

STRUCTURE OF B.A. PROGRAM COMMERCE BASED COURSES (SEMESTER VII AND VIII)**Discipline Specific Core Courses (DSC)**

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
VII	BAC: DSC- 7	Sustainable Development	3	1	0	4	NIL
VIII	BAC: DSC- 8	Basics of Entrepreneurship	3	1	0	4	NIL

B.A. Program with Commerce (Entrepreneurship and Small Business)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (ESB) – 7.2	Basics of Management	3	1	0	4	NIL
VII	BAC: DSE (ESB) – 7.3	Business Economics	3	1	0	4	NIL
VII	BAC: DSE (ESB) – 7.4	Creativity and Innovation	3	1	0	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (ESB) – 8.1	Entrepreneurship Development	3	1	0	4	NIL
VIII	BAC: DSE (ESB) – 8.2	Business Incubation	3	1	0	4	NIL
VIII	BAC: DSE (ESB) – 8.3	Principles of Marketing	3	1	0	4	NIL
VIII	BAC: DSE (ESB) – 8.4	Digital Marketing* (<i>Student can study this paper if s/he has not studied 'Digital Marketing' in SEC</i>)	3	1	0	4	NIL

B.A. Program with Commerce (Accounting and Finance)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (A&F) – 7.2	Corporate Finance	3	1	0	4	NIL
VII	BAC: DSE (A&F) – 7.3	Financial Services	3	1	0	4	NIL
VII	BAC: DSE (A&F) – 7.4	Accounting for Managerial Decisions	3	1	0	4	NIL
VII	BAC: DSE (A&F) – 7.5	Financial Statements Analysis	3	1	0	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (A&F) – 8.1	Mergers and Acquisitions	3	1	0	4	NIL
VIII	BAC: DSE (A&F) – 8.2	Financial Reporting	3	1	0	4	NIL
VIII	BAC: DSE (A&F) – 8.3	Forensic Accounting and Fraud Detection	3	1	0	4	NIL
VIII	BAC: DSE (A&F) – 8.4	Social and Environmental Accounting	3	1	0	4	NIL

B.A. Program with Commerce (Banking and Insurance)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (B&I) – 7.2	Life Insurance-II	3	1	0	4	NIL
VII	BAC: DSE (B&I) – 7.3	Non-Life Insurance-I	3	1	0	4	NIL
VII	BAC: DSE (B&I) – 7.4	Non-Life Insurance-II	3	1	0	4	NIL
VII	BAC: DSE (B&I) – 7.5	Reinsurance	3	1	0	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (B&I) – 8.1	Central Bank and Monetary Policy	3	1	0	4	NIL
VIII	BAC: DSE (B&I) – 8.2	Risk Management in Banks	3	1	0	4	NIL
VIII	BAC: DSE (B&I) – 8.3	Inclusive Banking	3	1	0	4	NIL
VIII	BAC: DSE (B&I) – 8.4	International Banking	3	1	0	4	NIL

B.A. Program with Commerce (Advertising, Sales Management and Sales Promotion)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (ASPSM) – 7.2	Sales Promotion & Public Relations	3	1	0	4	NIL
VII	BAC: DSE (ASPSM) – 7.3	Social Media Marketing* (<i>Student can study this paper if s/he has not studied Social Media Marketing in SEC</i>)	3	1	0	4	NIL
VII	BAC: DSE (ASPSM) – 7.4	E-Commerce	3	1	0	4	NIL
VII	BAC: DSE (ASPSM) – 7.5	Marketing of Financial Services	3	1	0	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (ASPSM) – 8.1	Customer Relationship Management	3	1	0	4	NIL
VIII	BAC: DSE (ASPSM) – 8.2	Rural Marketing	3	1	0	4	NIL
VIII	BAC: DSE (ASPSM) – 8.3	Marketing Research	3	1	0	4	NIL
VIII	BAC: DSE (ASPSM) – 8.4	Sales Force Management	3	1	0	4	NIL

B.A. Program in Commerce (Human Resource Management)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (HRM) – 7.2	Indian Ethos & Management	3	1	0	4	NIL
VII	BAC: DSE (HRM) – 7.3	Organizational Culture and Dynamics	3	1	0	4	NIL
VII	BAC: DSE (HRM) – 7.4	Technology in HR	3	1	0	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (HRM) – 8.1	Human Resource Information System	3	1	0	4	NIL
VIII	BAC: DSE (HRM) – 8.2	Participative Management	3	1	0	4	NIL
VIII	BAC: DSE (HRM) – 8.3	HR Analytics	3	1	0	4	NIL

B.A. Program in Commerce (Commercial Laws and Corporate Governance)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (CLCG) – 7.2	Corporate Social Responsibility: Compliance and Evaluation	3	1	0	4	NIL
VII	BAC: DSE (CLCG) – 7.3	Insolvency and Bankruptcy Code: Law and Practice	3	1	0	4	NIL
VII	BAC: DSE (CLCG) – 7.4	Intellectual Property Rights (IPR Laws)-II	3	1	0	4	NIL
VII	BAC: DSE (CLCG) - 7.5	Banking Laws and Practice	3	1	0	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (CLCG) – 8.1	Compensation Structure and Laws	3	1	0	4	NIL
VIII	BAC: DSE (CLCG) – 8.2	Company Secretarial Practices	3	1	0	4	NIL
VIII	BAC: DSE (CLCG) – 8.3	Regulatory Framework of Insurance	3	1	0	4	NIL
VIII	BAC: DSE (CLCG) – 8.4	Regulatory framework for MSMEs	3	1	0	4	NIL

B.A. Program in Commerce (Tax Procedures and Practices)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (TPP) – 7.2	Property Tax: Assessment	3	0	1	4	NIL
VII	BAC: DSE (TPP) – 7.3	Income Tax: E-Filing	3	0	1	4	NIL
VII	BAC: DSE (TPP) – 7.4	Taxability of Virtual Digital Assets	3	1	0	4	NIL
VII	BAC: DSE (TPP) - 7.5	Estate Planning	3	1	0	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (TPP) – 8.1	GST: Procedures and Special Provisions	3	1	0	4	NIL
VIII	BAC: DSE (TPP) – 8.2	International taxation	3	1	0	4	NIL
VIII	BAC: DSE (TPP) – 8.3	GST: E-Way Bills	3	0	1	4	NIL
VIII	BAC: DSE (TPP) – 8.4	GST : E-Filing	3	0	1	4	NIL

B.A. Program in Commerce (Modern Office Management)

Semester	Course Type/Code	Course Title	Lectures	Tutorials	Practical	Credits	Pre-requisites
SEMESTER VII							
VII	Students can study the paper 'Business Research Methodology- DSE 7.1' offered in B.Com. Hons.						
VII	BAC: DSE (MOM) – 7.2	Advanced Stenography (Theory)	3	1	0	4	NIL
VII	BAC: DSE (MOM) – 7.3	Management Information Systems	3	0	1	4	NIL
VII	BAC: DSE (MOM) - 7.4	Database Management System	2	0	2	4	NIL
SEMESTER VIII							
VIII	BAC: DSE (MOM) – 8.1	Advanced Stenography (Practical)	1	0	3	4	NIL
VIII	BAC: DSE (MOM) – 8.2	Advanced Spread sheet Applications	1	0	3	4	NIL
VIII	BAC: DSE (MOM) – 8.3	Office Operations	3	1	0	4	NIL
VIII	BAC: DSE (MOM) – 8.4	E-Commerce	3	1	0	4	NIL

CORE COURSES (DSC)

SUSTAINABLE DEVELOPMENT

DSC -7

Learning Objectives:

The course aims to provide the learners an understanding of the key challenges and pathways to sustainable development i.e. also socially inclusive and environmentally sustainable.

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

1. Describe key initiatives required to enhance the contribution of an organisation towards Sustainable Development.
2. Analyze the significance of various steps taken by UNDP to ensure Sustainable Development.
3. Assess the results of Smart Cities Mission Initiative of Government of India.
4. Describe the key achievements of National Programmes/Initiatives aligned with SDGs.
5. Discuss the importance of responsible investment.

COURSE CONTENTS:

Unit 1: Introduction (7 hours)

Sustainable Development: Meaning, Principles, History of Sustainable Development. Components of sustainability, Goal Based Development, Feasibility of Sustainable Development; Sustainable Development and International Contribution: International Summits, Conventions, Agreements. Triple Bottom Line approach. Environmental, social and governance (ESG) factors. Role of ICT in Sustainable Development. Community Engagement. Policy framework on Sustainable Development in India.

Unit 2: Sustainable Development Goals (SDGs) (18 hours)

SDG-I

Sustainable Development Goals (SDGs): Meaning, Background, Transition from Millennium Development Goals (MDGs) to SDGs. Role of UNDP; SDG Integration. SDGs (1-6): No Poverty, Zero Hunger, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation. SDGs (1-6) in India: Key indicators of performance.

SDG-II

SDGs (7-17): Affordable and Clean Energy, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Climate Action, Life Below Water, Life on Land. Peace, Justice and Strong Institutions, Partnerships for the Goals. SDGs (7-17) in India: Key indicators of performance.

Unit 3: Responsible Production and Mindful Consumption (11 hours)

Responsible Production and mindful consumption: concept, rationale, implications, challenges and opportunities. Global initiatives on Sustainable Development by Industry: World Business Council for Business Development.

Unit 4: Responsible Investment (9 hours)

Responsible Investment: concept, rationale, implications, challenges, and opportunities. Socially Responsible Investment: Green Bonds, Carbon Credits. Socially Responsible Mutual Funds. Global Reporting Initiatives.

Exercises:

The learners are required to:

1. Identify an organisation and suggest key initiatives required to enhance the contribution of that organisation towards Sustainable Development and measure the quantum of improvements that would be achieved by the implementation of such initiatives.
2. Visit the website of UNDP and other related internet resources wherein the cases related to action taken for achieving the SDGs are specified and compare it with the organisation chosen in unit 1 above and present report of the benchmarking exercise and the new suggestions/recommendations for taking the organisation to the next level.
3. Prepare and present a report on Smart Cities Mission Initiative of Government of India highlighting the strategy, key features of Smart Cities, achievements, and challenges.
4. Identify an organisation which is integrating practices (green initiative, dry waste management, recycling, etc.) related to SDGs of responsible Production and Consumption. Prepare and present the report of its strategies highlighting the cumulative impact of its outcome.
5. Identify a company dealing with green bonds in India, analyze its business model. Prepare and present a report of its contribution to the environment.

Suggested Readings:

- Edwards, A. R., & Orr, D. W. (2005). *The Sustainability Revolution: Portrait of a Paradigm Shift*. British Columbia: New Society Publishers.
- Reid, D. (1995). *Sustainable Development: An Introductory Guide*. London: Earthscan Publications Ltd.
- Rogers, P. P., Jalal, K. F., & Boyd, J. A. (2012). *An Introduction to Sustainable Development*. Abingdon: Routledge.
- Stokke, O. (2018). *Sustainable Development*. Abingdon: Routledge

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Basics of Entrepreneurship
BAC: DSC- 8

Learning Objectives:

This course aims at imparting basic knowledge on entrepreneurship and new enterprise creation so that it is able to provide an opportunity for the students to opt for entrepreneurship as an alternative career option.

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

1. Describe the importance of entrepreneurship in Indian context
2. Analyse the existing support system for entrepreneurial orientation
3. Demonstrate the enterprise formation process for gaining ideas
4. Analyse various managerial aspects of business
5. Implement effective strategies for expansion and growth

Course Contents:

Unit I: Introduction (9 hours)

Entrepreneurship- meaning, importance and determinants; Entrepreneurship in Indian scenario as a career option; Understanding intrapreneurship, techno-entrepreneurship, net-entrepreneurship, eco-entrepreneurship, and social entrepreneurship. Family business and its characteristics in India; Conflicts in Family business and its mechanism of redressal.

Unit II: Entrepreneurial Eco-System (9 hours)

Socio-economic support system for entrepreneurship, public and private system of stimulation; Role of development institutes; Availability of finance, marketing, technology and project related assistance; Role of trade associations and self-help groups for promotion of entrepreneurship; Types of business entities- micro, small and medium enterprises; Role of MSME sector in Indian economy.

Unit III: Enterprise Formation Process (12 hours)

Understanding and analysing business opportunities; Understanding various sources of business opportunities; Market demand analysis, preparation of business plan, project feasibility study; Start-ups and basic start-ups problems; Cases of Indian start-ups, sources of financing business start-ups (practical knowledge on preparation of business plan/project report shall be taught in the class).

Unit IV: Managerial Aspects of Business and Managing Growth (15 hours)

Managing finance- preparation of operating/cost budget, cash budget; Understanding management of short term and long term capital; Human resource planning; Understanding marketing methods; Cost Management Understanding of GST and other tax compliances. Business growth strategies specific to small enterprises; Enterprise life cycle and various growth strategies; Business collaboration and outsourcing of resources; Network management; Business succession planning for sustenance.

Exercises:

The learners are required to:

1. Discuss case studies on entrepreneurship in India.
2. Analyse the role of support system for entrepreneurial orientation.
3. Discuss the enterprise formation process for different start-ups.
4. Prepare a business plan for a hypothetical start up, and prepare its budget.
5. Present case studies on growth strategies of different small business organisations.

Suggested Reading:

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

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Entrepreneurship and Small Business

Basics of Management

BAC: DSE (ESB) - 7.2

Learning Objectives:

The course aims to provide learners with an understanding of basic management concepts, principles, and practices.

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

1. Demonstrate the competitive landscape of a company using Porter's five force model;
2. Interpret the applicability of SWOT analysis of a company;
3. Interpret the relevance of delegation and decentralization of authority in an organisation;
4. Analyze the various needs of an individual using Maslow's Need-Hierarchy Theory;
5. Analyze the various management techniques in successfully running a business organisation.

Course Contents:

Unit 1: Introduction (11 hours)

Management: Concept and Need, Managerial Functions – An overview; Coordination: Essence of Management. Evolution of Management Thought, Classical Approach – Taylor, Fayol, Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach, MBO, Hammer and Champy- Business Process Re-engineering, Porter's Five-forces' Model.

Unit 2: Planning (11 hours)

Types of Plan; Strategic planning – Concept, process, Importance and limitations; Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS- UP, BCG Matrix, Competitor Analysis); Decision-making: Process and Techniques; Perfect rationality and bounded rationality.

Unit 3: Organizing (11 hours)

Concept and process of organizing – An overview, Span of management, Different types of authority (line, staff and functional), Decentralization, Delegation of authority; Formal and Informal Structure; Principles of Organizing; Network Organisation Structure. Emerging types.

Unit 4: Staffing and Leading (12 hours)

- a. Staffing: Concept of staffing - Recruitment and Selection; Orientation; Training and Development; Career Development; Performance Appraisal.
- b. Communication: Concept, purpose, process; Oral and written communication; Formal and informal communication networks, Barriers to communication, Overcoming barriers to communication. Emerging trends in communication. Concept, Process, Limitations, Principles of Effective Control,

Exercises:

The learners are required to:

1. Identify a company and use the Porter's five forces' analysis model to evaluate its competitive landscape.
2. Read Ford & Mazda case study on Business Process Re-engineering and prepare a report of your interpretation and analysis. Each learner is required to conduct SWOT analysis on the company identified in previous unit and prepare BCG Matrix of its products and present the report.
3. Present a role play on bounded rationality or on any aspect of decision making.
4. Create a simulation exercise in class to demonstrate various types of authority, delegation, and decentralization of authority.
5. Using Maslow's Need-Hierarchy Theory, analyze their needs and prepare a report.
6. Present a simulation exercise demonstrating barriers to communication in an organisation.
7. Demonstrate various types of Leadership Styles in the form of Role Play by identifying real life leaders from the corporate world.
8. Take the annual report of the company identified in Unit 1 and calculate various accounting ratios, HR metrics, EVA, ROI, and present the report of your interpretation of the same.

Suggested Readings:

- Koontz. H., & Weihrich. H. (2012). Essentials of Management: An International and Leadership Perspective. New York: McGraw Hill Education.
- Robbins, S. P., Bhattacharyya, S., DeCenzo, D. A., & Agarwal, M. N. (2011). Essentials of Management. London: Pearson Education.
- Terry, G. R. (2010). Principles of Management Homewood, California: Richard D. Irwin Inc. Singh, B. P., & Singh, A. K. (2002). Essentials of Management. New Delhi: Excel Books.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Business Economics
BAC: DSE (ESB) - 7.3

Learning Objectives:

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

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

1. Demonstrate how different economic systems function and evaluate implications of various economic decisions.
2. Demonstrate how consumers try to maximize their satisfaction by spending on different goods.
3. Analyze the relationship between inputs used in production and the resulting outputs and costs
4. Analyze and interpret market mechanism and behaviour of firms and response of firms to different market situations.
5. Describe the various facets of pricing under different market situations.

Course contents:

Unit 1: Basic Concepts (14 hours)

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

Unit 2: Consumer Behaviour and Elasticity of Demand (11 hours)

Theory of Demand and supply The elasticity of demand – Concept, kinds- price, cross, income and advertising elasticity of demand, Measurement of elasticity of demand, factors influencing the elasticity of demand, Importance of elasticity of demand.

Unit 3: Production and cost (11 hours)

Production Function – Concept Definition, Types of products, Law of variable proportions, Cost of production: Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale and the shape to the long run average cost.

Unit 4: Pricing and Market (9 hours)

Theory of pricing- cost plus pricing, target pricing, marginal cost pricing, going rate pricing; classification of market-perfect competition, monopoly, monopolistic competition and oligopoly.

Exercises:

The learners are required to:

1. Apply concept of demand analysis in real life.
2. Study various effects in changes in demand and supply in consumption.
3. Visit local markets and classify firms into various markets.

4. Visit any industrial unit and study its production process.
5. Prepare a production schedule for a hypothetical product under and particular condition of demand supply.
6. Visit any industrial unit and classify its cost into fixed and variable costs.
7. Analyze the effects of changes in demand and supply on pricing policies.

Suggested Readings:

- Baye, M., and Prince J.(2021), Managerial Economics and Business Strategy. McGraw Hill, (3rd ed.)
- Case, K. E., and Fair, R.C. (2017). Principles of Economics, Pearson Education,(12th ed.).
- Deepashree, (2021) Business Economics, MKM Publisher, New Delhi.
- Gillespie, A., (2013) Business Economics, Oxford University Press. (2nd ed.)
- Gupta, G.S. (2011), Managerial Economics, McGraw Hill (2nd ed.)
- Maddala, G.S and Miller Ellen, Microeconomics Theory and Applications, (2017) Tata McGraw Hill.
- Mankiw, Gregory N., Aswin A., Mark P Taylor, Business Economics (2019), Cengage Learning, UK.
- Miller, R. L. Intermediate Microeconomics: Theory, Issues, Applications, 2nd ed. New York: McGraw-Hill.
- Pindyck, Robert S. Rubinfeld, Daniel L, Microeconomics. (Eighth edition), Pearson education
- Salvator, D., Rastogi S.K.(2016) managerial Economics: Principles and Worldwide Applications, Oxford University Press, (8th Ed.).
- Samuelson, P. A., and Nordhaus, W.D., Chaudhari S. and Sen, A., (2019) Economics (SIE), McGraw-Hill. (20th ed.)

