures**

Census and sampling; Bias in sample survey; Sampling fluctuation and sampling distribution; Standard error of statistic; Sampling techniques - Simple random sampling, Stratified sampling, Systematic sampling; Procedure of selecting random sample; Determination of optimal sample size; Sampling distributions – Z, Chi-square, t and F, characteristics and their uses.

Unit 4: Statistical Inference **16 Lectures**

Assumptions, Model specification, Estimation. Procedure of testing of hypothesis; Small and large sample test based on ‘t’, ‘Z’ and ‘F’ statistic; Association of attributes and Chi-square test; Analysis of Variance – one way and two way classified data.

Module 2: Research Publication Ethics

Unit 5: Philosophy of Ethics and Scientific Conduct **16 Lectures**

Introduction of philosophy: Definition, Nature and scope, concept, branches Ethics: Definition, moral philosophy, nature of moral judgements and reactions, Ethics with respect to science and research, Intellectual honesty and research integrity, Scientific misconducts: Falsification an, Fabrication, and Plagiarism (FFP), Redundant publications: Duplicate and overlapping publications, Salami Slicing, Selective reporting and mispresentation of data.

Unit 6: Publication Ethics, Databases and Research Metrics 16 Lectures

Publication ethics: Definition, introduction and importance, Best practices/standards setting initiatives and guidelines: COPE, WAME, etc., Conflicts of interest, Publication misconduct: Definition, concept, problems that lead to unethical behaviour and vice-versa, types, Violation of publication ethics, authorship and contributorship, Identification of publication misconduct, complaints and appeals, Predatory publishers and journals, Indexing databases, Citation databases: Web of science, Scopus, etc., Impact Factor of journal as per journal Citation report, SNIP, SJR, IPP, Cite Score, Metrics: h-index, g index, i10 index, altmetrics.

Suggested Readings

Chawla, D., & Sondhi, N. Research Methodology: Concepts and Cases. Vikas Publishing House.
Cooper, D. R., & Schindler, P. S. Business Research Methods. McGraw-Hill Education.
Goon, Gupta and Dasgupta, *Fundamentals of Statistics*, Vol. I & II, World Press Private Ltd.
Kothari, C.R. Research Methodology, Wishma Prakashani
Spiegel, M.R.: *Theory and Problems of Statistics*, Schaum Publishing Company.
Saunders, M. N. (2011). Research methods for business students, 5/e. Pearson Education India.
Dutta, S.: Research and Publication Ethics in Social Science, Bharati Publications.

Comm7012: Organisational Behaviour & Strategic Human Resource Management

Marks: 75 [Semester Examination 60 Marks and Internal Assessment 15 Marks]

Credit: 6 Lectures: 96

Objectives:

The basic objective of this course is to equip students with a foundational and practical understanding of organisational behaviour. It aims to integrate theories of individual and group dynamics, motivation, leadership. This holistic perspective prepares students to understand, manage, and improve people-related processes in dynamic business environments. This course also aims to provide learners with a comprehensive understanding of Strategic Human Resource Management (SHRM) by examining its conceptual foundations, evolution, and key theoretical frameworks.

Course Outcomes:

After successful completion of the course, students will be able to:

1. Understand and apply key organisational behaviour theories, including classical, neoclassical, and contemporary perspectives, to analyse structures, behaviours, and the bureaucratization of organisations.
2. Interpret individual and group behaviour in organisations, including personality, perception, group dynamics, conflict, power, politics, and change management using tools like the Johari Window and Lewin's Change Model. Apply motivational and leadership theories to enhance organisational effectiveness and distinguish between leadership and management styles in practical workplace settings.
3. Comprehend organisational culture, climate and stress management to avail efficiency in organisation.
4. Critically analyse strategic HRM frameworks, systems, and practices and evaluate their alignment with organizational strategy, environmental context, and long-term performance.
5. Apply strategic HR tools and metrics to design, implement, and assess HR interventions in dynamic contexts such as globalization, organizational change, digital transformation, and workforce wellbeing.

Module 1: Organisational Behaviour

CONTENTS

Unit 1: Organisation, Organisation Theory and Organisational Behaviour 16 Lectures

Modern Foundation of Organisational Studies, Organizational Theories and Behaviour: Classical, Neoclassical and Contemporary, Flat and Tall structures. Bureaucratization of organisations.

Organisational Behaviour-concepts, determinants, challenges and opportunities. Models of Organisational Behaviour. Case Studies.