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Creativity and Innovation **BAC: DSE (ESB) - 7.4**

Learning Objectives:

The course aims to enable learners to explore approaches used by managers and organizations for creating and sustaining high levels of innovation.

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

1. Analyze the creative thoughts of renowned personalities in the past and its contribution towards the success and shortcomings of business model.
2. Describe the innovative idea for business and defend/ justify the same.
3. Interpret the business competence achieved by various organisations by using the innovative business model.
4. Describe the significance of innovative leadership.
5. Analyze patents already granted in their field of interest and make a case with innovative idea for filing a new patent.

COURSE CONTENTS:

Unit 1: Introduction (9 hours)

Meaning and Concept of Creativity; Creativity Process; Nature and Characteristics of Creativity and Creative Persons; Factors affecting Creativity; Recognizing and Avoiding Mental Blocks; Thinking Preferences; Risk Taking; Creativity Styles; Creative Thinking Tools; Innovation vs Creativity; Types of Innovations: Incremental and Radical.

Unit 2: Idea Generation and Creativity in Problem Solving (9 hours)

Ideation; Pattern Breaking Strategies; Mind stimulation: games, brain-twisters and puzzles; Idea-collection processes: Brainstorming/Brain-writing, SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts.

Unit 3: Innovation Management (9 hours)

Invention and Discovery- Process and Typology; Methods and Techniques; Arenas of Innovative Competence; Categories of Innovation: Product, Process, and Service Finance (Venture Capital, Angel Investors), Offerings, Delivery. Evaluation of Effectiveness of Innovation.

Unit 4: Innovation and Intellectual property

a) Setting the Right Ecosystem for Innovation (9 hours)

The Essence of Right Ecosystem; Dimensions of the Ecosystem for Innovation; Intrinsic Motivation and Extrinsic Motivation; Organisational Alignment; Creating Self-Sustaining Culture of Innovation; Organisational Enrichment.

b) Intellectual Property (9 hours)

Introduction to intellectual property: Patents (novel, useful, and not obvious), Copyrights, Trademarks; Transforming Innovations into Proprietary Assets: significance and steps.

Exercises:

The learners are required to:

1. Identify a creative person to comprehend, study, analyze, and present a report highlighting the contribution of his/her creative work.
2. Generate a creative idea for business and present the same in the class for critical evaluation by other learners regarding its uniqueness and feasibility.
3. Identify an innovative business model (like amazon, redubs, flipkart, ola, uber, big basket, zomato, swingy, etc.) Used by an organisation recently and present a report on business competence achieved by it.
4. Analyze the case study on innovative leader like steve jobs who launched apple's ipod & iphone or any other case study on innovation and present a report on the key learnings.
5. Select an aspect (in the field of their interest) on which patent has been granted already and think of an innovative idea so that it makes a case for filing a new patent application.

Suggested Readings:

- Harvard Business Essentials. (2003). Managing Creativity and Innovation. Boston: Harvard Business School Publishing.
- Prather, C. (2010). The Manager's Guide to Fostering Innovation and Creativity in Teams. New York: McGraw-Hill Education.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Entrepreneurship Development **BAC: DSE (ESB) - 8.1**

Learning Objectives:

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

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

1. Describe the distinct entrepreneurial traits.
2. Analyze the parameters to assess opportunities and constraints for new business ideas.
3. Describe a business idea by adopting systematic process.
4. Demonstrate the strategies for successful implementation of ideas.
5. Create a business plan with its feasibility aspects.

COURSE CONTENTS:

Unit 1: Introduction (10 hours)

Meaning, elements, determinants and importance of entrepreneurship; Entrepreneurship as a creative process; Entrepreneurial Personality; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship Entrepreneurship and challenges of globalisation.

Unit 2: Entrepreneurship in India (10 hours)

Business houses and their role in Indian Economy; Typical Family business eco-system in India; The contemporary role models in Indian business: their values, business philosophy and behavioural orientations; Impact of family entrepreneurship on nascent entrepreneurial orientation. Survival challenges of family business; Conflict management techniques in family business. (Cases of success story of entrepreneurial personality of India shall be taught in the class).

Unit 3: Entrepreneurship Ecosystem (15 hours)

Availability and access to raw materials, finance, marketing assistance, technology, and industrial accommodation, Governmental initiative on promotion of entrepreneurship through: Start Up India, Stand Up India, Make in India, and Vocal for locals etc.

Role of non-governmental support system: entrepreneur's associations and self-help groups; Role and functions of business incubators, angel investors, venture capital, start-up finance and private equity fund in the promotion of entrepreneurship

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

Unit 4: Business Plan and Tests of Feasibility (10 hours)

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

Exercises:

The learners are required to:

1. Discuss various cases of entrepreneurship and distinguish between different entrepreneurial traits.
2. Analyze and interpret case study on business philosophy at Tata Group, Aditya Birla Group, Reliance Industries Limited, and similar organisations.
3. Analyze and present the key initiatives of Government of India for promoting entrepreneurship in the country for any one business area.
4. Develop a business idea and conduct a feasibility analysis of the same.
5. Participate in Business Plan Competition, wherein they must design a business plan proposal and identify alternative sources of raising finance for startup.

Suggested Readings:

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

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Business Incubation
BAC: DSE (ESB) - 8.2

Learning Objectives:

The course aims to familiarize the learners with development of business incubators and its management.

Learning Outcomes: After completing the course, the learners will be able to:

1. Demonstrate the incubation as a concept, types of business incubators and the role played by business incubators in supporting entrepreneurial efforts.
2. Describe the process of business incubation, incubator structure and value propositions leading to start-up development.
3. Describe about various funding opportunities available to business incubators and understand the funding needs of the incubator.
4. Describe about various aspects of development of a business incubator, such as preparation of feasibility study, team building, and preparation of business plan.
5. Interpret the management of business incubators involving formulation of policy for entry and exit, employee management, identification of key performance indicators and mentoring process.
6. Describe the role of M and E as well as of benchmarking in incubator management.

COURSE CONTENTS:

Unit 1: Introduction (9 hours)

Business Incubation- Concept and Principles; Incubator and Incubation; Pre-requisites of incubator; Development of an incubator; Types of incubators; Corporate and educational incubators. Incubation and Entrepreneurship. Business incubation models and success factors. Virtual business incubation. Agribusiness incubation. Government Policies and Programme, Role of business incubation in the economy.

Unit 2: Incubation Process (10 hours)

Process of business incubation and business incubator; Pre-incubation and post-incubation; Idea lab; Business plan structure; Value proposition. Role of business incubation in start-up development.

Unit 3: Incubator Business Environment (8 hours)

Managing business incubator; Financing business incubator; Owners and Fund Providers; Seed funding/venture capital; Angel Financiers: types, nature, and procedures; Services of incubators.

Unit 4: Planning and managing an Incubator (18 hours)

- a) Feasibility study; Team formation and team building; Examining sample business idea and writing business plans; Developing business plan; Business incubation marketing and stakeholder management; Understanding investor/lender's perspective and presenting business plan; Valuation of business plan and elevator pitch.
- b) Policy formulation for entry and exit; Incubation structures; Roles and responsibilities of key players; Managing incubator employees; Performance indicators of business incubator. Mentoring process; Legal issues and other formalities.

Exercises:

The learners are required to:

1. Develop a comparative study of various business incubators in the context of real- life cases.
2. Analyze the case of a start- up and elaborate upon the business incubation process and business plan structure.
3. Identify funding sources for various business incubators on the basis of real-life examples.
4. Develop a business incubator plan and prepare its management plan.
5. Present case studies on management of different business incubators.
6. Discuss the role of M&E as well as of benchmarking in incubator management.

Suggested Readings:

- Adkins, D. (2002). A Brief History of Business Incubation in the United States. Athens: National Business Incubation Association.
- Gerl, E. (2000). Brick and Mortar, Renovating or Building a Business Incubation Facility. Athens: National Business Incubation Association.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Principles of Marketing
BAC: DSE (ESB) - 8.3

Learning Objectives:

The course aims to equip the learners with the basic knowledge of concepts, principles, tools, and techniques of marketing and to provide knowledge about various developments in the marketing.

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

1. Describe an understanding of basic concepts of marketing, marketing philosophies and environmental conditions affecting marketing decisions of a firm.
2. Describe the dynamics of consumer behaviour and process of market selection through stp stages.
3. Analyze the process of value creation through marketing decisions involving product development.
4. Analyze the process of value creation through marketing decisions involving product pricing and its distribution.
5. Analyze the process of value creation through marketing decisions involving product promotion and also to equip them with the knowledge of various developments in the marketing area that may govern marketing decisions of a firm.

COURSE CONTENTS:

Unit 1: Introduction (9 hours)

Marketing - Meaning, Nature, Scope and Importance; Core concepts of marketing; Marketing Philosophies; Services Marketing: Meaning and distinctive characteristics; Marketing Mix.

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

Unit 2: Understanding Consumer Behaviour and Market Selection (9 hours)

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

Market Selection: Choosing market value through STP. Market Segmentation- Levels and bases of segmenting consumer markets. Market Targeting- concept and criteria. Product Positioning – concept and bases; Product differentiation- concept and bases.

Unit 3: Marketing Mix Decision -Product (9 hours)

Product Decisions: Concept and classification; Levels of Product. Designing value-Product-mix dimensions, strategies and types; Branding- functions, strategies, types and qualities of good brand name; Packaging and Labelling- functions, types and ethical aspects; Product support services. New Product Development: Product life cycle – concept and marketing strategies; New product development- concept and process.

Unit 4:**Part a) Marketing Mix Decisions -Pricing and Distribution (9 hours)**

Pricing Decisions: Objectives; Factors affecting the price of a product; Pricing methods; Pricing strategies; Ethical issues in pricing decisions.

Distribution Decisions: Channels of distribution- types and functions. Delivering value-factors affecting choice of distribution channel; Distribution strategies.

Part b) : Promotion Decisions and Developments in Marketing (9 hours)

Promotion Decisions: Communication process; Importance of Promotion. Communicating value- Decision about Promotion mix tools including advertising, personal selling, sales promotion, public relations, publicity and direct marketing; Factors influencing promotion mix; Integrated Marketing Communication approach.

Exercises:

The learners are required to:

1. Analyze the impact of various environmental forces in the context of a given durable and non-durable product.
2. Analyze the marketing mix strategy of a durable and non-durable product.
3. Select any product and analyze its segmentation strategy in comparison to its immediate competitive product.
4. Analyze the case of product line extension and impact on business performance.
5. Analyze the distribution strategy of a given product.
6. Find out ethical concerns of customers with regard to various marketing mix decisions in regard to a given product.

Suggested Readings:

- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). Marketing. New York: McGraw Hill.
- Grewal, D., & Levy, M. (2017). Marketing. New York: McGraw Hill Education.
- Kotler, P., Armstrong, G., & Agnihotri, P. (2018). Principles of Marketing. London: Pearson Education.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). Principles of Marketing: A South Asian Perspective. London: Pearson Education.
- Mahajan, J. P., & Mahajan, A. (2014). Principles of Marketing. Delhi: Vikas Publications.
- Saxena, R. (2006). Marketing Management. Delhi: Tata McGraw Hill Education.
- Sharma, K., & Aggarwal, S. (2018). Principles of Marketing. Delhi: Taxmann Publication.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Digital Marketing
BAC: DSE (ESB) - 8.4

***Student can study this paper if s/he has not studied 'Digital Marketing' in SEC**

Objective: The course aims to provide knowledge about the concepts, tools, techniques, and relevance of digital marketing in the present changing scenario. It also enables the learners to learn the application of digital marketing tools and acquaint about the ethical and legal aspects involved therein.

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

1. Analyze and assess the impact of digital technology in transforming the business environment and also the customer journey.
2. Describe the way marketers think, conceptualize, test continuously to optimize their product search on digital platforms.
3. Demonstrate the measurement of effectiveness of a digital marketing campaign.
4. Demonstrate their skills in digital marketing tools such as seo, social media, and blogging for engaging the digital generation.
5. Describe the need for regulatory framework for digital marketing in India.

Course Contents:

Unit 1: Introduction (10 hours)

Concept, scope, and importance of digital marketing. Traditional marketing versus digital marketing. Challenges and opportunities for digital marketing. Digital penetration in the Indian market. Benefits to the customer; Digital marketing landscape: an overview.

Unit 2: Digital Marketing Management (10 hours)

Digital-marketing mix. Segmentation, Targeting, Differentiation, and Positioning: Concept, levels, and strategies in a digital environment; Digital technology and customer-relationship management. Digital consumers and their buying decision process.

Unit 3: Digital Marketing Presence (10 hours)

Concept and role of Internet in marketing. Online marketing domains. The P.O.E.M. framework. Website design and Domain name branding. Search engine optimization: stages, types of traffic, tactics. Online advertising: types, formats, requisites of a good online advertisement. Buying models. Online public relation management. Direct marketing: scope and growth. Email marketing: types and strategies.

Unit 4: Interactive Marketing and ethical concerns (15 hours)

Interactive marketing: concept and options. Social media marketing: concept and tools. Online communities and social networks. Blogging: types and role. Video marketing: tools and techniques. Mobile marketing tools. PPC marketing. Payment options. Ethical issues and legal challenges in digital marketing. Regulatory framework for digital marketing in India.

Exercises:

The learners are required to:

1. Prepare a report on the difference between the popularity of any brand using both digital advertising as well as traditional advertising tools; versus any one brand still focusing most of funds on traditional advertising tools.
2. Create a hypothetical advertising tools using google ads.
3. Prepare a report on all the possible sources of digital marketing like, facebook, instagram, etc.
4. Analyse social media marketing strategies of different firms.
5. Discuss the ethical and legal issues in digital marketing in India.

Suggested Readings:

- Blanchard O. A. (2011). *Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization*. Indianapolis: Que Publishing.
- Chaffey, D., Chadwick, F. E., Johnston, K., & Mayer, R. (2008). *Internet Marketing: Strategy, Implementation, and Practice*. New Jersey: Pearson Hall.
- Charlesworth, A. (2018). *Digital Marketing: A Practical Approach*. Abingdon: Routledge. Frost, R. D., Fox, A., & Strauss, J. (2018). *E- Marketing*. Abingdon: Routledge.
- Gupta, S. (2018). *Digital Marketing*. Delhi: Tata McGraw Hill Education.
- Gay, R., Charlesworth, A., & Esen, R. (2007). *Online Marketing: a customer-led approach*.
- Kapoor, N. (2018). *Fundamentals of E-Marketing*. Delhi: Pinnacle India.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Digital Marketing: 4.0 Moving from Traditional to Digital*. New Jersey: John Wiley & Sons.
- Ryan, D., & Calvin, J. (2016). *Understanding Digital Marketing: Marketing Strategies for engaging the Digital Generation*. London: Kogan page. Oxford: Oxford University Press.
- Tasner, M. (2015). *Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First*. London: Pearson.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

ACCOUNTING AND FINANCE

Corporate Finance BAC: DSE (A&F)- 7.2

Learning Objectives:

The course aims to enable students to acquire knowledge of principles and practice of financial management.

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

1. Explain thoroughly the conceptual framework of financial management. Further learners will have an insight into the concept of time value of money and risk and return.
2. Analyze the capital budgeting process and demonstrate decision making abilities using different techniques of capital budgeting.
3. Critically analyse, understand and demonstrate different capital structure theories and factors affecting capital structure decisions of a firm.
4. Analyse, understand and demonstrate different theories of dividend and factors affecting dividend policy.
5. Recognise the concept of working capital and demonstrate the estimation of working capital requirement of a firm; critically examine and decide policies and techniques of Cash and Inventory Management for a corporate.

Course Contents:

Unit 1: Introduction (7 hours)

An Introduction to Corporate Finance, Modern Approach to Financial Management, Functions and Responsibilities of a Finance Manager. Time value of money, Concept of Risk and Return.

Unit 2: Corporate Capital Budgeting Decisions (11 hours)

An Overview of Techniques of Capital Budgeting, NPV Vs IRR Methods, Project under Capital Rationing, Capital budgeting under Risk and Uncertainty-Certainty Equivalent Approach and Risk-Adjusted Discount Rate Method.

Unit 3: Capital Structure and Dividend Decisions (18 hours)

An Overview of Cost of Capital, Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach), Operating Leverage, Financial Leverage and Combined Leverage, Planning and Designing of Capital Structure, EBIT-EPS Analysis, Determinants of Optimum Capital Structure.

Theories for Relevance and Irrelevance of Dividend Decision for Corporate Valuation- Walter's Model, Gordon's Model, MM Approach and Residual Approach, Dividend Policy and its Determinants

Unit 4: Working Capital Management (9 hours)

An Overview of Working Capital Management, Cash Management- Basic Strategies and Techniques, Receivables Management – Credit Policies, Credit Terms and Collection Policies, Inventory Management – Objectives and Techniques.

Note: Students should be encouraged to use spreadsheets for doing basic calculations in finance and hence can be used for giving students subject related assignments for their internal assessment purposes.

Exercises:

The learners are required to:

1. Apply time value of money in financial management decisions.
2. Identify capital budgeting decisions and exercise in different firms.
3. Prepare capital structure and tax planning under various firms.
4. Explore divided policies of different firms
5. Analyse working capital need and management decisions

Suggested Readings:

- Khan, M.Y. & Jain, P.K. (2018) *Financial Management: Text and Problems*. Tata McGraw Hills, New Delhi.
- Pandey, I.M. (2016) *Financial Management*. Vikas Publications. New Delhi
- Singh, S. & Kaur, R. (2020) *Fundamentals of Financial Management*. Scholar Tech Press. New Delhi.
- Rustagi, R.P. (2021) *Fundamentals of Financial Management* Taxmann. New Delhi.
- Singh, J.K. (2017) *Financial Management: Theory and Practice*. Galgotia Publishing House New Delhi.
- Kothari, R. (2016) *Financial Management: A Contemporary Approach*. Sage Publications Pvt. Ltd. New Delhi.
- Sharma, S.K. and Sareen, R. (2019) *Fundamentals of Financial Management* Sultan Chand & Sons (P) Ltd. New Delhi.
- Singh, P. (2011) *Financial Management*. Ane Books Pvt. Ltd. New Delhi.
- Tulsian, P.C.& Tulsian, B. “*Financial Management*” S.Chand. New Delhi.

Additional Readings:

- Srivastava, R. & Mishra, A. (2011) *Financial Management*: Oxford University Press. UK
- VanHorne, James, C, and John, Wachowicz. *Fundamentals of Financial Management*. Pearson Education
- Chandra, P. (2019) *Financial Management: Theory and Practice*. Tata McGraw Hills, New Delhi
- Ross, S. A., Westerfield, R., Jaffe,J., Jordon,B.D. & Shue,K. (2021) *Corporate Finance*. Tata McGraw Hills.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department’s website.

Financial Services
BAC: DSE (A&F)- 7.3

Learning Objectives:

The primary objective of this course is to provide students with basic theoretical and conceptual understanding of Financial Services.

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

1. Explain the basic concept and use of Financial Services
2. Describe various attributes of Financial Services
3. Demonstrate the importance of Financial Services in the Economy
4. Interpret regulation of Financial Services
5. Analyse various fund based and fee based Financial Services.

Course Contents:

Unit 1: Introduction to Financial Services (7 hours)

Financial Services- Concept and Nature of Financial Services; Types of Financial services- Fund vs fee based financial services; Role and Significance of financial services; An overview of Financial Services Industry in India; Recent Trends in the Financial services Sector.

Unit 2: Fund based Financial Services (20 hours)

Leasing- Concept and benefits of leasing, Types of lease (including financial vs operating lease); Venture Capital- Concept and importance of VC, Stages in venture capital finance, Venture Capital Funds in India; Mutual Funds- Concept and importance, Types of Mutual Fund schemes, Common terminologies used in Mutual Funds; Pension funds.

Consumer finance- Concept of Consumer finance, Sources of consumer finance; Housing finance- Concept and significance of Housing finance, Tax implication of housing finance (theoretical), Major players in housing finance; Microfinance; Factoring and forfaiting – Concept and importance of factoring, Mechanism of factoring, Difference between factoring, forfaiting and Bill discounting. Concept of Securitisation

Unit 3: Fee Based Financial Services – I (11 hours)

Merchant Banking – Concept, Services provided by Merchant bankers, Overview to SEBI guidelines; Stock broking - Licensing and training requirements of stock brokers; Custodial services; Registrars and Transfer Agents (RTAs); Credit Rating- Concept, significance and use of Credit rating, Process of credit rating.

Unit 4: Fee Based Financial Services -II (7 hours)

Financial Counselling – Importance, role of financial counselors; Portfolio management service (PMS)- Advantages and disadvantages of PMS; Wealth Management Service- Significance and role of wealth management service, Types of wealth management firms.

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

1. Prepare a report on the recent developments in the financial services sector.
2. Discuss the credit ratings of different financial securities
3. Compare and assess different mutual fund schemes
4. Learn different aspects of Micro financing institutions
5. Discuss the role of financial counselling

Suggested Readings:

- Khan M.Y. (2018). Financial Services (9th edition). Tata McGraw Hill.
- Khan M.Y. & Jain P.K. (2017). Financial Services (9th edition). Tata McGraw Hill.
- Gordon E. & Natarajan K. (2019). Financial Markets and Services. New Delhi, Himalaya Publishing House.
- Pathak, B. V. (2018). Indian Financial System: Markets, Institutions and Services (5th edition). New Delhi, Pearson Education.
- Saunders, A. & Cornett, M. M. (2007). Financial Markets and Institutions (3rd Edition), Tata McGraw Hill.
- Shanmugham, R. (2016). Financial Services (2nd Edition). Wiley Publication
- Bhole, L. M. (2017). Financial Markets and Institutions. Tata McGraw Hill Publishing Company
- Kumar, V., Gupta, A., Kaur, M. (2021). Financial Markets, Institutions and Financial Services. Taxmann's Publications
- Machiraju, H.R. (2010). Indian Financial System. Vikas Publishing House.

Additional Readings:

- www.sebi.gov.in
- www.financialservices.gov.in
- www.rbi.org.in

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Accounting for Managerial Decision Making **BAC: DSE (A&F)- 7.4**

Learning Objectives:

The course aims to enable students to acquire knowledge of concepts, methods and various techniques of accounting for the purpose of managerial planning, control and decision making.

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

1. Analyse fundamentals of accounting and its branches.
2. Examine financial statements and their uses in managerial decision making.
3. Explore the budgetary control system as a tool of managerial planning and control.
4. Utilize the concept of cost-volume-profit analysis for use in short-term decision making.
5. Evaluate the concept of relevant cost and make decisions related to different business situations using marginal costing and differential costing techniques.

Course Contents:

Unit 1: Fundamentals of Accounting (9 hours)

An Overview of Accounting: meaning, scope, objectives, accounting as part of information system, branches of accounting. Financial accounting process, accounting concepts, accounting standards. Basic cost concepts, cost classification, cost sheet, an overview of various types of costing methods.

Unit 2: Financial Statements and their Analysis (9 hours)

Understanding of financial statements. Interpretation of financial statements with the help of ratio analysis (liquidity ratios, profitability ratios, turnover ratios and solvency ratios) and cash flow analysis.

Unit 3: Budgetary Control System (9 hours)

Concept of budget, budgeting and budgetary control; objectives, merits and limitations; Functional Budgets; Fixed and Flexible budgeting.

Unit 4: Cost Volume Profit Analysis and Decision Making (18 hours)

Concept of marginal cost and marginal costing, marginal costing equation and contribution margin, Cost-volume-profit analysis; Break-even Analysis, Profit-volume ratio, break-even point, angle of incidence, margin of safety, key factor.

Steps in decision making process. Concept of relevant costs. Solving various short -term decision making problems using marginal costing and differential costing techniques – Profitable product mix, Acceptance or rejection of special/ export offers, Make or buy, Addition or elimination of a product line, and pricing decisions.

Note: Use of Spreadsheet should be encouraged for doing basic calculations for various topics in the course and giving students subject related assignments for their internal assessment purposes.

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

1. Identifying the costs of different business activities.
2. Prepare financial statements for manufacturing or service organisation
3. Identify budgeting decisions of different firms
4. Identify cost volume profit analysis of different firms.
5. Generate accounting reports for decision making in specific situations

Suggested Readings:

- Arora, M.N. (2023). *Management Accounting*. New Delhi, Himalaya Publishing House.
- Goel, R. K. & Goel I. (2019). *Concept Building Approach to Management Accounting*. Cengage.
- Goel, R. K. & Goel I. *Concept Building Approach to Cost Accounting*. Cengage
- Goyal, B.K and Tiwari, H. N. (2023). *Financial Accounting*. New Delhi, Taxmann.
- Kishore, R. M. (2020). *Financial Management*. New Delhi ,Taxmann
- Monga, J.R. & Bahadur, R. (2019). *Basic Financial Accounting*. New Delhi, SCHOLAR Tech Press.
- Singh, S. (2016). *Management Accounting*. New Delhi, PHI Learning Pvt. Limited
- Singh, S. (2018). *Elements of Cost Accounting*. New Delhi, Kitab Mahal.
- Singh, S.K. & Gupta, L. (2010). *Basic Management Accounting: Theory and Practice*. New Delhi, A.K. Publications.
- Tulsian, P.C. & Tulsian, B. (2015). *Advanced Management Accounting*. New Delhi, S.Chand.
- Tulsian, P.C. (2016). *Cost Accounting*. New Delhi. S.Chand.

Additional Readings:

- Myer, J. N. (1969). *Financial Statement Analysis*. New York: USA, Prentice-Hall.
- Drury,C. (2018). *Management and Cost Accounting*. Thomson Learning.
- Gibson, C. H. (2014). *Analysis of Financial Statement*. Cengage Learning
- Horngren, C. T., Foster, G., & Datar, M.S. (2008). *Cost Accounting: A Managerial Emphasis*. New Delhi, Prentice Hall of India Ltd.
- Usry, M. F., & Hammer, L.H. (1991). *Cost Accounting: Planning and Control*. South Western Publishing Co.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Financial Statements Analysis (DSE)

BAC: DSE (A&F)- 7.5

Learning Objectives:

The course aims to enable the student to analyse and interpret the financial statements and related footnotes of publicly traded companies.

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

1. Explain the meaning of financial statements as per Companies act, 2013.
2. Describe the tools of financial statements analysis.
3. Compute the financial ratios using spreadsheets.
4. Analyse the financial performance of companies using the techniques of ratio analysis.
5. Examine the cash position of companies using the cash flow statements.

Course Contents:

Unit 1: Introduction and Techniques of Financial Statement Analysis (18 hours)

Introduction to financial statements ,Uses and Limitations of Financial Statements, users of accounting information, an overview of Financial statements as per companies act,2013, Balance sheet, Statement of Profit and Loss, Cash Flow statement, Statement of changes in Equity, Notes to the accounts, Significant accounting policies,. Brief introduction of accounting standards.

Comparative and common-size statements: horizontal and vertical analysis, trend analysis

Unit 2: Ratio analysis (9 hours)

Ratio analysis and interpretation: liquidity, solvency, profitability, activity and market ratios; Du Point analysis

Unit 3: Cash Flow Analysis (9 hours)

Importance and objective of understanding a firm's cash flows, Structure of Cash flow statement: Financing, investing and operating activities, Preparation of Cash Flow statement as per AS 3 (revised) and Ind AS 7.

Unit 4: Financial Statement analysis – Real-life case work (9 hours)

Analysis of financial statements (Income Statement, Balance sheet, Cash flow statement) of any two listed companies of similar market capitalization from the same sector/industry using spreadsheets. Use Ratio analysis and Industry averages to draw inferences about the company's financial health.

Exercises:

The learners are required to:

1. Download soft copies of annual reports of public listed companies & analyse the financial statements.
2. From the financial statements i.e. balance sheet, & statement of profit and loss compute accounting ratios to analyse the operating efficiency, solvency, profitability and liquidity position of the company.

3. Prepare the comparative & common size financial statements for three years of at least two listed companies.
4. Analyse & interpret of ratios computed from the financial statements.
5. Analyse & interpret the cash position of companies using the cash flow statements.

Suggested Readings:

- Ahuja, N. L., & Dawar, V. (2015). Financial Accounting and Analysis. New Delhi: Taxmann Publications.
- Bhattacharyya, A.K. (2016); Financial Accounting for Business Managers, Prentice Hall of India.
- Friedson, M. S., & Alvarez, F. (2022). Financial Statement Analysis: A practioners' Guide. New Jersey: Wiley.
- Foster, G. (1986). Financial Statement Analysis. London: Pearson Education.
- Gopalkrishnan, A. A. (2001). Understanding Financial Statements - Interpretation and Analysis. New Delhi: Label Book Publisher.
- Goyal, B.K. (2022). Corporate Accounting, New Delhi: Taxmann Publications.
- Gupta, A. (2018). Financial Accounting for Managers: An Analytical Perspective. Delhi: Pearson Education.
- Gupta, M., Kaur, H., & Gupta, R. (2020). Financial Reporting and Analysis: JSR Publishing House LLP.
- Helfert, E. A. (1996). Techniques of Financial Analysis: A Practical Guide to Measuring Business Performance. New York: McGraw Hill Education.
- Lal, Jawahar & Sucheta, Gauba, (2018). Financial Reporting and Analysis. Himalaya Publishing House, Mumbai.
- Narasimhan, M. S. (2016). Financial Statement and Analysis. Noida, Uttar Pradesh: Cengage Learning India.
- Soffer, L. C., & Soffer, R. J. (2002). Financial Statement Analysis: A Valuation Approach. London: Pearson Education.
- Myer, John Nicolas. Financial Statement Analysis. Prentice-Hall.
- Tulsian, P. C., & Tulsian, B. "Corporate Accounting" S. Chand Publishing, New Delhi
- Tulsian, P. C., & Tulsian, B. "Financial Management" S. Chand Publishing, New Delhi

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Mergers and acquisition

BAC: DSE (A&F)- 8.1

Learning Objectives:

The course aims to help learners to conceptualise the knowledge of value creation through Mergers and Acquisitions and acquire skills for accounting for Mergers and Acquisitions both from the perspective of India and Internationally.

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

1. Recognise value Creation through Mergers and Acquisitions.
2. Apply valuation tools used during Mergers and Acquisitions.
3. Recognise the accounting for Mergers and Acquisitions from Indian Perspective.
4. Recognise the accounting for Mergers and Acquisitions from International Perspective.
5. Recognise the concept of Demerger and Reverse Merger.

Course Contents:

Unit 1: Introduction to Mergers and Acquisitions (9 hours)

Introduction to mergers and acquisitions (M&A), Types of Mergers, Participants in Merger and Acquisition, Understanding financial statements and key valuation concepts, Leveraging M&A for value creation, M&A- Cure for Corporate Turbulence, Fast Track Mergers, Significance of Intellectual Property Rights in M&A, Cross Border Mergers.

Unit 2: Modelling and Valuation (9 hours)

Income Approach (Capitalization Method and Discounted Cash Flow Method); Market Approach (Comparable Company Method); Assets Approach (Book Value Method and Liquidation Method); Modelling for Internal Rate of Return calculations; Discounted cash flow valuation; Due Diligence in M&A, Negotiation; Synergistic benefits and distribution of Synergy gains.

Unit 3: Accounting for Mergers and Acquisitions (18 hours)

Indian Perspective

Looking at the dynamics of an actual transaction, Examining the effects of the transaction, Accounting for Amalgamation in the nature of Purchase, Accounting for Amalgamation in the nature of Merger, Treatment of Reserve on Amalgamation, Amalgamation after balance sheet date, Acquisition under Business Transfer Agreement (BTA), Accounting for Business Combination as per Ind AS 103, Identifying a business combination, Acquisition Method, Acquisition Date, Applications of Acquisition methods, Common Control Accounting as per Ind AS 103, Accounting for Acquisition-related Transaction Costs, Acquisition of control through the acquisition of Equity Shares, Acquisition of Group of Assets.

International Perspective

Identification of the Acquirer, Determining the Acquisition Date, Recognising and Measuring Identifiable Assets Acquired & Liabilities, Conditions for Recognition (IFRS 3 Paras 10-14), Measurement Principle- Fair Values (IFRS 3 Para 18) subject to Exceptions (IFRS 3 Paras 22-31A), Recognising and Measuring any Non-Controlling Interest (NCI), Identifying and Measuring Consideration (IFRS 3 Para 37), Recognising and Measuring Goodwill or Gain from a Bargain Purchase transaction, Controversies and Dilemma in Accounting for M&A, Accounting for M&A, Features of Pooling Accounting, Criteria for Pooling of Interests,

Incentives to choose Pooling Over Purchase, Accounting for Valuation of Goodwill, IFRS-3 on International Accounting Standards for M&A, Comparison between Indian GAAP and IFRS-3.

Unit 4: Laws and Regulations affecting M&A, Demerger and Reverse Merger (9 hours)

Tax Laws, The Companies Act, 2013, The Competition Act, 2002, SEBI Regulations and any other laws and regulations affecting M&A, Substantial Acquisitions and Buyouts in listed and unlisted space, Ethical Considerations in M&A; Conceptualization of Demerger; Tax Laws, The Companies Act, 2013, SEBI Regulations and any other laws and regulations affecting Demerger; Accounting Aspects of Demerger, Demerger vs. Reconstruction; Reverse Merger.

Exercises: The learners are required to:

1. Analyse the annual reports of Companies before and after the merger to determine the synergic effect.
2. Collect information from business newspapers, periodicals, print and digital media for analysing reasons for mergers, acquisitions and demergers.
3. Discuss and analyse the Case Study on Cross Border mergers.
4. Discuss and analyse the Case Study on Demergers.
5. Discuss and analyse the Case Study of any successful Merger.

Suggested Readings:

- De Pamphilis, D.M. (2017). *Mergers, acquisitions, and other restructuring activities*. (4th Ed.). Pittsburgh, Academic Press.
- Koller, T., Goedhart, M., & Wessels, D. (2020). *Valuation: Measuring and managing the value of companies*. (7th ed.). USA: Wiley Publications.
- Pettit, B. S., & Ferris, K.R. (2013). *Valuation for Mergers & Acquisitions*. New Jersey, Pearson Education.
- Reed, S.F., Lajoux, A., & Nesvold, H.P. (2007). *The Art of M&A: A Merger Acquisition Buyout Guide*. USA, McGraw Hill.
- Sherman, A. J. (1998). *Mergers & Acquisitions from A to Z: Strategic and Practical Guidance for Buyers and Sellers*. Delhi: India, Goodreads.
- Sudarsanam, S. (2003). *Creating Value from Mergers and Acquisitions: The Challenges*. Delhi: India, Prentice-Hall.
- Zadeh, A.A., & Meeks, G. (2020). *Accounting for M&A: Uses and Abuses of Accounting in Monitoring and Promoting Merger*. London, Routledge.

Additional Resources

- AS – 14 issued by the Institute of Chartered Accountants of India.
- Educational Material on Indian Accounting Standard (Ind AS) Business Combinations issued by The Institute of Chartered Accountants of India.
- IFRS–3 issued by the International Accounting Standard Board.
- Ind AS 103 issued by the Ministry of Corporate Affairs, India.
- Study Material of the Institute of Cost Accountants of India for the “Strategic Performance Management and Business Valuation”.
- Study Material of the Institute of Company Secretary of India for the Professional Programme Course on “Valuation and Business Modelling”.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department’s website.

Financial Reporting (DSE)
BAC: DSE (A&F)- 8.2

Learning Objectives:

The course aims to help the learners to understand and analyse the basic framework of financial reporting and information incorporated in the corporate annual reports.

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

1. Analyse information provided in the Financial Statements of a company;
2. Interpret the contents of corporate annual reports
3. Demonstrate applicability of relevant Ind AS
4. Explain mandatory and voluntary disclosures.
5. Summarise emerging areas in financial reporting

Course Contents:

Unit 1: Introduction to Corporate Financial Reporting (9 hours)

Meaning of Financial Statement as per Companies Act, 2013; Corporate Financial Reporting - meaning, need and objectives; Users of financial reports, Conceptual Framework for financial reporting. Financial/Accounting information contained in the Financial Statements, their qualitative characteristics; Presentation of financial statements.

Unit 2: Financial Statements and Disclosures (18 hours)

Components and constituents of Basic Financial Statements; Relevant provisions of the Companies Act, 2013 for the preparation of Statement of Profit and loss and Balance Sheet.

Contents of annual report, Mandatory and voluntary disclosures through annual report. Report of the Board of Directors and Auditor's Report as per Companies Act, 2013; Business Responsibility and sustainability reporting by listed entities.

Unit 3: Elements of Financial Statements (9 hours)

Select Elements of Financial Statements: Revenues- Identification and disclosures, Leases and Accounting for Tax.

Unit 4: Emerging Trends in Reporting (9 hours)

Accounting for E-commerce business – Introduction, elements of e-commerce transactions, business models, classification of e-commerce websites, revenue recognition and measurement of costs. Integrated Reporting – Meaning, Purpose, Salient features of framework.

Note: Any revision of relevant Accounting Standards/Indian Accounting Standards, which are covered above would become applicable.

Exercises:

The learners are required to:

1. Download company annual reports of reputed companies from the websites and analyze the voluntary and mandatory information contained in these statements.
2. Examine the annual reports of business organisations to find out whether applicable accounting standards (AS and Ind AS) are complied with or not.

3. Examine the Directors' Report and Auditor's Report with reference to compliance with the provisions of Companies Act, 2013
4. Collect and summarise information from business newspapers and periodicals related to latest developments in financial reporting
5. Apply the relevant provisions of accounting standards in various financial reporting case studies.