Unit 2: Individual, Group and Leadership **16 Lectures**

Important determinants of individual behaviour – Personality, Perception, Attitude, Values, Learning and Job Satisfaction; Group: Concept and types, Difference between Groups and teams, Process of Group formation, Group Cohesiveness, foundation of Group behaviour, Creativity and Group Decision Making; Concepts of Group Dynamics, Johari Window. Motivation: Meaning, Contemporary theories of motivation, Leadership: Meaning, Leadership styles, Theories, Contemporary issues in Leadership. Case Studies.

Unit 3: Organisational Culture, Conflict, Power and Politics **16 Lectures**

Concept and determinants of Organisational Culture, Organizational Culture Vs. Organizational Climate, Organisational Conflict: Concept, Sources, Resolution, Organisational Change: Concept, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change, Organisational Power and Politics: Concept, Managing politics in organisation, Stress Behaviour: Concept, Drivers of Stress, Stress Management: Dimensions, Techniques, Case Studies

Module 2: Strategic Human Resource Management

Unit 4: Foundations & Strategic Context **16 Lectures**

Concept & evolution of SHRM; Traditional vs Strategic HRM; Theoretical frameworks (Harvard, Michigan, Guest etc.); Strategic fit; HR environment and context.

Unit 5: Strategic HR Systems & Practices **16 Lectures**

HR planning & forecasting; Recruitment & selection; Training & development; Performance management; Compensation & reward; Career & succession planning

Unit 6: Implementation, Evaluation, & Emerging Issues **16 Lectures**

HR evaluation, measurement, metrics, ROI; Change management; HR in M&As, restructuring, outsourcing; Global SHRM, cross-cultural HRM; HR analytics, wellbeing, digital transformation.

Suggested Books:

Buchana, David and Hucznski, Andrzij: Organizational Behaviour, Pearson Inc.
Etzioni, Amitai: Modern organizational Behaviour, PHI, New Delhi.
Francesco: International Organisational Behaviour– Pearson Education, New Delhi.
Hersy, Blanchard and Johnson: Management of Organisational Behaviour, PHI.
Kast and Rosenzweig: Organisation and Management: New York: MacGraw Hill Int.
Luthans, Fred: Organisational Behaviour,McGraw Hill Int, Boston.
Robbins, S P and Sanghi S: Organisational Behaviour, Pearson Education, New Delhi.
McShane, Glinow and Rai, Organisational Behavior, McGraw Hill.
Aswathappa, K., Organisational Behaviour, Himalaya Publishing, Mumbai.
Agarwala T. Strategic Human Resource Management. Oxford University Press.
Armstrong M. Armstrong's Handbook of Strategic Human Resource Management. London: Kogan Page.
Schuler R.S., Jackson S.E., Tarique I. Strategic Human Resource Management. Hoboken (NJ): Wiley.
Boxall P., Purcell J., Wright P. (eds.) The Oxford Handbook of Human Resource Management. Oxford
Deb T. Strategic Approach to Human Resource Management. New Delhi: Atlantic Publishers.

Comm7013: Financial Reporting and Financial Statement Analysis

Marks: 75 [Semester Examination 60 Marks and Internal Assessment 15 Marks]

Credit: 6 **Lectures: 96**

Objective

The basic objective of this course is to provide students with a thorough understanding of the application of the relevant Ind-ASs. This course also aims to equip learners with a rigorous understanding of financial statement analysis, earnings quality, and corporate distress assessment.

Course Outcomes: After successful completion of the course, students will be able to:

1. Recognize and apply disclosure requirements as per the relevant Indian Accounting Standards (Ind AS) to prepare and present the financial statements.
2. Analyse and interpret financial statements using traditional and advanced tools—including ratio analysis, cash flow analysis, statistical measures, ESG indicators, and sector-specific frameworks—to assess financial performance, risk, and sustainability.
3. Evaluate earnings quality and financial distress by identifying earnings management practices, forensic red flags, governance failures, and applying corporate failure prediction models for informed financial and strategic decisions.

CONTENTS

Module-1

Unit-1: Assets **16 Lectures**

Inventories (Ind AS 2); Plant, Property and Equipment (Ind AS 16); Impairment of Assets (Ind AS 36).

Unit 2: Revenue from Contracts with Customers (Ind AS 115) **16 Lectures**

Core Principles, Identifying a Contract, Performance Obligations, Transaction Price, Recognizing Revenue, Contract Costs

Unit-3: Disclosures in the Financial Statements **16 Lectures**

Related Party Disclosures (Ind AS 24), Earnings per Share (Ind AS 33) & Operating Segments (Ind AS 108).

Module-2

Unit 4: Fundamentals of Financial Statement Analysis **16 Lectures**

Nature, objectives, and scope of FSA, Types of financial statements and their limitations, Tools and techniques of FSA, Ratio Analysis- Cross-sectional, Time-series, Residual and Multivariate analysis; ESG ratios and sustainability-linked performance indicators; Cash Flow analysis, Statistical Measures commonly used in FSA.

Unit 5: Earnings Management and Forensic Accounting **16 Lectures**

Concepts and motives of earnings management; Earnings Management Models: Healy Model (1985)**,** Jones Model (1991)**,** Modified Jones Model (1995)**:** Techniques of earnings manipulation; Red flags and detection of accounting frauds; Forensic accounting.

Unit 6: Corporate Distress Analysis **16 Lectures**

Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy, Causes of Corporate Failure, Need for Corporate Distress analysis, Corporate Failure Prediction Models: Beaver's Model, Altman's Model, Zmijewski Model.

Suggested Readings

Ghosh, T.P., Illustrated Guide to Indian Accounting Standards, Taxmann publication.

B.D. Chatterjee., Illustrated Guide to Indian Accounting Standards, Taxmann publication.

Rawat, D.S., Students' GuidetoIndASs,Taxmann publication.

Foster, G.: Financial Statement Analysis,Prentice Hall.

Lev. B.: Financial Statement Analysis– A New Approach, Prentice Hall.

Sur, D.: Financial Statement Analysis – A Comprehensive Approach,Excel Books.

Comm7014: Strategic Cost Management

Marks: 75 [Semester Examination 60 Marks and Internal assessment 15 Marks]

Credit 6 **Lectures: 96**

Objectives: The basic objective of this course is to provide students with a thorough understanding of the concepts and applications of strategic cost management techniques and controls.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyse and apply various strategic cost management techniques for short-term decision-making.
2. Conduct an in-depth study of standard costing, budgetary control, Activity-Based Costing (ABC), and transfer pricing techniques which will help in enhancing overall decision-making quality.

CONTENTS

Unit 1: Strategic Cost Management and Control **16 Lectures**

Conceptual Framework, Traditional costing Vs Strategic Costing, Different types of strategic costing and their relevance- Target Costing, Life Cycle Costing, Throughput Costing, JIT and TQM - Basics, Stages, Principles, Control, Corrective actions. Strategic cost reduction techniques and value chain analysis. Kaizen Costing, Business Process Re-engineering.

Unit 2: Short term decision making **16 Lectures**

Make or buy decision, Shut down or Continue decision, Export vs. Local sale decision, Expand or Contract decision, Sell or Further process decision, Change vs Status quo decision, Marketing decisions etc**.**

Unit 3: Standard Costing and Variance Analysis **16 Lectures**

Introduction, Setting up of Standards, Application of Standard Costing, Control through Variance Analysis, Computation of Variances –[Material, Labour, Overhead and Sales] Reporting of Variances, Accounting procedure for Standard Cost. Disposition of Variances.

Unit 4: Budget and Budgetary Control **16 Lectures**

Budgets as planning and control instruments- Types of Budgets and their significance, various approaches to Budgeting. Budgetary Control: Meaning,Objectives,Organization, Essentials of a good budgetary control system, Advantages and Limitations of Budgetary Control System. Responsibility Accounting.

Unit 5: Activity Based Cost Management **16 Lectures**

Introduction, Stages in ABC, Level of activities under ABC methodology, Activity Based Cost System Installation and Operation, Activity Based Cost Management, ABC – A Decision-Making Tool.

Unit 6: Transfer Pricing **16 Lectures**

Introduction, Objectives of Transfer Pricing System, Methods of Transfer Pricing.Conflict between a division and the company.

Suggested Readings

Horngreen, C.T., Cost Accounting- A Managerial Emphasis, Prentice Hall of India.
Maheshwari,S.N., Management Accounting and Financial Control, Mahavir Book Depot.
Saxena V.K. &Vashist. C.D., Advanced Cost Management Accounting. Sultan Chand & Sons.
Bhattacharya &Dearden, Accounting for Managerial Decisions. Prentice Hall of India.
Daff Trevor, Cost and Management Accounting, Woodhead Faulkner.
Lal Jawahar, Cost Accounting, Tata McGraw Hill.