Suggested Readings:

- Bhattacharjee, A. K. (2022). Financial Accounting for Business Managers. (6th Ed.). Delhi: India, Prentice Hall of India
- Gibson, C. H. (2008). Financial reporting and analysis. (11th Ed.). Nashville, South Western Educational Publishing
- Gupta, A. (2018). Financial Accounting for Management: An Analytical Perspective. Delhi, Pearson Education
- Gupta, M. K., Hersheen, & Gupta, R. (2020). Financial Reporting and Analysis. New Delhi: India, JSR Publishing House LLP
- Lal, J., & Gauba, S. (2018). Financial Reporting and Analysis. Mumbai, Himalaya Publishing House
- Soffer, L. C., & Soffer, R. J. (2003). Financial Statement Analysis: A Valuation Approach. London: Pearson Education.
- Tulsian, P. C., & Tulsian, B. (2023). Corporate Accounting. Delhi: India, S. Chand Publishing
- Tulsian, P. C., & Tulsian, B. (2023). Financial Management. Delhi: India, S. Chand Publishing
- Young, D. S., Cohen, J., & Bens, D. A. (2018). Corporate Financial Reporting and Analysis : A Global Perspective. USA, Wiley Publications

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Forensic Accounting and Fraud Detection
BAC: DSE (A&F)- 8.3

Learning Objectives:

The course aims to enable the students to understand the role of forensic accounting in financial reporting and decision-making and prepare them to deal with the increasing cases of financial frauds and scams around the world.

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

1. Recognise the fundamental of forensic accounting and its significance
2. Comprehend the forensic accounting concepts to be able to apply them in practice
3. Gather knowledge on the concept of frauds and explore in detail its various types
4. Evaluate the process of fraud investigation and detection
5. Develop the ability to analyse and interpret the ways to effectively prevent the frauds and manage the challenge of detection of frauds

Course Contents:

Unit 1: Introduction to forensic accounting (9 hours)

Forensic accounting -Meaning and Concept, History and Evolution, Scope of Forensic Accounting, Qualities of a Good Forensic Accountant, Duties and responsibility of Forensic Accountants,. Forensic Accounting and Investigation Standards (FAIS). Relevance and Application of Forensic Accounting.

Unit 2: Forensic Accounting as a Practice (9 hours)

Techniques Involved in The Conduct of Forensic Accounting, Process of Forensic Accounting, Forensic Accounting Vs Traditional Accounting, Forensic accounting in Indian context- Need for Forensic Accounting in India, Challenges in the Implementation of Forensic Accounting in India.

Unit 3: Frauds: Types, Investigation and Detection (18 hours)

Meaning and Concept of Frauds, Types of Frauds: Securities Fraud, Misappropriation of Cash or Assets, Inventory Frauds, Corporate Frauds, Insurance Frauds, Cyber frauds, Capital Market Frauds, Financial Frauds, Bank Frauds, assets frauds and Money Laundering.

Causes Behind Committing Fraud, Fraud Triangle, Detecting Red flags associated with frauds, Fraud detection methods, Fraud Investigation Procedure- Examination of documents, Inquiry Methods, Evidence Gathering and examination and Preparation of Reports.

Unit 4: Fraud Prevention and Management (9 hours)

Methods for prevention of the frauds, Consequences and Policy Implications of Frauds, Legal Implementation, Case studies- Accounting Frauds in India and outside India

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

1. Examine the modus operandi of one of the biggest accounting frauds in the world
2. Review the financial statements of suspected companies to detect red flags
3. Find solutions to complicated or conceptual problems in the forensic investigation field
4. Design a comprehensive forensic accounting strategy for a company that was a victim fraud
5. Discuss the measures one take would as a forensic accountant to investigate the cases

Suggested Readings:

- Bologna, Jack and Lindquist, Robert J. (1995). *Fraud Auditing and Forensic Accounting*. Wiley.
- Crain, M. A., Hopwood, W. S., Gendler, R. S., Young, G. R., & Pacini, C. (2019). *Essentials of forensic accounting* (2nd ed.). John Wiley and Sons.
- Golden, T., Skalak, S., & Clayton, M. (2011). *A Guide to Forensic Accounting Investigation*. John Wiley & Sons.
- Hopwood, W., Leiner, J., & Young, G. (2011). *Forensic Accounting and Fraud Examination*. McGraw-Hill Companies.
- Manning, George A. *Financial Investigation and Forensic Accounting*. CRC Press: Taylor & Francis Group.
- Nekrasz, F., & Bremser, W. (2001). *Forensic Accounting and Financial Fraud*. American Management Association.
- Study material of The Institute of Chartered Accountants of India.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

SOCIAL AND ENVIRONMENTAL ACCOUNTING

BAC: DSE (A&F)- 8.4

Learning Objectives:

The course aims to help learners to know issues in Social and Environmental Accounting and how these issues can be reported more transparently and responsibly.

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

1. Recognise the Conventional Accounting System
2. Analyse the social and environmental costs
3. Explain the Principles of corporate environmental accounting and audit
4. Evaluate the impact of corporate activities at the National and Global levels
5. Explore the Rationale of the New Accounting Framework and the Corporate Responsibility Approach

Course Contents:

Unit 1: Conventional Accounting and Shift in Paradigm (9 hours)

Traditional Framework of Accounting, Limitations with traditional framework of Accounting, Concept of True Cost and failure of Conventional accounting to determine True cost, Shift in Paradigm, Increasing awareness of Social and Environmental Issues, Rationale for Social and Environmental Accounting, Transparency in Reporting.

Unit 2: Social Costs, Environmental Costs, and Corporate Environmental Accounting (18 hours)

Different Levels of Environmental Costs, Components of Environmental Costs, Externalities, Costs of Externalities, True Cost and Hidden Cost, Life Cycle Assessment, Emery, Environmentally Differentiated Accounting and Ecological Accounting.

Corporate Environmental Accounting, Benefits of Corporate Environmental Accounting, Environmental Management Accounting, Purpose of Environmental Management Accounting, Environmental Financial Accounting, Environmental Audit, Components of Environmental Audit, Benefits of Environmental Audit; Certified Emission Reduction Accounting; Triple Bottom Line Reporting, CSR Reporting and Green Accounting; Green Energy Stocks and ESG Index.

Unit 3: National and Global Environmental Accounting (9 hours)

National Environmental Accounting, System of Integrated Environmental and Economic Accounts (SEEA), Economy-wide material flow accounts, Environmental protection expenditure accounts, Assessment of Environment Cost and Benefits, Social Accounting Matrix, Green Accounts and Green GDP, Greenhouse Gas Emissions; Global Environmental Accounting, Sustainable Economic Development and Environmental Kuznets Curve.

Unit 4: Corporate Responsibility Approach for Reporting (9 hours)

Consideration of Non – Financial Factors in reporting, Sustainability Reporting, SEBI Guidelines on Business Responsibility and Sustainability Reporting and Various International Standards on Sustainability Reporting; Need for New and Robust Framework for Reporting, Corporate Responsibility Approach, Transparency and Responsibility.

Exercises:

The learners are required to:

1. Create awareness among different sections of society for social and environmental issues.
2. Study Sustainability Reporting of different companies.
3. Discuss and Analyse the Case Study on measures to control the emissions.
4. Study the behaviour of top companies in Green Energy Stocks.
5. Prepare a questionnaire to study the Corporate Responsibility Approach for Reporting

Suggested Readings:

- Bhanumurthy, K.V. (2011). Business Ethics and Corporate Responsibility - About Social Responsibility Standards. In R. Mishra, & J. Kiranmai, Corporate Governance in Asia (pp. 236-247). New Delhi: Allied Publishers Pvt. Ltd.
- Bhanumurthy, K.V., Bhandari, V. & Pandey, V. (2014). Does Indian Stock Market Encourage Socially Responsible Companies? Manthan Journal of Commerce and Management, 1(1), 1-34.
- Callan, S.J., & Thomas, J.M. (2012). Environmental Economics and Management: Theory, Policy, and Applications. UK, South-Western College Publishing
- Jha, R., & Bhanumurthy, K. V. (2006). Environmental Sustainability – Consumption Approach. London, Routledge
- Naik, I.C. (2016). Environmental Movements, State and Civil Society. Jaipur: India, Rawat Publications.
- Odum, H.T. (1995). Environmental Accounting: Energy and Environmental Decision Making. New York: USA, Wiley
- Porchelvi, A. (2019). Environmental Reporting Practices: An Analysis of Indian Companies. EPRA International Journal of Economic and Business Review, 7(10), 83 – 93.
- Robbins, P., Hintz, J., & Moore, S.A. ().Environment and Society: A Critical Introduction. (2nd Ed.). West Sussex: UK, John Wiley & Sons.
- Trivedi, V., & Shrivastava, V. K. (2011). Environment and Social Concerns. Delhi: India, Concept Publishing Co.
- Verma, M.K. (2019). Globalisation, Environment and Social Justice: Perspectives, Issues and Concerns. Delhi: India, Routledge India.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

BANKING AND INSURANCE

Life Insurance II

BAC: DSE (B&I)- 7.2

Learning Objectives:

The purpose of the course is to impart the knowledge among students relating to various channels of distribution, the claim settlement procedures and recent trends emerging in life insurance.

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

1. Explain various channels of distribution in life insurance.
2. Analyse various types of reinsurance in India.
3. Discuss the claim settlement procedure in life insurance.
4. Examine the role of life insurance agents.
5. Develop insights on to the emerging trends and challenges in life insurance.

Course Contents:

Unit 1: Channels of Distribution – Life Insurance (7 hours)

Growth of Insurance Industry in India, Trends in Life Insurance, Distribution Channels, The Distribution System of Life Insurance, Intermediaries- Insurance Agents; Insurance Brokers; Third Party Administrator; Employee Sales Officials; Internet Based Selling or Direct Selling, Bancassurance in India.

Unit 2: Reinsurance (9 hours)

Introduction, Brief Historical Background, Working and Nature of Reinsurance, Functions of Reinsurance, Methods of Reinsurance, Proportional- Quota Share; Surplus; Facultative Obligatory, Non-Proportional- Excess of Loss; Per Risk; Catastrophe Stop Loss / Aggregate Excess of Loss, Fundamentals of Contract Law as Applicable to Reinsurance, Insurance and Reinsurance Contracts, Alternatives to Reinsurance, New Forms of Reinsurance, Participants in Reinsurance Sector, Meaning and Concept of Double Insurance.

Unit 3: Claim Settlement in Life Insurance and Life Insurance Agents (18 hours)

Different Types- Survival Benefits; Death Claims; Maturity Claims; Early Claims and Non-Early Claims, Documents Required for Processing Early Claims and Maturity Claims, Issue of Duplicate Policy, Death due to Unnatural Causes or Accidents, Nomination, Assignment, Waiver of Evidence of Title, Claims Concession Clause and Extended Claims Concession Clause, Presumption of Death, Insurance Riders, IRDA Regulations- Claim Settlements.

Appointment, Qualification and Disqualification of Life Insurance Agents, Authority of an Agent, Procedure for Becoming an Agent as a Profession, Functions of Agent, Remuneration of Agent, Code of Conduct for Agent under IRDA Act, 1999, Agent's Liability for Protection of Interest of Life Insurance Policyholders, Insurance Ombudsman Scheme, 2006.

Unit 4: Emerging Trends in Life Insurance (11 hours)

Digital Insurance, Engineering Insurance, Cyber Liability Insurance, CRM in Insurance, Corporate Governance and Customer Social Responsibility in Life Insurance, Role of Actuarial Science in Life Insurance, Emerging Opportunities and Challenges of Various Health Insurance Schemes in India.

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

1. Collect data about the functioning of insurance intermediaries.
2. Give class presentations/ assignments on various aspects of reinsurance.
3. Participate in discussion about the procedure of claim settlement for death claims as well as for maturity claims.
4. Conduct survey within their locality about the code of conduct insurance agents.
5. Perform case studies pertaining to various emerging trends of life insurance in India.

Suggested Readings:

- Mishra MN, Mishra SB, "Insurance Principles and Practice" S.Chand, New Delhi
- Chaturvedi,DD , Mittal , Arun, "Banking and Insurance " Scholar Tech Press, New Delhi
- Sethi Jyotsna, Bhatia Nishwan, "Elements of Banking and Insurance" PHI Learning Private Limited, New Delhi
- Gupta Atul, "Banking and Insurance" A K Publications, New Delhi
- Farooqi A W, "Principles and Practice of Insurance", Wisdom Publications, New Delhi
- Mittal Alka, Gupta S L,"Principles of Insurance and Risk Management" Sultan Chand & Sons, New Delhi
- Kumar, Sunil. Fundamentals of Insurance and Risk Management, JSR Publication, New Delhi

Additional Readings:

- Banking and Insurance-Law & Practice , The Institute of Company Secretaries of India, New Delhi
- Imam , Ashraf Principles and Practice of Life Insurance in India , Anmol Publications Pvt. Ltd. New Delhi
- Singh Inderjit, Katyal Rakesh , 'Insurance Principles and Practice', Kalyani Publishers, New Delhi
- Loomba Jatinder ' Risk Management and Insurance Planning ' PHI Learning Private Limited, New Delhi

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Non-Life Insurance -I **BAC: DSE (B&I)- 7.3**

Learning Objectives:

The course aims to give broad understanding to students about non-life insurance and its current scenario in India

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

1. Comprehend the meaning and scope of non-life insurance.
2. Analyse the structure of the Indian non-life insurance market and its main participants.
3. Get an insight of the major concepts related to health and motor insurance.
4. Recognise the basic concepts related to fire and marine insurance.
5. Develop insights into engineering insurance and rural insurance market.

Course Contents:

Unit I: Introduction (5 hours)

Definition and Structure of Non-Life Insurance, Purpose and need of Non-Life Insurance, The Overall Market Size of Non-Life Insurance Sector in India, Major Non-Life Insurance Companies in India; Emerging Trends in Non-Life Insurance: Customer Centricity as Driver of Innovation, Increase in Adoption of the Internet Channel, Social Media to Increase Market Penetration

Unit II: Non-Life Insurance Products (20 hours)

Health Insurance

Introduction to Health Insurance; Health Insurance Products; Health Insurance Underwriting Basic principles and tools, Underwriting Process; Health Insurance Claims and Recovery - Claims Management, Documentation, Role of Third-Party Administrators (TPAs); Health Insurance Frauds.

Motor Insurance

Major Principles and Features of Motor Insurance; Key Insurable Risks; Different Types of Motor Insurance Policies; Financial Crime and Ethical Considerations in Motor Insurance, Underwriting Process, Claims and Recovery - General Principles in Motor Claims-Handling Process, Claim Settlement

Fire Insurance

General Principles of Fire Insurance, Risks covered by the Fire Insurance, Standard Fire and Special Perils Policy, Special Policies – Floater Policy, Declaration Policy, Floater Declaration Policy; Settlement of Claims.

Marine Insurance

Types of Marine Insurance – Hull and Machinery Insurance, Cargo Insurance, P and I Insurance, Risks covered by the Marine Insurance, Marine Claims and Recovery

Unit III: Engineering Insurance and Other Insurance Products (11 hours)

Types of Engineering Insurance; Project Insurance - Erection All Risk Insurance (EAR), Contractor's Plant and Machinery Insurance, Contractor's all risk insurance (CAR); Others: Meaning and Concept- Burglary insurance; Fidelity Guarantee insurance; Crime insurance; Aviation insurance and Satellite insurance.

Unit IV: Rural Insurance (9 hours)

Overview of Indian Rural Insurance Market - Need of rural Insurance, Major Types of Rural Insurance Policies; Challenges and Opportunities in Rural Insurance market, IRDA Regulations in Rural Insurance; Crop Insurance; Cattle Insurance and Insurance of other Livestock; Poultry Insurance; Companies offering Rural Insurance in India.

Exercises:

The learners are required to:

1. Analyse through case studies of Health Insurance and Motor Insurance Plans of Major Non-Life Insurers in India.
2. Study the Fire Insurance and Marine Insurance Plans of Major Non-Life Insurers in India through questionnaires.
3. Write a project report by exploring the existing Social Security Schemes to support Rural Insurance in India.
4. Identify the emerging non-life insurance products of various companies through visiting their websites.
5. Make a presentation on the future prospects of non-life insurance in India.

Suggested Readings:

- Dayal, H., The Fundamentals of Insurance: Theories, Principles and Practices, Paperback Publications
- Agarwala R., Guide for Health insurance, Paperback Publications
- Agarwala R., Guide for Marine insurance, Paperback Publications
- Kumar, S., Fundamentals of Insurance and Risk Management, JSR Publishers, New Delhi
- George, E. Rejda, Principles of Risk Management and Insurance, Pearson Education.

Additional Readings:

- Vaughan, E. J. and T. Vaughan, Fundamentals of Risk and Insurance, Wiley & Sons
- Mishra, M. N., Principles and Practices of Insurance, S. Chand and Sons .Dinsdale, W.A., Elements of Insurance, Pitman.
- Practice of General Insurance (I.C.11, I.C.38), Insurance Institute of India, Mumbai
- Crane, F., Insurance Principles and Practices, John Wiley and Sons, New York.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Non-Life Insurance- II

BAC: DSE (B&I)- 7.4

Learning Objectives:

The course aims to give students an in-depth knowledge about non-life insurance and its major categories.

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

1. Get an analytical insight into the modus operandi of General Insurance, Policy, and Procedures.
2. Explore the structure of Non-Life Insurance and its major components.
3. Comprehend the detailed concepts related to health and motor insurance.
4. Summarize the various aspects of fire and marine insurance.
5. Develop an understanding of the rural insurance market and regulations covering it.

Course Contents:

Unit 1: Introduction (5 hours)

Concept of Non-Life Insurance, Difference between Life and Non-Life Insurance, Application of Principles of General Insurance Contracts – Structure of the Policy – Insurance Documentation – Underwriting and Rating - Disclosure - Terms and Conditions. Claims Procedures – Under-insurance - Condition of Average - Recovery – Salvage.

Unit II: Non-Life Insurance Products (18 hours)

Health Insurance and Motor Insurance

Health Insurance: Group Health Insurance Coverage, Coordination of Health Insurance Benefits, Subrogation and Health Insurance, COBRA, Health Care Fraud, Wellness Programs.

Motor Insurance: Types of Motor Policies, Certificate of Insurance/ Cover Note, Miscellaneous and Special Types of Vehicle Motor Trade Policies, Understanding of Various Indian Motor Tariffs and General Regulations, Claims

Fire Insurance and Marine Insurance

Fire Insurance: Principles of Fire Insurance, Risks not covered, Hazards of Fire Insurance, Kinds of Fire Insurance Policies, Cancellation of Policies, Classification of Goods – Tanks and Gas Holders, Documents and Underwriting, Essentials of Processing and Settlement of Claims, Doctrine of Proximate Cause – Insured perils – Excepted Perils – Rights of Insurers – Warranties – Ex-gratia Payments

Marine Insurance: Overview, Principles of Trade/Commerce Applicable in Marine, Types of Marine Insurance Documents, Types of Marine Policy, Underwriting Considerations; Loss Prevention, Reinsurance, Maritime Frauds

Unit III: Engineering Insurance and Other Insurance Products (11 hours)

Introduction to Engineering Insurance, Functions, Target Customers, Process, Claim Settlement Other Advanced Insurance Products: Project Insurance, Machinery Breakdown, Electronic Equipment, Cold Storage, Boiler Insurance, Industrial All Risk Policy, Property loss, Employer liability insurance, Renter insurance, Professional indemnity insurance, Commercial insurance.

Unit IV: Rural Insurance (11 hours)

Modus Operandi of Rural Insurance, IRDA Regulations related to Rural Insurance, Challenges and Opportunities, Government Role, NGOs and Agents Role, Underwriting, Rating, Claims Servicing, Reinsurance.

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

1. Make Presentation on Health Insurance and Motor Insurance Plans of Major Non-Life Insurers in India.
2. Critically analyze and make a report on the Fire Insurance and Marine Insurance Plans of Major Non-Life Insurers in India.
3. Examine the policy regulations pertaining to rural insurance in India offered by various insurance companies in India.
4. Explore the emerging non-life insurance products prevalent in India by survey methods.
5. Write a comparative project report on the different insurance companies in India.

Suggested Readings:

- George, E. Rejda, Principles of Risk Management and Insurance, Pearson Education.
- Dinsdale, W.A., Elements of Insurance, Pitman.
- Mehr, R.I., Fundamentals of Insurance, Irwin, Black, K., and Skipper, H.D., Life and Health insurance, latest edition, Pearson Education
- Practice of General Insurance (I.C.11, I.C.38), Insurance Institute of India, Mumbai
- Crane, F., Insurance Principles and Practices, John Wiley and Sons, New York.
- Insurance Law Manual with IRDA Circulars & Notifications, Taxmann Publication.
- Publications of Insurance Institute of India, Mumbai.
- Dorfman, M.S., Introduction to Insurance, Prentice Hall.
- Holyoake, J. and Weipers, W., Insurance, Institute of Financial Services, U.K.

Additional Resources:

- Vaughan, E. J. and T. Vaughan, Fundamentals of Risk and Insurance, Wiley & Sons
- Mishra, M. N., Principles and Practices of Insurance, S. Chand and Sons .Dinsdale, W.A., Elements of Insurance, Pitman.
- Practice of General Insurance (I.C.11, I.C.38), Insurance Institute of India, Mumbai
- Crane, F., Insurance Principles and Practices, John Wiley and Sons, New York.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Reinsurance

BAC: DSE (B&I)- 7.5

Learning Objectives:

The course aims to acquaint the students about the reinsurance industry and related concepts and techniques of reinsurance in India.

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

1. Recognise the concepts and operations involved in the reinsurance.
2. Appraise the need of the reinsurance companies and its role in the insurance sector.
3. Analyze various clauses of a reinsurance contract.
4. Examine the functioning of reinsurance companies or their branches in India.
5. Summarize new developments in the reinsurance sector.

Course Contents:

Unit 1: Nature and Methods of Reinsurance (11 hours)

Nature of Reinsurance, Methods of Reinsurance: Proportional - Quote Share, Surplus, Facultative Obligatory; Non-Proportional - Excess of Loss, Per Risk, Catastrophe Stop Loss. Law Relating to Reinsurance Contracts: Fundamentals of Contract Law as Applicable to Reinsurance.

Unit 2: Reinsurance Design and Clauses (20 hours)

Reinsurance Design; Analyzing Reinsurance Needs: Based on Business Strategy, Financial Needs, Needs Based on Management Style. Construction of Reinsurance Programme: Negotiation and Placement of Reinsurance: Placement - Direct and through Intermediaries. Role of Intermediaries, Advantages and Disadvantages of Direct Placement and Dealing through Intermediaries.

Reinsurance Clauses: Common Clauses, Operative Clause, Commencement and Termination Clause, Access to Records Clause, Net Retained Lines Clause, Retention and Limits Clauses, Loss Occurrence Clause, Reinstatement Clause.

Unit 3: Reinsurance Market (7 hours)

Leading Reinsurance Company in India. Cross-border Reinsurer: Guidelines. Foreign Reinsurance Branches in India. Emerging Trends in Global Reinsurance Markets.

Unit 4: Alternatives to Traditional Reinsurance (7 hours)

Alternative Risk Transfer: Features and Techniques. New forms of Reinsurance: Multi-line, Multi-trigger, Contingent Capital, Finite Risk. Inward Reinsurance Business: need and business strategy. Retro cession Arrangements and Reciprocal Trading.

Exercises:

The learners are required to:

1. Make a quiz on the conceptual understanding, evolution or applications of the reinsurance industry in India.
2. Write an essay on select clauses of a reinsurance contract highlighting the relevance of such clauses.
3. Write down a case study on GIC-Re in relation to its growth and contribution in the insurance sector.
4. Make a project on working operations of the reinsurance companies or branches of the companies.
5. Undergo training with a reinsurance company and make a report on the operational functioning of the reinsurance company.

Suggested Readings:

- Carter, R.L., Reinsurance, Springer.
- Rana, Jagendra., Reinsurance Simplified, BlueRose Publishers.
- Naik, K.L., Reinsurance Manual, Sashi Publications.
- Vaughan, Emmett J. and Vaughan T.M., Fundamentals of Risk and Insurance, Wiley.
- Gupta, P.K., Insurance and Risk Management, Himalaya Publishing House, New Delhi.
- Additional Resources:
- Insurance Institute of India - IC-85- Reinsurance Management.
- Module III, Risk Management and Reinsurance, The Institute of Chartered Accountants of India, New Delhi.
- www.irdai.gov.in/
- www.gicofindia.com/
- www.iib.gov.in

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Central Bank and Monetary Policy

BAC: DSE (B&I)- 8.1

Learning Objectives:

The course aims to introduce the concepts of central banking and monetary policy and to introduce various functions of the monetary Policy along with the role of Central Banks in the Economy.

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

1. Define the concepts, need and role of Central bank.
2. Demonstrate how central bank executes and implements various functions.
3. Analyze the regulation of Commercial banks by the central bank.
4. Integrate the tools of monetary policy to control the money supply.
5. Appraise the monetary policy reforms initiated by RBI over last five years.

Course Contents:

Unit 1: Introduction to Central Banks (5 hours)

Need and Rationale of the Central Bank. Role of Central Bank in emerging Economies (Determination of Goals, Inflation Targeting, Exchange Rate Targeting, Money Supply and Growth Targeting). World Bank and IMF. Central Banking in the USA, UK, European Union, and India. Recent Developments.

Unit 2: Central Bank of India: The Reserve Bank of India (9 hours)

Evolution. Legal Framework. Function: currency authority (Issue of currency notes, Asset banking for note- issue, Distribution of currency, Currency chests), Banker to Government (Maintenance of Government accounts, Banker to the Central Government and the State governments, Management of public debt), Banker's Bank (Controller of Credit, Lender of Last Resort), Custodian/Manager of Foreign Reserves. Promotional Functions of RBI.

Unit 3: Regulation of RBI over Commercial Banks (9 hours)

Regulation of RBI over Commercial Banks: Licensing of banks, Opening of new banks, Branch Licensing, Foreign banks, Cash reserves and liquid assets, Prudential norms, Capital and reserves, Control over methods of operation, New Banking Licensing Policy. Role of RBI in financial inclusion and rural credit. Recent Developments.

Unit 4: Monetary Policy (20 hours)

Fiscal Policy and Monetary Policy. Objective of Monetary Policy. Tools to control Money Supply. Instruments of monetary policy: Bank Rate, Cash Reserve Ratio, Statutory Liquidity Ratio, Repo Rate, Reverse Repo Rate, Marginal Standing Facilities Rate.

An overview of monetary policy of the Reserve Bank of India in the last Five Years. Recent policy changes announced by the Reserve Bank of India.

Exercises:

The learners are required to:

1. Conduct a quiz on the central bank to check the knowledge level.
2. Give presentations on the functioning of the central bank.
3. Write an essay based on RBI recent publications with plagiarism report.
4. Organize group discussion on various instruments of monetary policy.

5. Discuss the case study for comparative analysis of two countries in last five years.

Suggested Readings:

- Khan, M.Y. Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Central Banking- IIBF- MacMillan Publishers, 2011.
- Decock, MH, Central Banking, UBS Publishers Distributors Pvt. Ltd., New Delhi.
- Hawtrey, The Art of Central Banking, Augustus M Kelley Publishers, New York.
- Vasudevan A., Central Banking for Emerging Market Economies, Academic Foundation, New Delhi.
- Charles Albert Goodhart, Evolution of Central Banks: a natural development?, London School of Economics & Political Science, London.
- Banking Theory and Practice- K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House Pvt. Ltd.
- Mishkin, Frederic S., ed. Monetary policy strategy. Mit press, 2007. 5. Blinder, Alan S. Central banking in theory and practice. Mit press, 1999.

Additional Resources:

- RBI, History and Evolution of Central Banking in India, Mumbai.
- Venugopal Reddy Y.; Monetary & Financial Sector Reforms in India.
- R.B.I. Annual Reports.
- Reports on Trend & Progress of Banking in India- R.B.I. Publication.
- Monetary & Financial Sector Reforms in India – Y. Venugopal Reddy.
- Indian Economy: Essays on money and finance, Dr. C. Rangarajan.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Risk Management in Banks

BAC: DSE (B&I)- 8.2

Learning Objectives:

This paper aims at imparting knowledge on risks associated in the banking sector and the tools of hedging those risks.

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

1. Explain the functioning of a financial institution.
2. Appraise the entire process of operating a bank with respect to the rules and regulations prescribed by the regulators.
3. Comprehend the problems faced by the banks like that of NPA or of liquidity challenge etc.
4. Evaluate the financial statements and analyse the performance of banks.
5. Apply tools and techniques to manage the risk exposure of banks.

Course Contents:

Unit-1: Conceptual Framework of Risk (7 hours)

Financial Institution and its kinds; An overview of the Indian financial system; Regulation of Banks and NBFCs; Products offered by Banks. CRR and SLR management; Conceptual framework of Risk: Interest Rate Risk; Market Risk; Credit Risk; Liquidity Risk: Interest Rate Risk and operational risk

Unit-2: Analysis of Statements of Banking Sector (11 hours)

Flow of Funds Accounts – Sector wise and Instrument wise. Statements of Financial Institution: Analyzing Bank's Financial Statement: The balance sheet; income statement; Cash Flow Statement; profitability, liquidity and solvency analysis; Performance Analysis of banks, KPIs; CAMELS risk system.

Unit-3: Risk Management (20 hours)

Institutional Risk Management

Determination of Interest Rate. Theories of Interest Rates: Classical Theory; Loanable Funds Theory; Liquidity Preference Theory; Term Structure of Interest Rates. Interest Rate Risk Management: Measurement of Interest Rate Risk; Duration and its kinds; Convexity. Managing Interest Rate Risk: Repricing Gap Model, Maturity Matching Model, Duration Gap Model, Cash Flow Matching Model; Convexity Adjustments.

Credit and Liquidity Risk Management

Types of Assets, NPA and its types, Management of NPA, Measurement of Credit Risk – Qualitative and Quantitative models. Term Structure of Credit Risk; Managing Credit Risk: Credit Analysis and kinds of Loans; Pricing of Loans.

Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Liquidity Planning; Deposit Insurance.

Unit-4: Regulatory Framework (7 hours)

RBI guidelines on asset liability management; Deposit Insurance Corporation Act 1961, Capital Adequacy Norms: Capital adequacy norms; Basel agreement-II and III; Effect of capital requirements on bank operating policies. Salient features of SARFAESI Act 2002, Debt recovery tribunal (Recovery of Debt), Insolvency and Bankruptcy Code, 2016. Bad Bank and rationale behind its creation.

Exercises:

The Learners are required to:

1. Conduct a group discussion on Financial Crisis 2008 & learnings that can be applied in the present economic scenario to contain risk.
2. Discuss a case study on the bank performance using financial ratio analysis.
3. Make reports on the capital adequacy ratios of private / public sector banks and assess their liquidity & solvency position.
4. Give a class presentation on bank's asset quality assessment by investigating the non-performing assets of private / public sector banks
5. Prepare a report on comparative analysis of banking performance & risk exposure.

Suggested Readings:

- Rajput, Namita & Sankaran, Sruthi, Impact of Non-Performing Assets An Anecdote Across Indian Scheduled Commercial Banks. Rawat Prakashan, New Delhi.
- Resti & Sironi – “Risk management and shareholders” value in banking” John Wiley.

Additional Resources:

- Justine Paul & Padmalatha Suresh-“Management of Banking and Financial Services” Pearson
- Saunders & Cornett – “Financial Institutions Management – A risk management approach” Tata McGraw Hill

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Inclusive Banking

BAC: DSE (B&I)- 8.3

Learning Objectives:

The course aims to prepare the students with an understanding of the state of financial inclusion in India and role of banks in financial inclusion.

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

1. Define the concept, need and role of financial inclusion in the economy.
2. Demonstrate the role of inclusive banking in India.
3. Appraise the institutional framework for inclusive banking in India.
4. Analyze the new developments in Inclusive Banking.
5. Investigate recent trends and challenges of Inclusive Banking.

Course Contents:

Unit 1: Introduction to Financial Inclusion (7 hours)

Overview of the concept and scope of Financial Inclusion, Reasons and extent of financial exclusion in India, Role of financial inclusion in the growth of the economy, present state of Financial Inclusion in India, Barriers to Financial Inclusion in India.

Unit 2: Inclusive Banking in India: Evolution and Institutional Framework (18 hours)

Meaning and importance of Inclusive Banking, Evolution of the concept of Inclusive Banking in India, Role of commercial banks in promoting financial inclusion, demand and supply variables for successful inclusive banking. Concept and role of financial literacy and financial awareness. Functions of financial literacy centres in India. Role of RBI in financial inclusion – concept of Small Finance Banks (SFBs) and Payments-Banks, Basic Savings Bank Deposit Accounts (BSBDAs), Role and initiatives of Government in promoting inclusive banking, Pradhan Mantri Jan Dhan Yojana (PMJDY), Pradhan Mantri Suraksha Bima Yojana (PMSBY), Pradhan Mantri Mudra Yojana, Stand Up India Scheme, Pradhan Mantri Vaya Vandana Yojana (PMVVY); National Centre for Financial Education (NCFE); Challenges faced by various stakeholders in effective implementation of inclusive banking.

Unit 3: New Developments in Inclusive Banking (11 hours)

Payment aspects of inclusive banking in the fintech area, fintech opportunities and challenges, sustainable development goals, informal finance, microfinance, mobile banking, Zero Interest Banking (Islamic banking), Remittances - Unified payment interface (UPI), PhonePe, Google Pay, Paytm, BHIM etc., the pros and cons of payment gateways.

Unit 4: Recent Trends and Challenges of Inclusive Banking (9 hours)

Role of non-banking financial intermediaries/companies in inclusive banking, regulatory role and contribution of RBI, Business Correspondents (BC), private players and informal sector challenges with other private sector banks like Mudra bank and Bandhan bank, global challenges and opportunities for inclusive banking, measures to overcome the challenges for inclusive banking.

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

1. Create financial awareness in their surroundings.
2. Undertake financial literacy programs/projects.
3. Give class presentations on the Institutional framework for Inclusive Banking in India.
4. Organize class seminars on new developments in Inclusive banking.
5. Discuss the case studies to understand the challenges of inclusive banking.

Suggested Readings:

- Kulkarni, Lalitagauri & Joshi, V.C, Inclusive Banking in India-Re-imagining the ban Business model Palgrave Macmillan, Springernture, Singapore.

Additional Resources:

- National Strategy for Financial Inclusion RBI Document
- h <https://rbidocs.rbi.org.in/rdocs/content/pdfs/NSFIREPORT100119.pdf>

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

International Banking

BAC: DSE (B&I)- 8.4

Learning Objectives:

The course aims to equip students with an understanding of International banking, the services provided by International banks and their regulations.

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

1. Recognise the role of International Banks in the global market.
2. Determine foreign exchange rates.
3. Explain the different concepts used in international remittances.
4. Analyze the International banking regulations.
5. Summarize the role of various International Financial Institutes.

Course Contents:

Unit 1: Introduction to International Banking (7 hours)

Definition, Features and Scope of International Banking; Services offered by International Banks; Correspondent Banking, Offshore Financial Centers: Types of Offshore Financial Centers, Benefits/Reasons for Growth of Offshore Financial Centers. Recent Trends in International Banking

Unit 2: Foreign Exchange Rate (9 hours)

Market Rate and Currency: Causes of Exchange Rate Fluctuations, Exchange Rate Determination under Fixed Exchange Rate and Floating Exchange Rate Regimes; Determination of Exchange Rates: Spot and Forward; Basic Exchange Arithmetic: Forward Cover and Hedging, Cross Rates.

Unit 3: International Remittances and Regulation of International Banking (20 hours)

Instruments of Payment; Inland versus Foreign Payment; Options for International Settlement; Location of Accounts; Nostro, Vostro, Loro and Mirror Accounts; International Settlement Process; Draft in International Banking; Cheque Books from Correspondents; Maximizing Exchange Profit; Remittance Cash Position and Currency Position.

Need for Regulation in International Banking; Bank for International Settlement: Functions and Role; Basel Committee on Banking Supervision, Basel Norms, Legal Issues in International Banking.

Unit 4: International Financial Institutions (9 hours)

World Bank: Functions and Scope, International Development Association, International Finance Corporation, Multilateral Investment Guarantee Agency, Asian Development Bank, International Monetary Fund.

Exercises:

The learners are required to:

1. Prepare case study on the Global financial crisis 2008-09.
2. Calculate the rates of exchange and identify the reasons for fluctuations.
3. Make class presentations on International Remittances.

4. Organise seminars to understand the BASEL Norms.
5. Compare the performance of international financial institutions through published reports.

Suggested Readings:

- Bose, R. Fundamentals of International Banking, Laxmi Publication, New Delhi.
- International Banking, IIBF, MacMillan Publishers.

Additional Resources:

- International Banking Legal and Regulatory Aspects- IIBF- MacMillan Publishers.
- International Banking Operations- IIBF- MacMillan Publishers.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Advertising, Sales Promotion & Sales Management

Sales Promotion and Public Relations

BAC: DSE (ASPSM)- 7.2

Learning Objectives: The course aims to familiarize the students with the basics of Sales Promotion and its importance in marketing.

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

1. Develop sales promotion campaign.
2. Design different tools for sales campaign
3. Analyze the need of a particular tool.
4. Examine the public relation management.
5. Contribute positively to business.