Comm7021: Business Mathematics and Statistics – III

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)

Credit: 4 **Lectures: 64**

Objective: The basic objective of this course is to provide students with an understanding of Game Theory and some advanced issues of Linear Programming. This course also aims to equip learners with a rigorous analysis of real world problems.

Course Outcomes: After successful completion of the course, students will be able to:

1. Make a business decision in a constrained optimization framework.
2. Analyze the alternative choices and determine the optimal one by resolving the conflict.
3. Build a strong theoretical foundation in probability concepts and develop the ability to apply these concepts to quantify risk and uncertainty.
4. Identify and apply important estimation techniques to solve problems.

CONTENTS

Unit 1: Advanced Linear Programming Problem **10 Lectures**

Concept and assumptions of LPP, Different forms of LPP, Simplex method (Solving maximization and minimization problems) including special cases (Infeasibility, Unboundedness, Alternative optima, Degeneracy); Big M Method, Two-Phase Method, Duality- Primal and Dual problems, Conversion of primal to dual.

Unit 2: Game Theory **10 Lectures**

Some basic terminologies – Game, Two-person games, Strategy, Value of the game, Pay-off matrix. Two-person zero-sum game - Games with saddle point: Pure strategy, The Maximin-Minimax principle. Games without saddle point: Mixed Strategy – Algebraic Method and Arithmetic Method for 2 X 2 game; Dominance Property

Unit 3: Probability **10 Lectures**

Definition of Probability- Classical definition, Frequency definition and Axiomatic definition; Total probability theorem; Conditional probabilities and independent events; Compound probability theorem, Bayes theorem – Relation between posterior and prior probabilities

Unit 4: Random variable **8 Lectures**

Random variable and its distribution; Mathematical Expectations and Variance of a random variable. Joint probability distribution; Probability mass function and Probability density function; Distribution function

Unit 5: Probability distributions **14 Lectures**

Binomial and Poisson distribution - Mean, Variance, Skewness and Kurtosis; Normal distribution – Mean, Variance, Skewness and Kurtosis; Standard Normal variate; Properties and uses of different probability distribution

Unit 6: Statistical Estimation **12 Lectures**

Basic Concepts of estimation, Types of estimation, Properties of good estimators, Point and interval estimation of population mean, proportion and variance

Suggested Readings

Aczel, A.D. and Sounderpandian: Complete Business Statistics, McGraw Hill Publishing Co. Ltd, New Delhi
Levin, R. I. and Rubin, D.S.: Statistics for Management, Prentice Hall of India Pvt. Ltd., New Delhi
Sharma, J.K.: Business Statistics, Pearson Education, New Delhi
Das, J.K.: Statistics for Business Decisions, Academic Publishers, Kolkata
Sarkhel, J. and Dutta, S. K.*:* An Insight into Statistics, Book Syndicate Pvt. Ltd., Kolkata.
Goon, Gupta and Dasgupta, Fundamentals of Statistics, Vol. I & II, World Press Private Ltd.
Osborne, Martin J.*:* An introduction to Game Theory, Oxford University Press.
Lind, Marchal, and Wathen: Statistical Techniques in Business & Economics, McGraw Hill Education.

Semester 8 (Honours)

Comm8011: Strategic Financial Management

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)

Credit:6 **Lectures:96**

Objective: The basic objective of Strategic Financial Management is to maximize an organization's long-term value and wealth by effectively planning, acquiring, managing, and utilizing financial resources to achieve sustainable competitive advantage. Through this course, students will be able to apply strategic financial tools and techniques to make informed decisions, optimize resource allocation, and enhance the financial sustainability and growth of an organization.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyze and apply strategic financial management concepts such as leverage, working capital management, lease financing, corporate restructuring, and mergers & acquisitions.
2. Develop the ability to evaluate financial risks, design effective financing strategies, assess corporate valuation, and interpret regulatory frameworks.
3. Enhance decision-making skills in complex financial and strategic business situations.

Unit 1: Leverage **15 Lectures**

Business risk, Financial risk and Total risk – Concepts and Different measures (Non-statistical and Statistical measures); Operating Leverage, Financial Leverage and Total Leverage; Relationship between Financial Leverage and Trading on Equity; Relationship between Financial Leverage and Equity shareholders' return; EBIT-EPS Analysis: Financial break-even- point, Financial margin of safety and Indifference point.

Unit 2: Management of Working Capital **22 Lectures**

Different strategies of financing working capital; Working capital leverage; Management of Major Components of Working Capital - Inventory Management, Receivables Management, Cash Management.

Unit 3 : Lease Financing **10 Lectures**

Concept of leasing, types of lease agreements, methods of lease financing, Difference between hire purchase and lease financing, Leasing in India.

Unit 4: Corporate Restructuring **10 Lectures**

Corporate restructuring and its various forms; motives, benefits, valuation and financing; Leveraged buyouts; Management buyouts; Demerger, split up, Spin offs; Divestiture; Case study.

Unit 5: Mergers and Acquisitions **22 Lectures**

Meaning of Merger & Acquisition and purpose, valuation of the target, reverse merger, legal and regulatory requirements Companies Act, 2013. The SEBI Takeover Regulation Code, 1997, Case study.

Unit 6: Share Repurchases **15 Lectures**

Introduction, Legal aspects of share repurchases, Methods of share repurchases, Motives behind share repurchases, Share repurchases activities in India. Case study.

Suggested Readings:

Chandra, P., Financial Management-Theory and Practice, Tata McGraw Hill.
Khan, M.Y. and Jain, P.K., Financial Management-Text and Problems, Tata McGraw Hill.
Pandey, I. M., Financial Management, Vikas Publishing House Pvt. Ltd.
Schall, L.D. and Haley, C.W., Introduction to Financial Management, Tata McGraw Hill
Sur, D. and Sarkhel, J., An Introduction to Financial Management, Book Syndicate.
Van Horne, J C., Financial Management and Policy, Prentice Hall of India.

Comm8012: Advanced Computer Applications in Business

Full Marks: 75 Course Evaluation: Semester Examination
(Theory: 40 Marks Practical: 20 Marks) and Internal Assessment (15Marks)

Credit: 4 **Lectures: 80**

Objectives:
The basic objective of this course is to provide students with a thorough understanding of advanced issues in the use of computers in business applications.

Course Outcomes: After successful completion of the course, students will be able to:
1. Understand the various concepts associated with ERP.
2. Develop advanced computer skills in the accounting package.
3. Comprehend the advanced principles of RDBMS.

Unit 1: Design of Computerised Commercial Applications **20 Lectures**
Concept, General Form of Business application, Account payable, Payroll Accounting, Finished Goods Inventory Control, Sales Order processing system, Materials Inventory Control, Financial Accounting.

Unit-2: Enterprise Resource Planning **10 Lectures**
Concept of ERP, Business Process Reengineering (BRP), ERP implementation, various types of ERP Systems, Risks involved in ERP implementation, ERP Software Package (SAP), Case Study.

Unit-3: Transaction Processing System **10 Lectures**
Meaning of TPS, Characteristics and importance of TPS, Objectives of TPS in an organization, Advantages and Limitations of TPS, Functions of TPS, Types of Transaction Processing, Transaction Processing Cycle, Components of the transaction processing system.

Unit-4: Introduction to DBMS and RDBMS **15 Lectures**

Concept of DBMS, Purpose of Database system, instances and schemes, DDL, DML, database users. Entity-Relationship Model: Concept of Entity and Entity Set, attributes, Concept of keys, ERD. The relational database model, relation and its instances, table and tuple, date types. Table handling-create, modify, delete, insert, Query using SQL commands.

PRACTICAL **[20 Marks]**

1. Computer- Based Business Application and Accounting Package (Tally) **15 Lectures**
2.Microsoft Excel (Advanced Level) **10 Lectures**
3. Oracle **10 Lectures**

Suggested Readings:

H. Korth, Database Management Systems, McGraw Hill.
Ivan Bayross, Database Concepts and Systems, SPD.
M. Abbey, Oracle 8i- A Beginner's Guide, Oracle press, McGraw Hill.
A. K. Nadhani, Tally.ERP 9, BPB Publications.

Comm8013: Financial Institutions and Financial Markets

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objective

The basic objective of this course is to provide students with an understanding of the role of financial institutions and the financial markets.

Course Outcomes

After successful completion of the course, students will be able to:

1. Analyse the components of the financial system, its role in economic development, and the interlinkages between financial institutions and markets for effective capital allocation.
2. Examine the evolution of Indian money and capital markets, their integration with global networks, and the impact of regulatory bodies on market stability and investor protection.
3. Understand the functioning of commercial banks, NBFCs Micro Finance Institutions; Small savings, Provident Funds and Pension Funds, focusing on issues like financial inclusion, restructuring, privatization, and reforms.
4. Evaluate the role of digitalization, AI, ML, blockchain, cryptocurrencies, and DeFi in transforming financial markets, enhancing efficiency, and expanding financial inclusion.
5. Analyse India's leadership in promoting financial inclusion through initiatives like Jan Dhan Yojana, PMGDISHA, and UPI, aligning with global standards.