Course Contents:

Unit 1: Sales Promotion: Introduction and Major Tools (18 hours)

Sales Promotion: Nature, meaning and importance of Sales Promotions; Significance of Sales Promotion in marketing; Different forms of Sales Promotions; Consumer-oriented Sales Promotion; Trade oriented Sales Promotion; and Sales force oriented Sales Promotion

Sales Promotion tools including -Premiums, price offs, coupons, sampling, refunds and rebates, contest, games and lotteries, point of purchase; Displays and demonstrations; Conferences use; Trade fairs; Exhibition and fashion shows, Specialities and novelties, and recent prevalent tools -features, strength and limitations.

Unit 2: Developing Promotion Programmes (9 hours)

Pre-testing; implementation; evaluating the result and making necessary modifications

Unit 3: Public Relations (9 hours)

Public Relations- meaning, characteristics and increasing significance; Similarities between publicity and public relations. Tools of public relations- news, special events, speeches, public service activities and other recent prevalent tools.

Unit 4: Ethical and legal aspects of sales promotion and public relations (9 hours)

Importance of ethics in sales promotion and public relations; Unethical practices and its consequences in Sales Promotion and public relations; Puffery or misrepresentation.

Exercises:

The learners are required to:

1. Design promotional campaigns for companies operating in educational, hospitality, textile, handicraft industries of India.
2. Design promotional tools like coupons, pamphlets etc. For companies operating in educational, hospitality, textile, handicraft industries of India.
3. Pre-test the promotion programme for a hypothetical product or service.
4. Develop a role play to demonstrate the significance of public relations. Explore the public relations management case studies- handling crises, new product launch.
5. Identify the cases of ethical and unethical practices followed by the companies for sales promotion and discuss them in the class.

Suggested Readings:

- Cummins, J. (1996). *Sales Promotion*. Universal Book Stall
- Jethwaney, J., & Sarkar, N. N. (2012). *Public Relations Management*. Sterling Publisher.
- Kotler, P., & Keller, K. L. (2021). *A Framework for Marketing Management*. Pearson.
- Minahan, S., & Ogden-Barnes, S. (2015). *Sales Promotion Decision Making: Concepts, Principles, and Practice*. Business Expert Press.
- Mullin, & Cummins, J. (2003). *Sales Promotion*. Paperback
- Neslin, S. A., & Blattberg, R. C. (1990). *Sales Promotion: Concepts, Methods, and Strategies*. Prentice Hall
- Quelch, J. A. (1989). *Sales Promotion Management*. Prentice Hall

Note*

- The specific emphasis for syllabus execution inside the class shall be as per guidelines prescribed by the 'syllabus execution committee' of department of commerce, from time to time, that shall not be more than 2-years' old.
- Special emphasis shall be on developing skills and hands-on experience in specific business and economic circumstances.
- Syllabus shall be carried with latest editions of reference materials interspersed with live/ real-life examples.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Social Media Marketing

BAC: DSE (ASPSM)- 7.3

***Student can study this paper if s/he has not studied 'Social Media Marketing' in SEC)**

Learning Objectives:

The course aims to provide basic knowledge of social media marketing concepts, to enhance skills as social media marketer and start a career in social media marketing.

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

1. Comprehend the concept of social media marketing and its role in marketing, advertising and public relations. Make optimal use of various social media platforms for social media marketing.
2. Employ social media for developing an effective marketing plan. Recognize the effectiveness of social media analytics. Promote any product through social media platforms.
3. Develop practical skills required for creating and sharing content through online communities and social networks. Appreciate social media ethics to use social media spaces effectively.
4. Apply the concept of scheduling and measuring the social media campaign performance/s.
5. Explore the role of social media engagement.

Course Contents:

Unit 1: Introduction to Social Media Marketing (9 hours)

Social Media Marketing- Concept and Importance.

Social Media Platforms- Online Communities and Forums; Blogs and Microblogs, Social Networks, other contemporary social media platforms: Goals, Role in Marketing and Use as listening tools. Trends in SMM.

Unit 2: Social Media Marketing Plan (9 hours)

SMM Plan- Setting Goals, Determining Strategies, Identifying Target Market, Selecting Tools, Selecting Platforms, Implementation and Improvement.

Unit 3: Content Creation and Sharing using Case Campaigns (11 hours)

Blogging, Streaming Video and Podcasting: Criteria and approach-70/20/10 with risk variants, 50-50 content, Brand Mnemonic, Brand story. Contextualising content creation. Social Media Ethics.

Unit 4: Scheduling and Measurement (11 hours)

Scheduling posts/campaigns: Buffer or Tweet deck; Preparing a calendar for scheduling.

Measuring performance of posts/campaign: Conversion rate, Amplification rate and Applause rate; Engagement rate and economic value/per visitor, on page and on post level.

Social media optimization: Concept, Goals, Tools and Social Media Analytics

Unit 5: Social Media Engagement (5 hours)

Social Media and Customer Engagement, Social Media Influencers, Viral marketing, e-Word of Mouth, Consumer reviews.

Practical Exercises: The learners are required to:

1. Identify social media platforms for marketing five different products of your choice: a good, a service, an institution, an event and a person.
2. Examine the use of social media by your institution to improve alumni engagement.
3. Promote any college event of your choice using social media. Measure the effectiveness of your campaign.
4. Create a blog/ vlog on any topic of your interest. Measure performance of your blog post.
5. Prepare a social media marketing plan for any product of your choice.
6. Observe the engagement rate in Twitter Campaigns of your College and suggest improvements, if needed.
7. Assess the reviews/ratings, comments, likes, dislikes, sharing of blogposts in the categories of health and nutrition or yoga counselling or family therapy.
8. Examine the twitter handles of Delhi Government or of Delhi University and find out how consistent they are in their reaction checks?
9. Assuming you are an honest tax-payer and feel that everyone should be like you, design a social media plan for sensitising citizens to this cause for timely tax payments.
10. Prepare a calendar for scheduling various posts/campaigns via Buffer or Tweet deck. Find out the conversion rate, amplification rate, and the applause rate. Calculate the engagement rate and economic value/per visitor of the concerned campaigns.

Suggested Readings:

- Blanchard, O. (2011). *Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization*. United Kingdom: Pearson Education.
- Charlesworth, A. (2014). *An Introduction to Social Media Marketing*. United Kingdom: Taylor & Francis.
- Gupta, S. (2020). *Digital Marketing*. India: McGraw Hill Education (India) Private Limited.
- Johnson, S. (2020). *Social Media Marketing: Secret Strategies for Advertising Your Business and Personal Brand on Instagram, YouTube, Twitter, And Facebook. A Guide to being an Influencer of Millions*. Italy: AndreaAstemio.
- Keller, K. L., Kotler, P. (2016). *Marketing Management*. India: Pearson Education.
- McDonald, J. (2016). *Social Media Marketing Workbook: How to Use Social Media for Business*. United States: CreateSpace Independent Publishing Platform.
- Parker, J., Roberts, M. L., Zahay, D., Barker, D. I., Barker, M. (2022). *Social Media Marketing: A Strategic Approach*. United States: Cengage Learning.
- Quesenberry, K. A. (2015). *Social Media Strategy: Marketing and Advertising in the Consumer Revolution*. United States: Rowman & Littlefield Publishers.
- Setiawan, I., Kartajaya, H., Kotler, P. (2016). *Marketing 4.0: Moving from Traditional to Digital*. Germany: Wiley.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

E-Commerce
BAC: DSE (ASPSM)- 7.4

Learning Objectives:

The course aims to enhance skills for effective and contemporary applications of E-Commerce.

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

1. Describe the various ways by which e-commerce is being used by them in their routine matters.
2. Explain the steps in designing a website.
3. Describe various e-payment systems.
4. Analyse security and operational issues in e-commerce.

Course Contents:

Unit 1: Introduction to E-Commerce (13 hours)

Concepts and significance of E-Commerce; E-Commerce business models; design and launch of E-Commerce website; functions of Ecommerce; types of E-Commerce.

E-Commerce Applications: Internet Banking, Insurance, payment of utility bills and Online Shopping.

Unit 2: Website Designing and Publishing (18 hours)

Pre-requisites: URLs and Internet-Protocols, Internet Service Protocols (ISP), World Wide Web (www); Domain Name System (DNS).

Introduction to HTML tags and attributes: Text formatting, fonts, hypertext links, tables, images, lists, forms, cascading style sheets.

Unit 3: E-Payment System (7 hours)

E-payment Methods- debit card, credit card, smart cards, E-Wallets; payment gateways; Electronic Fund Transfer; Emerging modes and systems of E-payment (M-Paisa, PayPal and other digital currency), UPI Apps, Aadhar-Enabled Payment Systems, BHIM App.

Unit 4: Security and Operational Aspects of E-Commerce (7 hours)

E-Commerce security: meaning and Issues; technology solutions- encryption, security channels of communication, protecting networks, servers and clients.

Operational Issues: complaints handling and building customer relationships.

Exercises:

The learners are required to:

1. Demonstrate how e-commerce is being applied in the daily routine activities by individuals.
2. Design a web page in Notepad and HTML.
2. Help others to learn the use of e-wallet, e-payment. Prepare a report on the skills used by them to help others learn.
3. Design their own webpage, highlighting their strengths, weaknesses, and prepare their CV. Use the link in their CV while applying for the job.
4. Use the internet banking facility to buy a product from any online website.
5. Open internet banking account and operate it.

6. Create their own YouTube channel and post one video on awareness of cyber security and crime.

Suggested Readings:

- Arora, S. (2017). *E-Commerce*. New Delhi: Taxmann.
- Awad, E. M. (2003). *Electronic Commerce: From Vision to Fulfillment*. New Delhi: Pearson, UBS Publisher & Distributors.
- Chhabra, T. N., Jain, H. C., and Jain, A. (1999). *An Introduction to HTML*. New Delhi: Dhanpat Rai & Co.
- Gupta, P., (2020). *E-Commerce In India: Economic And Legal Perspectives*. New Delhi: Sage Publications.
- Loudon, K. C. and Traver, C. G. (2016). *E-commerce: Business, Technology and Society*. Noida, India: Pearson Education.
- Madan, S. (2020). *E-Commerce*. India: Scholar Tech Press.
- Mathur, S. (2019). *E-Commerce*. New Delhi: Pinnacle Learning.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Marketing of Financial Services **BAC: DSE (ASPSM)- 7.5**

Learning Objectives:

The course aims to acquaint students with the distinctive characteristics of financial services and the problems and issues involved in the marketing of financial services. A framework for developing a marketing-mix strategy for financial services is presented and recent developments in the field will be introduced to the students.

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

1. Identify the distinctive characteristics of and issues involved in financial services marketing.
2. Analyze the marketing framework of financial services organizations.
3. Explain the consumer buying behavior in the context of financial services marketing and how the organizations can have enduring relationships with the customers.
4. Describe the significance of quality delivery in the context of financial services.
5. Explain the concept of value creation by the financial services companies.

Course Contents:

Unit 1: Financial Services Marketing (20 hours)

Introduction

Financial services marketing- Basic Concepts, Characteristics, Role, Contribution, Scope, Issues and Challenges, Marketing Environment and Strategic Marketing Process for Financial Services

Marketing Mix of Financial Services

Segmentation, Targeting, Positioning and Marketing Mix for Financial Services- Product, Pricing, Promotion and Distribution decisions, Marketing Strategy in Financial Services

Unit 2: Consumer Buying Behavior in Financial Services (11 hours)

The Financial Services Consumer, Customer Relationship Management Strategies, Customer Relationship in practice, Service Quality, Customer Satisfaction, Customer Value and Ethical Dilemmas in Financial Services Marketing

Unit 3: Delivering Quality Financial Services (7 hours)

Service-Quality Gaps – Causes, Key Factors and Strategies for closing all the Gaps, SERVQUAL and its application to financial services, Designing the Service – Blueprinting, Service blueprint of financial services like banking, insurance etc, Role of employees' and customers' in the delivery of financial services.

Unit 4: Creating Value in Financial Services (7 hours)

Relationship marketing in financial services; Building and sustaining the financial services brand; Creating value for financial service product

Exercises:

The learners are required to:

1. Demonstrate financial services marketing environment, scope and issue using any examples.
2. Develop a comprehensive marketing plan for any of the financial service products and present as financial services marketing consultant.
3. Present case studies on maintaining the consumer relationships by financial services companies.
4. Present case studies related to quality control by the financial service marketing organizations.
5. Compare the customer relationship practices of financial service organizations and non-financial service organizations.

Suggested Readings:

- Bapat, D. (2013). *Marketing of Financial Services*. Dreamtech Press.
- Ennew, C. T., Waite, N. & Waite, R. (2017). *Financial Services Marketing: An International Guide to Principles and Practice* (3rd ed.). Routledge.
- Estelami, H. (2006). *Marketing Financial Services*. Dog Ear Publishing.
- Farquhar, J. & Meidan, A. (2010). *Marketing Financial Services* (2nd ed.). Palgrave MacMillan.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Customer Relationship Management BAC: DSE (ASPSM)- 8.1

Learning Objectives:

This course aims to familiarise the students with the concept and importance of the relationship with customers and techniques of customer relationship management (CRM) in different market situations.

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

1. Explain the significance of maintaining the relationship with customers for firms and customers both.
2. Demonstrate the management of customer life-cycle, importance of trust, value and commitment in building relationships.
3. Analyse the CRM technological tools.
4. Describe the applications of CRM tools in the service sector.
5. Identify the ways by which CRM technologies will be used in the future in different sectors.

Course Contents:

Unit 1: Introduction (9 hours)

Conceptual and significance of Customer Relationship Management; Firm and customer motivations for relationships; Customer Profiling and Total Customer Experience.

Unit 2: Customer Relationship Management (CRM) Process (9 hours)

Data base marketing; CRM implementation; Customer life cycle and customer lifetime value; Customer acquisition, retention and development; Customer Satisfaction; Customer Loyalty-Dimension of Customer Loyalty and Customer loyalty ladder; Customer loyalty management, Campaign Management.

Unit 3: Technological Tools for CRM and Implementation (9 hours)

Customer related data bases and its development and maintenance; Data Mining for CRM - Some Relevant Issues; Changing Patterns of e-CRM Solutions in the Future; Sales force automation (SFA); E-CRM.

Unit 4: CRM in Services and Support, and Emerging Issues (18 hours)

Relevance of CRM for Hospitality Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance.

The Past, Present and Future of CRM; Emerging issues in CRM.

Exercises:

The learners are required to:

1. Compare and contrast between traditional forms of maintaining relationships with customers and through CRM technologies.
2. find out the case studies of companies providing loyalty benefits to their consumers for being a loyal customer to them,
3. Discuss CRM tools used by the companies which have successfully implemented CRM software.

4. Describe the benefits of CRM software used by any company to whom they are customers of.
5. explore the ways by which CRM technologies will be used in the future and challenges and issues to be considered by the companies.
6. Create a hypothetical venture and discuss its CRM strategies.

Suggested Readings:

- Barnes, J. G. (2001). *Secrets of Customer Relationship Management: It's All about how You Make Them Feel*. University of Virginia: McGraw-Hill.
- Mckenna, R. (1993). *Relationship Marketing: Successful Strategies for the Age of the Customers*. Addison-Wesley Publishing Company.
- Sheth, J. N., & Parvatiyar, A. (2013). *Handbook of Relationship Marketing*. London, UK: Sage Publications Ltd.
- Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2017). *Customer Relationship Management: Emerging Concept, Tools and Applications*. India: McGraw Hill.
- Stone, M., & Woodrock, N. (1995). *Relationship Marketing*. London: Kogan Page.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Rural Marketing
BAC: DSE (ASPSM)- 8.2

Learning Objectives:

The paper aims to develop basic understanding of concepts, tools, challenges and growing importance of rural markets in Indian scenario.

Learning Outcomes: After the completion of the course, the learner shall be able to:

1. Develop basic understanding of distinguishing characteristics of rural markets. Familiarize with the concept of rural marketing environment with special focus on segmentation, targeting and positioning in rural markets.
2. Analyse dynamics of rural markets where marketing strategies related to product decisions are to be developed.
3. Demonstrate marketing decisions related to price in rural markets.
4. Describe marketing decisions related to promotion in rural markets.
5. Analyse marketing decisions related to distribution in rural markets.

Course Contents:

Unit 1: Introduction (9 hours)

Concept, nature and growing importance of rural markets; Rural vs Urban Marketing; Rural marketing environment; Characteristics of Rural Consumer and motives; Segmentation, targeting and positioning in rural markets; Emerging trends of rural marketing in India.

Unit 2: Product and Pricing Decisions (18 hours)

Rural product classification; Product adoption process in rural market; product branding, packaging, labeling and product support services in rural markets, Challenges in developing a product for rural markets; Product innovations for rural market.

Factors affecting pricing decisions for rural markets; setting price for rural market: factors, methods and strategies; Challenges in setting price for rural markets

Unit 3: Promotion Decisions (9 hours)

Factors affecting promotion mix for rural markets; Challenges in rural communication and promotion; promotion mix-promotion tools and their importance for rural markets; Cases for innovative approaches for promotion in rural market.

Unit 4: Distribution Decisions (9 hours)

Rural Distribution Channels; logistics decisions for rural markets; factors affecting distribution decisions in rural markets; challenges for distribution decisions in rural markets; Cases for innovative distribution approaches in rural market.

Exercises:

The learners are required to:

1. Compare and contrast between rural and urban markets with suitable examples.
2. Discuss marketing strategies of companies which have successfully implemented their products and services in the rural markets.
3. demonstrate how companies have developed or modified their products to make their products and services useful for rural markets.

4. explore the examples where price decisions were relevant and provided affordability to rural consumers.
5. demonstrate the importance of promotion mix decision in the rural markets.
6. present case studies of companies providing solutions for distribution mix strategies.
7. Explore the case examples of companies which failed in the rural markets with reasons.
8. Explore the ways by which innovation can take place in the rural markets

Suggested Readings:

- Dogra, B and Ghuman, K. (2008). Rural Marketing: Concepts and Practices, Tata McGraw Hill
- Kashyap, P. (2016). Rural Marketing (3/e), Pearson Education.
- Kotler, P., Armstrong, G. and Agnihotri, P. (2018). Principles of Marketing (17th edition), Pearson Education. Indian edition.
- Krishnamacharyulu, C.S.G and Ramakrishnan, L. (2011). Rural Marketing: Text and Cases (2/e). Pearson Education.
- Ramakrishnan, R. (2006). Rural Marketing in India: Strategies and Challenges. New Century Publications.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Marketing Research BAC: DSE (ASPSM)- 8.3

Learning Objectives:

The course aims to guide students to develop their research, inquiry and analytical skills in the field of Marketing.

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

1. Summarize the basics of marketing research, roles, functions, processes, problems surrounding marketing research.
2. Examine alternative research designs.
3. Discern data collection methods and sampling techniques.
4. Operationalize concepts for the purpose of developing testable propositions.
5. Analyze several multivariate techniques and write research report.

Course Contents:

Unit 1: Introduction (9 hours)

Meaning, Characteristics, Importance and Role of Marketing Research; Marketing research problem; Types of market research; Market research process; Market research approaches.

Unit 2: Research Design (9 hours)

Exploratory Research Design, Descriptive Research Design, Experimental Research Design.