Unit 1: Economy and the Financial System **10 Lectures**

Structure of financial system; Relationship between financial system and economic development – theoretical framework and empirical evidences; The economic basis of financial intermediation; Meaning and process of financial development – financial development indicators and financial development index; Theories of the impact of financial development on savings and investment.

Unit 2: Banking and Non-Banking Institutions **14 Lectures**

Evolution of Indian Banking Sector; Growth and structure of commercial banks in India; Theories of asset management of commercial banks; Credit creation of commercial banks; Universal banking; Small banks and Payments banks; First and Second Generation Reforms of the banking sector in India; Role of technology in banking sector; Recent developments in banking including restructuring, privatization, MUDRA financing; NBFI; Micro Finance Institutions; Small savings, Provident Funds and Pension Funds

Unit 3: Regulatory and Promotional Institutions **10 Lectures**

Regulatory structure of the financial institutions and markets; Origins, Organization and Subsidiaries of RBI; Functions of RBI - traditional and promotional; Monetary Management – monetary policy framework, monetary policy transmission, quantitative and qualitative measures, recent policy rates and reserve ratios; Regulation of the Capital Market-SEBI; Regulation of the insurance market-IRDA

Unit 4: Financial Markets I: Money Market **10 Lectures**

Financial markets - integration of Indian financial markets with global financial markets; Money market in India – functions, organisations and participants; money market instruments; role of Reserve Bank of India in Indian money market; Fixed Income Money Market and Derivative Association of India (FIMMDA); Ancient Indian Financial Instruments & Money Markets; Integration of India's Money Market with Global Financial Networks; Digitalization of Money Markets.

Unit 5: Financial Markets II: Capital Market **10 Lectures**

Capital Market - introduction, components, role and functions; Traditional Public Fundraising Methods; Equity Market-methods of issue; Debt Market-concept, significance and classification; capital market instruments; raising funds from global financial markets; primary and secondary markets- concept, similarities, differences; stock exchanges in India - NSE, BSE; Stock Indices: concept and construction, Major stock indices - global (including Dow Jones and NASDAQ) and Indian (NIFTY and BSE-SENSEX); concept of DEMAT account and depositories (NSDL CDSL); SEBI and investor protection. India's position in the global financial markets: Case study on the NSE and BSE

Unit 6: The Future of Financial Markets: Technology and Innovation 10 Lectures
Indian Contribution to Global Finance: India's leadership in promoting financial inclusion through the Jan Dhan Yojana and PMGDISHA: Community-Driven Financial Inclusion. The Future of Financial Markets: Blockchain, Cryptocurrencies, and Decentralized Finance (DeFi). Role of Artificial Intelligence (AI) and Machine Learning (ML) in Financial Systems. The Role of Financial Inclusion in India: Digital Payments, FinTech, and UPI

Suggested Readings:

Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill Publishing Co. Ltd.
Pathak, B.V.: Indian Financial System, Pearson Education.
Khan, M.Y.: Indian Financial System, Tata McGraw Hill Publishing Co. Ltd.
Varshney, P.N. and Mittal, D.K.: Indian Financial System, Sultan Chand & Sons.
Mishkin, F. S. and Eakins, S.G.: Financial Markets and Institutions, Pearson Education.
Reserve Bank of India: Functions and Working of RBI, Reserve Bank Staff College.
Reserve Bank of India: RBI Bulletin and Report on Currency & Finance. Different issues.

Comm8014: Strategic Management and Corporate Governance

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 Lectures: 64

Objective:
The basic objective of this course is to provide students with a thorough understanding of the theoretical foundations, ethical considerations, regulatory frameworks, and global practices related to strategic management and corporate governance. The course also aims to familiarize learners with national and international emerging scenarios that guide responsible corporate behavior and long-term value creation.