Unit 3: Data Collection (9 hours)

Measurement and Scaling: Comparative and non-comparative scaling techniques, Questionnaire development, Sampling: design, procedure, types, techniques, sample size determination; Data collection: Primary Data, Secondary Data; Fieldwork, observation, interviews, Focus-groups, survey.

Unit 4: Hypothesis Testing (9 hours)

Correlation, Regression, ANOVA, Factor Analysis

Unit 5: Introduction to Multivariate Analysis (9 hours)

Overview of Multidimensional Scaling, Conjoint Analysis, Cluster Analysis. Marketing Research Report preparation and presentation: format, common problems in preparing reports, the critical nature of the report, Graphical presentation of reports.

Exercises:

The learners are required to:

1. Select a manufacturing, service, or governmental organization that they believe would benefit from new data-driven insights, and describe a specific marketing problem it is facing.
2. Design a research plan.
3. Collect appropriate data.
4. Analyze the data using appropriate technique.
5. Write a research report.

Suggested Readings:

- Dangi, H.K. & Dewen, S. (2016). *Business Research Methods*. Cengage Learning, India Private Limited (1st Edition), India.
- Hair, J.F., Black, W.C., Babin, B.J., and Anderson, R.E. (2009). *Multivariate Data Analysis*, Pearson (7th edition).
- Hair, Wolfinbarger, Ortinau, and Bush. *Essentials of Marketing Research (paperback) (3rd ed.)*.
- Kothari, C.R. & Garg, G. (2019). *Research Methodology: Methods & Techniques*, New Age International Publishers, NeDelhi, India.
- Malhotra, N. K. (2007). *Marketing research: An applied orientation*. Upper Saddle River, NJ: Pearson/Prentice Hall.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Sales Force Management
BAC: DSE (ASPSM)- 8.4

Learning Objectives:

The purpose of this course is to familiarize the students with the management of sales force and various aspects of sales management.

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

1. Apply the concepts of sales force management, functions of sales manager.
2. Develop the arrangement of sales department on the basis of geographic, product or market.
3. Comprehend how to manage sales force starting from recruitment to performance appraisal.
4. Describe the process of sales planning and controlling.
5. Ascertain the emerging developments in sales force management.

Course Contents:

Unit 1: Introduction (9 hours)

Nature and importance of sales force management, Designing the Sales Force objectives, strategy and structure, sales force size, Functions of Sales Manager.

Unit 2: Organisation of the Sales Department and Managing the Sales Force (18 hours)

Organisation: Geographic, Product wise and market based.

Recruitment and selection of sales force; Training and direction; Motivating sales personnel, Sales force compensation; Performance appraisal.

Unit 3: Sales Planning and Control (9 hours)

Market Analysis, and sales forecasting, Methods of forecasting sales, Sales territory planning, Sales Budgeting: Importance, Process and uses of sales budget; Sales quota; Sales and cost Analysis.

Unit 4: Emerging Trends in Sales Force Management (9 hours)

Use of innovative technology in Sales force management, CRM, Sales force diversity, Team based selling approach, Ethical and social issues in sales force management

Exercises:

The learners are required to:

1. Perform a role play (as sales personnel and as a Sales Manager).
2. Find out the case examples of companies with different types of sales department for different geographic locations, customers and products.
3. Conduct mock sessions on assessment of training and motivation needs.
4. Prepare a sales report.
5. Engage in a group task of team based selling.

Suggested Readings:

- Futrell, C. (1981). *Sales Management: Behaviour. Practices and Cases*. The Dryden.
- Johnson, K., Kurtz, D., & Schueing, M. (1994). *Sales Management*. McGraw-Hill.
- Kapoor, N. (2021). *Advertising and Personal Selling*. (3rd ed.). Cengage Learnings Private Limited.
- Pedesson, C. A., Wright, M. D., & Weitz, B. A. (1988). *Selling: Principles and Methods*. (8th ed.). Irwin.
- Russell, F. A. B., Beach, R. H., & Buskirk, R. H. (1992). *Selling: Principles and Practices*. McGraw- Hill.
- *Sales force*, Richard D. Irwin/McGraw- Hill.
- Stanton, W. J., Buskirk, R. H., & Spiro, R. (1991). *Management of the Sales Force*. Irwin.
- Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2007). *Sales Management: Decision Strategies and Cases*. Prentice Hall of India Ltd.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

HUMAN RESOURCE MANAGEMENT

Indian Ethos and Management BAC: DSE (HRM)- 7.2

Learning Objectives:

The course aims to develop an insight and understanding of Ethics and Indian Ethos in Management and their application in managing business

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

1. Discuss the role of ethics in Business.
2. Recognise the concept and elements of Indian ethos and management lessons from Indian scriptures.
3. describe work ethos and values and their relevance in managing business enterprises.
4. analyze the Indian system of learning and the philosophy of karma.
5. demonstrate the application of Indian Ethos in Holistic Management.

Course Contents:

Unit 1: Business and Indian Ethics (18 hours)

- a) Introduction, Approaches to Business Ethics, Role of Ethics in Business, Business Ethics and Moral Obligations; Business Ethics and Management, Global perspectives on Business Ethics; Corporate Social Responsibility; Corporate Governance; Cases Studies on unethical practices in industry/ corporate sector
- b) Concept and Nature of Indian Ethos, Relevance for Management and Business, Role and Significance in Managerial Practices – Management Lessons from Indian Heritage Scriptures and Vedas, Management Lessons from Kautilya's Arthashastra; Ethics v/s Ethos; Indian Management v/s Western Management, Principles Practised by Indian Companies

Unit 2: Work Ethos and Values (9 hours)

- a) Work Ethos: Meaning and Dimensions, Factors Responsible for Poor Work Ethos
- b) Values: Meaning, Significance of Value System in Work Culture, Values and Work Ethics, Relevance of Value Based Management, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society

Unit 3: Indian Systems of Learning (9 hours)

Learning: Meaning and Mechanisms, Gurukul System Vs. Modern System of Learning; Indian Model of Management including Laws of Karma and its relevance in business settings; Corporate Karma: Meaning and Guidelines for Good Corporate Karma

Unit 4: Holistic Management System (9 hours)

Self-Management: Personal growth and Lessons from Ancient Indian Education System; Personality Development: Meaning, Determinants, Indian Ethos and Personality Development; Workplace Spirituality - Spirituality in Management in Modern Era, Values of Spirituality at workplace; Holistic approach for managers in Decision Making

Exercises:

The learners are required to:

1. Discuss the role of ethics in Business enterprises through case studies.
2. Identify ethical practices followed by Indian Companies such as Infosys and Tata
3. Examine unethical practices in the corporate sector in recent times
4. Apply workplace spirituality for personal development
5. Relate the knowledge of Indian scriptures for creating positive work culture

Suggested Readings:

- Al Gini, Case Studies in Business Ethics, 6th edition 2009, Pearson Education.
- Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House, 2009
- Chakraborty, S.K. Management by Values, 2009, Oxford University Press, New Delhi
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, 1998, Himalaya Publication House, Delhi
- Chhabra, T.N., Values and Ethics in Business, 2011, Sun India Publications, New Delhi
- Fernando, A.C., Business Ethics: An Indian Perspective, 2009, Pearson Education, New Delhi
- Joseph Des Jardins, An Introduction to Business Ethics, 2009, Tata Mc Graw Hill
- Khandelwal NK, Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
- R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, 2010, Tata Mc Graw Hill
- S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, 1997, Oxford India Ltd.
- Swami Jitatananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Organizational Culture and Dynamics **BAC: DSE (HRM)- 7.3**

Learning Objectives:

The course aims to develop an insight into the concepts of organizational culture and its dynamics. It will enable the students to understand human interaction in an organization.

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

1. Recognise the organizational culture and its related concepts.
2. Recognise the significance of effective communication in the organizations.
3. Analyze the dynamics of organizational change.
4. Handle cross cultural dynamics in the organizations.
5. Evaluate the effectiveness and efficiency of an organization.

Course Contents:

Unit 1: Introduction (9 hours)

Organizational Culture; Concept, types, determinants and dimensions; Need and importance of organizational culture, factors influencing the organizational cultural, organizational climate; Difference between organizational culture and organizational climate.

Unit 2: Organizational Communication and Groups (9 hours)

Communication: Importance, types, process, barriers to communication, building effective communication.

Group Dynamics-Group types, group norms, group cohesiveness and group decision making.

Unit 3: Organizational Change and effectiveness (16 hours)

Concept, nature and importance; Factors influencing change; Planned change, resistance to change; Individual and organizational factors to stress; Prevention and management of stress. Organizational effectiveness; Concept, nature and importance; Factors affecting organizational effectiveness; Effectiveness and efficiency; Use of technology in managing effectiveness.

Unit 4: Workforce Diversity (11 hours)

Workforce diversity and inclusion; Developing organizational competency to manage diversity; Resources needed for diversity management. Role of cultural leadership; Conflict-Concept and types, managing conflict, functional and dysfunctional conflict.

Exercises:

The learners are required to:

1. Compare the organizational culture and organizational climate of any two Indian companies.
2. Divide the class into small groups for role play. Identify the barriers to communication and how to overcome.
3. Practice management of stress tools like meditation, yoga, fitness exercises, etc.

4. Participate in simulation exercise in classroom to understand the implication of conflicts.
5. Assume a case for organizational effectiveness in business context, write a report and present how they would proceed step by step to achieve organizational effectiveness.
6. Assess the organisational culture of any of the 100 best companies to work with in India.

Suggested Readings:

- Cameron, K. S., & Whetten, D. A. (Eds.). (2013). Organizational effectiveness: A comparison of multiple models. Academic Press.
- Chhabra, T. N. (2017). Management Process & Organizational Behaviour. Delhi: Sun India Publications.
- Greenberg, J., & Baron, R. A. (1996). Organizational Behaviour. New Jersey: Prentice Hall.
- Luthans, F. (2010). Organizational Behaviour. New York: McGraw Hill Education.
- Robbins, S. P., & Judge, T. A. (2015). Organizational Behaviour. New Delhi: London: Pearson Education.
- Sekaran, U. (2004). Organisational Behavior: Text and Cases. New Delhi: Tata McGraw Hill.
- Singh, A. K., & Singh, B. P. (2007). Organizational Behaviour. New Delhi: Excel Books Pvt. Ltd.
- Singh, B. P., & Singh, A. K. (2002). Essentials of Management. New Delhi: Excel Books.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Technology in HR

BAC: DSE (HRM)- 7.4

Learning Objectives:

The course aims to make students understand the basic concepts and trends of Digital Transformation of the organization and learn their functional application for critical decision making in HR.

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

1. Study and understand the applicability of technology in HR
2. Recognise information systems designed for human resources.
3. Analyse the role of digital transformation in HR for rational decision making
4. Demonstrate trends of technology in HR for overall development of the employees and the organization.
5. Visualise future trends for technology and HR

Course Contents:

Unit 1 Introduction of technology in HR (9 hours)

Introduction of technology in HR, Terminology of E-HRM: Information and Communication Technology (ICTs), Human Resource Information System (HRIS) , Blockchain, Internet of Things (IoT), Artificial Intelligence (AI), Machine Learning (ML), Chatbots, Use of Technology and its role in transforming HR practices, Challenges of digitization transformation

Unit 2 Human Resource Information System (HRIS) (9 hours)

Introduction to HRIS-Concept, Need, Purpose of Information Systems designed for HR, Metrics, HR Administration and HRIS, Recent trends in HRIS

Unit 3 Digital Transformation in HR (11 hours)

Digital HR Transformation in all HR functions, Enterprise Resource Planning- Meaning, Benefits and Pitfalls, Role of ERP in HRM, Challenges of Digital Transformation and its impact on Performance Management and Decision Making

Unit 4 Current and Contemporary Trends in HR Technology (16 hours)

- a) Current Technology Trends in HR-The intersection between the Trends, Remote working trends and HR, Regulatory and Legal Issues regarding use of Technology, Future Workplace Trends
- b) Introduction to Future HR Technologies, Emerging Technologies (AI, Blockchain, VR/AR), Future of Work (Hybrid/Remote, Gig Economy, DEI), Ethical and Legal Considerations, Preparing HR for the Future

Exercises:

The learners are required to:

1. Interpret various e-HR issues via group discussion.
2. Discuss HR Terminologies using class presentations.
3. Analyse the current and future trends in HR technology using case studies.

4. Evaluate competencies of Technology in HR using report writing. (with plagiarism report)
5. Design and evaluate Technology in HR for decision making

Suggested Readings:

- Deborah Waddill, (2018), Digital HR A Guide to Technology-Enabled Human Resources, Society for Human Resource Management, FIRST EDITION, ISBN (pbk): 978-1-586-44542-3; ISBN (PDF): 978-1-586- 44543-0; ISBN (EPUB): 978-1-586-44544-7; ISBN (MOBI): 978-1-586-44545-4
- https://www.researchgate.net/publication/350134343_Impact_of_Technology_on_Human_Resource_Management
- Iqbal, N., Ahmad, M., Raziq, M., & Borini, F. (2019). Linking e-hrm practices and organizational outcomes: empirical analysis of line manager's perception [Ebook] (21st ed., pp. 48-69). São Paulo: Review of Business Management.
- Joshbersin (2021), HR Technology 2021: The Definitive Guide
- Marr, Bernard. Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, Limited, 2018. ProQuest Ebook Central
- Roy Mac Leod (Ed.) New Technology and the workers Response, Sage Publications, New Delhi
- Roy Mac Leod (Ed.) New Technology and the workers Response, Sage Publications, New Delhi from <https://www.nagarjunauniversity.ac.in/pgsyllabus/Semester2.pdf>
- Stacey Harris, Introduction to HR Technologies: Understand How to Use Technology to Improve Performance and Processes, 1st Edition (2021).

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

**Human Resource Information System
BAC: DSE (HRM)- 8.1**

Learning Objectives:

The aim of the course is to enhance the conceptual and functional knowledge relating to the use of technology in the functioning of HR affecting organizational performance and to demonstrate different phases of development and implementation of HRIS in organizations.

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

1. Recognise and explain the use of technology and the various types of information systems in organizations
2. Describe prevalent automatic user-friendly technologies existing in organizations
3. Assess the various benefits associated with using technology in organizations
4. Demonstrate the different phases of development and implementation of hr is in any organization
5. Review the HRIS model within an organization for increasing organizational performance

Course Contents:

Unit 1: Introduction to HRIS (13 hours)

Meaning, characteristics, types- Employee Information Systems, Position Control systems, Application Selection and Placement Information systems, Performance Management Information Systems, Government Reporting and Compliance Information System
Components and sources of HRIS, Role of HR in design and implementation of HRIS, Limitations of HRIS, E-HRM, Difference between HRIS and HRMS, Digitization and need for HRIS

Unit 2: Computer Based Information System (12 hours)

Computer Based Information Systems - Meaning, concept, types and functional applications- TPS (Transaction Processing System), MIS (Management Information system), EIS (Executive Information System), ES (Expert System), DSS (Decision Support System), OAP (Online Analytical Processing)

Unit 3: HRIS-Process and Life Cycle (11 hours)

HRIS Life Cycle/Process-Search, Plan and Align, Define and Design, Configure and Test, Train and Communicate, Deploy and Sustain

Unit 4: Trends in HRIS (9 hours)

Human Resources Information Systems in large and small organizations: Recent trends, Cases and Exercises

Exercises:

The learners are required to:

1. Explain relevant concepts related to HRIS via projects and presentations.
2. Understand the concepts using Focused group discussion.
3. Assess the conceptual and practical framework by objective and subjective assessment (class tests, assignments, mcqs, Fill in the blanks, and quiz)
4. Analyse relevant case studies with respect to the use of HRIS
5. Interpret technology implications of HRIS and recent trends using report writing

Suggested Readings:

- Bal, Y., Bozkurt, S., & Ertemsir, E. (2012). *The importance of using human resources information systems (HRIS) and a research on determining the success of HRIS* (pp. 197-210). River Publishers, Aalborg.
- 2. Ceriello, Vincent, with C. Freeman. *Human Resource Management Systems: Strategies, Tactics, and Techniques*. Lexington, MA: Lexington Books, 1991.
- 3. Frantzreb, R. B. *The Personnel Software Census*. Roseville, CA: Advanced Personnel Systems, 1993.
- 4. Jahan, S. (2014). Human resources information system (HRIS): a theoretical perspective.
- 5. Lawler, John J. "Computer-Mediated Information Processing and Decision Making in Human Resource Management." In *Research in Personnel and Human Resources Management*, vol. 10, edited by G. R. Ferris and K. M. Rowland. Greenwich, CT: JAI Press, 1992, 301-45.
- 6. Ramayah, T., & Kurnia, S. (2012). Antecedents and outcomes of human resource information system (HRIS) use. *International Journal of Productivity and Performance Management*.
- 7. Walker, Alfred. *Handbook of Human Resource Information Systems: Reshaping the Human Resource Function with Technology*. New York: McGraw-Hill, 1993.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Participative Management
BAC: DSE (HRM)- 8.2

Learning Objectives:

The course aims to create fundamental knowledge of environment of participative management, role of trade unions, grievance handling and collective bargaining in the organization through the pedagogy of case discussions and industrial experiences.

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

1. Describe the theoretical concepts of participative management and its various levels, forms, and modes of participation in management.
2. Relate practical knowledge of participative management in india as a preventive tool to industrial disputes.
3. Use extensive and coherent knowledge of trade union in india and its role in the real business world.
4. Connect the various concepts and theories providing the relevance of industrial discipline and grievance handling in india.
5. Judge the collective bargaining and negotiation and to appraise with indian issues related to it and evaluate their effectiveness as a pre- requisite to industrial harmony in rapidly changing environment.

Course Contents:

Unit 1: Worker's participation (18 hours)

- a) Worker's participation in management- concept, features, objectives, factors, principles, types, forms, levels, and importance; pre-conditions of worker's participation in management
- b) Historical development in India, Various forms of workers participation in management, causes of slow progress of workers participation, problems of worker's participation in India; strategies to make participative management more successful, present scenario of worker's participation in India, Workers Director Scheme in Public Sector Banks.

Unit 2: Trade unionism in India (9 hours)

Trade union movement in India- concept and significance; approaches and problems of trade union in India; measures to strengthen trade unions in India, Penalties and procedures for trade unions, popular trade unions in India, trade unionism with respect to any three industries.

Unit 3: Discipline and Grievance Handling (9 hours)

Industrial Discipline- concept, importance and principles; code of discipline; the concept of grievance in industries, nature of employee's grievance, essentials of a good grievance procedure, grievance procedure in Indian industries.

Unit 4: Collective Bargaining (9 hours)

Collective bargaining–concept, definition, features, pre- requisites of collective bargaining in India, role and process of negotiation and collective bargaining; difference between negotiation and collective bargaining, problems of collective bargaining in India, levels of bargaining.

Note: Case studies are compulsory to develop the concept and evaluation of the students.