Course Outcomes:
After successful completion of the course, students will be able to:

1. Understand and utilize key strategic management tools and models, such as Porter's Five Forces and internal resource analysis, to assess business environments and formulate competitive strategies.
2. Comprehend different strategic options and implementation of the options considering changing requirements of the competitive environment.
3. Develop and implement business strategies using frameworks like the portfolio approach and balanced scorecard, while considering organizational culture, leadership, and execution challenges in real-world case scenarios.
4. Evaluate critically the corporate governance systems, global reforms, and the factors contributing to corporate misgovernance using real-life case studies.
5. Interpret and apply key regulatory frameworks, including provisions of the Companies Act, 2013, SEBI (LODR) Regulations, and CSR mandates under Schedule VII, in corporate.
6. Get familiar with different corporate scams and their consequences.

Module: I
Strategic Management

Unit 1: Introduction to Strategic Management 15 Lectures
Strategy, Strategic Management and related issues; Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management, Strategic Intent – Vision, Mission, Objective, Business definition using Abell's three dimensions, objectives and goals, Drucker's Performance Area, Bennis's Core Problem; Strategic Management Process; External Analysis and

Diagnosis. Industry Analysis: Michael Porter's Five-Forces Model; Analysis of Internal Resources and Capabilities. Blue Ocean Strategy: Difference between Blue & Red Ocean Strategies, Strategy Canvass & Value Curves, Case Studies.

Unit 2: Strategic Options, Choice and Implementation **15 Lectures**

Alternative Grand Strategies: Stability, Growth, Retrenchment and Combinations, Mergers, Acquisitions and Joint Ventures; Implementing competitive strategies offensive & defensive moves; Michael Porter's Concept of Generic Strategies and Competitive advantage. Strategic Choice: The Portfolio Approach; Important Issues in Strategy Implementation: McKinsey's 7-S Framework; Mintzberg's 5 Ps, Culture and Strategic Leadership; Concept of Balanced Scorecard. Changing Structures & Processes: Reengineering & strategy implementation, Six Sigma, Case Studies.

Unit 3: Emerging Issues in Strategic Management **10 Lectures**

The rise of E-Commerce, Networked Organization, Artificial Intelligence and Strategic Management, Internet Strategies for Traditional Business, Virtual Value Chain.

Module: II
Corporate Governance

Unit 4: Conceptual Framework of Corporate Governance **15 Lectures**

Meaning, System, Importance, Principles, Theories of Corporate Governance: Agency Theory, Shareholder Value Theory, Stakeholder Theory, Stewardship Theory, Resource Dependency Theory, Models of Corporate Governance, Anglo-Saxon Model, Continental Model, Japanese Model, Corporate Mis-Governance – Concept, Factors Responsible for Mis-Governance.

Unit 5: Board Structure, Committees and Scams **15 Lectures**

Theoretical Underpinning of Board Structure, Unitary Board, Exemplary Board, Different Committees: International scenario; Indian scenario; Principles Provisions of the Companies Act, 2013 for Corporate Governance; Scope for CSR Activities under Schedule VII, SEBI (LODR) Regulations, 2015 (with latest amendment), Enron Scam, Accounting Fraud in Satyam.

Unit 6: Sustainability in Business **10 Lectures**

Sustainability Concept and Models, ESG, Socially Responsible Investment, CSR.

Suggested Readings

1. Ansoff, H. Igor. Implanting Strategic Management, PHI, Englewood Cliffs, New Jersey.
2. Jauch, L. R. and Glueck, W.F., Business Policy and Strategic Management, McGraw Hill
3. David, Fred R., Strategic Management, Pearson Education
4. Kazmi, A., Business Policy and Strategic Management, McGraw Hill.
5. Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. Strategic Management: A Methodological Approach. Addison-Wesley.
6. Haberberg and Rieple. Strategic Management: Theory and Application. Oxford.
7. Grant, Contemporary Strategic Management, Wiley
8. Fernando et al.: Corporate Governance: Principles, Policies and Practices, Pearson
9. Bhattacharyya: Contemporary Corporate Governance, Non-linear Insights (OPC) Pvt. Ltd, Publication Division
10. Khorakiwala, K., Kapur and Sengupta, E., Essentials in Corporate Social Responsibility, Wockhardt Foundation.

Comm8021: Principles of Economics-III

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objective:

The basic objective of this course is to provide students with a thorough understanding of the different market structures, various criteria used in uncertainty, risk and conflict, the different organisational goals and the concept of gig economy.

Course outcomes:

After successful completion of the course, students will be able to:

1. Evaluate different market structures, including perfect competition, monopoly, monopolistic competition, and oligopoly, with real-world applications of price discrimination, cartels, and the impact of digital marketplaces.
2. Analyse the different criteria used in uncertainty, risk, and conflict.
3. Narrate the alternative organizational goals of the firm and the role of government in business regulation.
4. Understand the concept of gig economic and its future in meeting real-world challenges.

Unit 1: Market Structures **14 Lectures**

Market structure and managerial decision making; Classification of markets – Substitutability of product criterion, Interdependence of sellers criterion, Ease of entry criterion; Price Determination under Different Market Conditions - Perfect competition, Monopoly, Natural monopoly, Monopolistic competition and Oligopoly. Role of online marketplaces in reshaping competitive market structures

Unit 2: Pricing Mechanism **10 Lectures**

Methods of price determination in practice –Break even pricing, Rate of return pricing, Peak load pricing, Going rate pricing, Pricing of new products – Skimming price, Penetration price, Product line pricing, Price discrimination - International price discrimination and dumping, Two-part tariff, Transfer pricing.

Unit 3: Risk and Uncertainties in Managerial Decision Making **10 Lectures**

Distinction between risk and uncertainty; Measuring risk with probability distributions; One stage decision making problems - Different criteria for decision making under risk and uncertainty; Multi-stage decision making problems – Decision tree; Expected utility theory; Adjusting the Valuation Model for Risk; Uncertainty model in two person zero sum and non-zero sum games.

Unit 4: Organizational Goals **10 Lectures**

Neoclassical theory of the firm – assumptions, theoretical framework, limitations, predictions; A representative model of average cost pricing; Bain's Limit-pricing theory; A critique of the Neoclassical theory of the firm – The Marginalist Controversy; Alternative theories of firm - Managerial theories of firm (i.e. Baumol's model of sales maximization, Marris's model of managerial enterprises and Williamson's model of managerial discretion), Behavioural theory of Cyert and March

Unit 5: Government and Business **10 Lectures**

Interaction of Government, Business, and the Public; Market Competition and Social Economic Efficiency; Market Failure and the Role of Government Intervention - Market power and role of antitrust policy, Natural monopoly and regulated price, Externalities and government measure to internalize the external costs, Public goods and need for government provisioning, Imperfect information and government role in disseminating useful information; Regulation versus Deregulation Controversy; Transition from Regulation – Deregulation - Liberalization: Indian Experience; Redefining the Role of Government on Business: Experience from Global Financial Crisis.

Unit 6: Foundations of the Gig Economy **10 Lectures**

Definition, Scope, and Evolution; Characteristics of Gig Work: Flexibility vs. Precarity; Types of Gig Work: Digital vs. Non-digital, High-skill vs. Low-skill; Key Stakeholders: Workers, Platforms, Consumers, and Regulators; Comparative Analysis: Traditional vs. Gig-based Employment, The future of gig economy

Suggested Readings:

Bertucci, G. &Alberti, A. Globalization and the Role of the State: Challenges and Perspectives
Dean, J.: Managerial Economics, PHI Learning Private Limited.
Hirschey, M. & Pappas, J.L.: Managerial Economics, The Dryden Press
Jensen, M. C., Value maximization, stakeholder theory, and the corporate objective function. European Financial Management, 7(3), 297-314.
Keat, P.G., & Young, P.K.Y: Managerial Economics - Economic Tools for Today's Decision Makers, Pearson Education.
Koutsoyiannis, A.: Modern Microeconomics, Macmillan
OECD. Business, Government and Regulation
Peterson, C.H., Lewis, W.C., & Jain, S.K.: Managerial Economics, Pearson Education.
Salvatore, D. &Srivastava, R.: Managerial Economics, Oxford University Press
Thomas, C.R., Maurice, S.C., Sarkar, S.: Managerial Economics, Tata McGraw Hill Publishing Co. Ltd.
Tirole J.: The Theory of Industrial Organization, Cambridge MIT Press.
World Bank: Working Without Borders: The Promise and Peril of Online Gig Work.

Semester 8 (Honours with Research)

Comm8091: Research Project/ Dissertation

Credit: 12 **Practical: 320 Hours**

For the Research Project/ Dissertation, each student must select a topic to study and submit a report of at least 5000 words. This report may be based on primary data collected from a field survey or secondary data from published sources. Each project report will be examined jointly by an internal examiner and an external examiner. Additionally, students are required to deliver a seminar presentation and participate in a viva voce conducted by a board of examiners. Students must inform the Head of the Department their project title at the beginning of the eighth semester, and the final report must be submitted before the commencement of the final examinations.