Exercises:

The learners are required to:

1. Do class presentation and quiz submission on participative management,
2. Have focused group discussions on various forms of participative management and related concepts.
3. Write comprehensive essay on various terms and concepts of participative management with plagiarism report.
4. Analyse the case studies to understand and evaluate the dynamics of participative management in India
5. Write reports on critical decision making.

Suggested Readings

- Aggarawal, S. L. (1980), *Industrial relations law in India*. New Delhi: McMillen Comp. India Ltd.
- Bharti, Verma & Yadav (2020), *Participative Management*. Delhi: Bharti Publication.
- Chadha, N. K. (2000), *Human Resource Management –Issues, Case Studies & Experimental exercises* (2nd ed.). New Delhi: Sri Sai Printographaers.
- Chhabra, T. N. & Suri (2019), *Industrial Relations Concept and Issues*. Delhi: Dhanpat Rai& Sons, Delhi.
- Kumar, S. (2009). *Participative Management: Contemporary Issues and Challenges*. Delhi: Manak Publications Pvt. Limited.
- Mamoria, Mamoria and Gankar (2010), *Dynamics of Industrial Relations*. Himalaya Publishing House, Delhi.
- Monappa Arun (2012), *Industrial Relations and Labor laws*. Tata McGraw Hill Edition, New Delhi.
- Ramaswami, E. A. & Ramaswami V. (1981) *Industry and Labour*. New Delhi: Oxford Publications.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

HR Analytics **BAC: DSE (HRM)-8.3**

Learning Objectives:

The aim of the course is to acquaint students with the fundamentals of HR analytics and their application in the workplace, as well as to teach them how to identify data sources, construct HR metrics, and utilise them to design long-term measures for HR decision-making.

Learning Outcome: At the end of this unit, learners will be able to:

1. Recognise the conceptual framework of HR Analytics
2. Describe the use of HR metrics and its measurement and application in policy making
3. Gain understanding of different statistical tools used for analysing HR data.
4. Recognise the process of HR analytics.

Course Contents:

Unit 1 Introduction to HR Analytics (9 hours)

Concept of Analytics, Concepts of Analytics in HR Context: People, Workforce and HR, Importance of HR Analytics, Understanding HR indicators.

Unit 2 HR Metrics (13 hours)

Defining Metrics: key metrics measured by HR Analytics; Demographics, data sources and requirements, Data requirements and types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation

Unit 3 Statistical Tools (14 hours)

Statistical analysis for HR (Measures of central tendency-Mean, Median, Mode; Basics of regression analysis), Graphs, tables, spreadsheets.

Unit 4 HR Analytics Process (9 hours)

Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework, HR Analytics Process/ Cycle, HR Scorecard.

Exercises

The learners are required to:

1. Explain relevant concepts by way of Class presentation.
2. Understand the concepts using Focused group discussion.
3. Assess the understanding of conceptual and practical framework by objective and subjective assessment (Class test, assignments, mcqs, Fill in the blanks and quiz).
4. Analyse the case studies to understand the dynamics of HR Analytics.
5. Develop reports using HR Analytics statistics for policy making.

Suggested Readings:

- Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business
- Becker, B.E., Huselid, M.A., Ulrich, D., The HR Scorecard: Linking People, Strategy and Performance, Harvard Business School Press
- Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association
- Fundamentals of HR analytics By Praveen Kumar C, Sreeranjani rao and Nayana N
- Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Group Publishing by Fermin Diez, Mark Bussin, Venessa Lee
- H R Analytics: The What, Why and How by Tracy Smith
- HR analytics Essentials by Michael J. Walsh
- HR analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya
- Prasad, B. V. S., and Sangeetha, K., HR Metrics: An Introduction, IUP
- Predictive HR Analytics Mastering the HR Metric by Dr Martin R Edwards and Kirsten Edwards.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

COMMERCIAL LAWS AND CORPORATE GOVERNANCE

Corporate Social Responsibility: Compliance and Evaluation

BAC: DSE (CLCG)- 7.2

Learning Objectives:

To make students understand the concept of CSR for the societal development and its impact on business.

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

1. Analyse the key attributes of Corporate Social Responsibility (CSR).
2. Acquaint themselves with CSR legislation in India.
3. Discuss the need of CSR in the modern era.
4. Examine the impact of CSR on key stakeholders.
5. Evaluate the implications of CSR.

Course Contents:

Unit 1: Introduction to CSR (11 hours)

Evolution of CSR; Social Responsibility - definition, principles, scope, benefits, certification; CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, CSR and Corporate Philanthropy; Environmental aspect of CSR, Models of CSR.

Unit 2: CSR Legislation in India (11 hours)

National Voluntary Guidelines by Govt. of India; Companies Act 2013 - Relevant provisions and CSR activities under Schedule VII; CSR Committee - constitution, role and functions; Board's responsibility towards CSR; CSR Reporting; SEBI guidelines on Business Responsibility Reporting.

Unit 3: CSR Drivers in India (9 hours)

Market based pressure and incentives; Civil society pressure; Regulatory environment; Review of current trends and opportunities in CSR.

Unit 4: CSR: Stakeholders and Evaluation (14 hours)

- a) Identifying key stakeholders; Responsibility of business towards stakeholders; CSR activities through corporate foundations, non-profit organisations and local self-governed bodies.
- b) Importance of evaluation of CSR; Codes and Standards on CSR; ISO 26000; CSR Audit; Global Compact Self-Assessment Tool.

Exercises:

The learners are required to:

1. Examine the environmental CSR activities undertaken by various companies.
2. Identify the key areas which can be included in schedule VII to widen its scope.
3. Compare past, present and future trends of CSR activities in India .
4. Assess the impact of CSR activities on key stakeholders.
5. Evaluate the level of participation of a select company towards CSR.

Suggested Readings:

- A Book on Corporate Social Responsibility: A Condensed Guide for Corporate Directors & Executive Management published by Institute of Directors, India (September 2020).
- Blowfield, Michael, and Alan Murray. Corporate Responsibility. Oxford University Press.
- Chandler, David. Strategic Corporate Social Responsibility: Sustainable Value Creatio. SAGE Publications India Pvt Ltd.
- Lohia, CS Rajesh. Corporate Social Responsibility (CSR) Activities & Projects Under The Companies Act, 2013, Xcess Infostore Private Limited.
- Sharma, J.P. Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.

Additional Resources

- Schwartz, Mark S. Corporate Social Responsibility: An Ethical Approach, Broadview Press.
- Pohle, George and Hittner, Jeff. Attaining Sustainable Growth through Corporate Social Responsibility. IBA Global Business Services.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

**Insolvency and Bankruptcy Code: Law and Practice
BAC: DSE (CLCG)- 7.3**

Learning Objectives:

The course aims to equip the students with awareness about the insolvency resolution processes available for corporate persons under IBC along with relevant case laws.

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

1. Explain the need for new insolvency and bankruptcy code and framework provided thereunder.
2. Describe various types of insolvency resolution processes available in the country for corporate persons.
3. Interpret the process of cirps.
4. Analyse the situations when liquidation order is passed.
5. Summarize the concepts of adjudication and appeals under the code.

Course Contents:

Unit 1: Introduction to Insolvency and Bankruptcy Code (7 hours)

Historical Background; Report of the Bankruptcy Law Reforms Committee; Need for the Insolvency and Bankruptcy Code, 2016; Definitions: financial creditors, operational creditors, corporate debtor, moratorium, Interim Resolution Professional (IRP), Resolution Professional; Ecosystem of Insolvency and Bankruptcy Code, 2016: Insolvency and Bankruptcy Board of India (IBBI), Insolvency Professional Agency (IPA), Information Utilities (IU), Adjudicating Authority (AA)

Unit 2: Insolvency Resolution Processes for Corporate Persons (9 hours)

Types of Insolvency Resolution Processes: Corporate Insolvency Resolution Process, Fast Track Corporation Insolvency Resolution Process, Pre-packaged Insolvency Resolution Process

Unit 3: Corporate Insolvency Resolution Process (CIRP) (16 hours)

Flowchart of the CIRP; Commencement of the CIRP; procedure; timeline for admission and completion of Insolvency Resolution Process; withdrawal of application; appointment, tenure, powers, and duties of IRP; Committee of Creditors (CoC): composition, representation, meetings, voting; Resolution Professional; Resolution Plan; CIRP costs; Approval

Unit 4: Liquidation, Dissolution, Adjudication and Appeals

a) Liquidation and Dissolution of Corporate Persons (9 hours)

Order of liquidation by AA: Initiation of Liquidation; Powers and duties of Liquidator; Liquidation Estate; Distribution of assets; Dissolution of corporate debtor; Voluntary liquidation

b) Adjudication and Appeals for Corporate Persons (4 hours)

Jurisdiction of National Company Law Tribunal; Grounds for appeal to National Company law Appellate Tribunal against order of liquidation; Appeal to Supreme Court

Exercises:

The learners are required to:

1. Enlist the reasons behind the introduction of IBC
2. Differentiate between ppirps and cirps
3. Draw a timeline chart of the complete process of CIRP
4. Prepare a list of latest cases where liquidation was ordered (source: IBBI website)
5. Enquire into the number of benches and composition of NCLT and NCLAT from the website of the NCLT.

Suggested Readings:

- IBBI & IFC. 2021. Understanding the IBC: Key Jurisprudence and Practical Considerations: A Handbook.
- Lahiri, S. 2021. Guide to Corporate Insolvency. Commercial Law Publishers (India) Pvt. Ltd.
- Insolvency: Law and Practice, Study Material, ICSI.
- Taxmann's Insolvency and Bankruptcy Law Manual, 15th edition, 2022.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Intellectual Property Rights-II **BAC: DSE (CLCG)- 7.4**

Learning Objectives:

The course aims to impart knowledge of intellectual property rights and protection with a focus on Copyright Law, Industrial Designs and Geographical Indications.

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

1. Analyse the provisions of copyright act and rules
2. Comprehend the concept of copyright protection and the procedure of copyright registration
3. Differentiate between registrable and non-registrable designs and elaborate procedure of design registration
4. Explain the importance of geographical indications and the comprehend the registration procedure for the same
5. Describe Commercialisation of IP Rights and Methods for the Valuation of Intellectual Properties

Course Contents:

Unit 1: International Conventions Concerning Intellectual Property Rights (9 hours)

Overview of IPR in India, Various International conventions and instruments-The Berne Convention; The Paris Convention; Patent Co-Operation Treaty; Trade Related Aspects of Intellectual Property Rights (Trips) Agreement-Copyright and Related Rights, Trade Marks Including Service Mark, Geographical Indications, Industrial Designs; The World Intellectual Property Organization (WIPO).

Unit 2: Overview of Copyright Law in India (11 hours)

Meaning and Nature of Copyright, Subject Matter of Protection- Authorship and Ownership, Term of Copyright, Rights of Copyright owners, Assignment and Licensing of Copyright, Copyright Societies in India, Rights of Broadcasting Organisation and Performers, Copyright Protection to Foreign Works-Conditions. Registration of Copyright, Infringement of Copyright and Remedies against Infringement of Copyright.

Unit 3: An Introduction to Industrial Designs (7 hours)

Meaning and Concept, Need for protection of industrial designs, Designs Act, 2000 - Subject matter of protection, Registerable and Non-registerable designs, Originality and Novelty, Registration of Designs-Procedure, Period, Cancellation of registration, Infringement and remedies, Overlap of Design Rights with Copyright and Trade Marks.

Unit 4: Geographical indications and Commercialisation

a) Geographical Indications (9 hours)

Meaning and Justification, Concept of appellations of origin, indication of source and Geographical Indication, The Geographical Indications of Goods (Registration and Protection) Act, 2000, Definitions, Procedure for Registration, Duration of Protection and Renewal, Effect of Registration, Assignment and Transmission, Offences and Penalties.

b) Commercialisation of IP Rights (9 hours)

Assignment of Intellectual Property Rights- Patent, Copyright and Trademark, Technology Transfer Agreement Legal Auditing of Intellectual Property, Management and Valuation of Intellectual Property, Approaches and Methods for the Valuation of Intangibles.

Exercises:

The learners are required to:

1. Prepare a table to draw similarities between different international instruments concerning Intellectual Property Rights
2. Enumerate the rights of Broadcasting Organisation and Performers with an example
3. Prepare a list of registrable and non-registrable designs
4. Discuss with their peer's latest cases of copyright violations and issues in geographical indication such as the case of GI of Rasgulla and Basmati Rice.
5. Prepare a list of issues encountered in valuation of intellectual properties

Suggested Readings:

- Wadehra, B. L. Law relating to intellectual property. Delhi: University law Publishing Co. Pvt. Ltd.
- Chakravarty, R., & Gogia, D. Chakravartys intellectual property law: IPR. New Delhi: Ashoka Law House.
- Radhakrishnan, R. Intellectual Property Rights: Text and Cases, Excel Books India.
- Venkataraman, M. An Introduction to Intellectual Property Rights.
- Aplin, T. & Davis, J. Intellectual Property Law: Text, Cases and Materials, Oxford University Press.
- Narayanan, P. Intellectual Property Law, Eastern Law House.
- Pandey, N. & Khushdeep, D. Intellectual Property Rights, PHI Learning Pvt. Ltd.
- Ahuja, V.K. Intellectual Property Rights in India, 2 nd ed., LexisNexis.

Additional Sources

- L. Bentley, B. Sharman, D. Gangjee & P. Johnson. Intellectual Property Law, 6 ed., Oxford University Press.
- The Copyright Act, 1957 with Latest Rules and Amendments
- The Geographical Indications of Goods (Registration and Protection) Act, 2000 with Latest Rules and Amendments
- Intellectual Property Laws Bare Act (2022), Govt. of India
- WIPO. (2000). World Intellectual Property Declaration. Geneva.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Banking Laws and Practice
BAC: DSE (CLCG)- 7.5

Learning Objectives:

The course aims to acquaint the students with the regulations of banking sector and branch business operations.

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

1. Comprehend the overview of the banking system in India.
2. Develop insights on laws involved in the banking operations and governance, to synthesis the day to day banking processes.
3. Evaluate the operational system of a bank and relationship with customers.
4. Summarize regulations applicable to banking products and services.
5. Comprehend loan disbursement, assessment and recovery practices of the banking system.

Course Contents:

Unit-1: Overview of Banking System and Regulatory Framework (9 hours)

History and evolution of banking in India, structure of banking sector in India, Role of banking sector in economic development. Provisions of RBI Act 1935, Banking Regulation Act 1949 and Deposit Insurance Corporation Act 1961, Payment and Settlement Systems Act, 2007.

Unit-2: Negotiable Instrument Act, 1881 (9 hours)

Meaning and kinds of Negotiable Instruments, transfer and negotiation, holder and holder in due course, presentation and payment, liabilities of parties, material alteration, noting and protest, paying banker and collecting banker, Penal provisions under Negotiable Instrument Act, Bankers Book Evidence Act.

Unit-3: Banker and Customer Relationship (9 hours)

Legal character, relationship between a bank and customers, Banker's Lien. Customers: nature and types, Special customers: lunatic, minor, partnership, corporation, etc., Rights and duties of banker and customer, Know your customer (KYC), Customer protection including protection against cybercrime, Ombudsman, Anti Money Laundering.

Unit-4: Lending by Banks and Supervision (18 hours)

Good lending practices, Securities for advances: kinds and their merits, Repayment of loans: rate of interest and protection against discriminating lending practices, Default and recovery, Concept and assessment of Non-Performing Assets.

RBI supervision: banks management, accounts and audit, lending, credit policy, reconstruction and reorganization. International Banking Supervision: BASEL Framework. Role of Institutions: Bank for International Settlements (BIS), International Monetary Fund (IMF), Nes Development Bank (NDB) for BRICS, Asian Development Bank (ADB), World Bank.

Exercises:

The learners are required to:

1. Trace the evolution of Indian banks in public and private sector and their performance in the last two decades.
2. Visit a local branch of a public and private sector bank to comprehend the process of loan sanction and submit a report.
3. Examine the process of KYC and steps taken by a bank to protect its customers.
4. Evaluate non-performing assets of private / public sector banks through various relevant publications.
5. Prepare a project comparing the Basel framework compliance in banking and non-banking finance companies.

Suggested Readings:

- Tannan, M.L., Banking Law and Practice in India, Lexis Nexis.
- Suneja, H.R. Practical and Law of Banking. Himalaya Publishing House.
- Kumar, Sunil., Essentials of Banking Laws and Practice, JSR Publishers, New Delhi.
- Goyal, L.C., The Law of Banking and Bankers, Eastern Law House.
- Sundharam, K.P.M. and Varshney, P.N., Banking Theory, Law and Practice, Sultan Chand and Sons.
- Nanda, K.C. Credit and Banking: What Every Small Entrepreneur (and Banker) Must Know. New Delhi: Response Books.
- Verma, J.C. and Singh, G. Small Business and Industry- A Handbook for Entrepreneurs. New Delhi: Sage.

Additional Resources:

- Kumar, Vasantha, P., Banking and Negotiable Instruments- Law and Practice, Eastern Book Company.
- International Banking Legal and Regulatory Aspects- IIBF- MacMillan Publishers.
- Legal and Regulatory Aspects of Banking- IIBF- MacMillan Publishers.
- Recent reports/publications/websites of RBI, IMF, and World Bank.
- Peters, B. Guy, Zittoun, Philippe (Eds.). Contemporary Approaches to Public Policy- Theories, Controversies and Perspectives. Palgrave Macmillan.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Compensation Structure and Laws

BAC: DSE (CLCG)- 8.1

Learning Objectives: The course aims to make learners acquaint with pertinent aspects of compensation structure and laws. It seeks to design compensation structure and possibility of reduced tax liability on individuals as per the legislature.

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

1. Comprehend the dynamics of compensation structure.
2. Analyse the current trends in designing the compensation structure.
3. Examine the components of compensation and their accrual to individual arising minimal tax liability.
4. Analyse the grievance redressal process relating to conflicts between Employers and Employees with regard to compensation structure.

Unit 1: Understand the Dynamics of Compensation Structure (10 Hours)

Concept of Compensation structure, Objectives and benefits, Factors affecting compensation decisions, Components of compensation package, Scope and importance of compensation structure, Basic issues that help in designing the organisational strategy for compensation structure.

Unit 2: Current Trends in Designing the Compensation Structure (13 Hours)

Introduction to job evaluation, Methods of job evaluation, Internal and external alignment in compensation structure, Market competitiveness, Application of expectancy and equity theories towards compensation structure, Cost to the company concept (CTC), Fringe Benefits: Different kinds of Fringe Benefits, ESOP, Executive remuneration, Compensation Committee and corporate governance.

Unit 3: Compensation Structure for Tax Benefits (12 Hours)

Optimal Salary Structure, Broad banding, Allowances and reimbursements, Group Insurance for Health and Life; Superannuation Benefits,

Unit 4: Grievances Redressal Relating to Conflicts Between Employers and Employees Relating to Compensation Structure (10 Hours)

Issues relating to wage determination, pay grades, wage surveys, comparable worth, competency-based pay, method of calculating wages.

Exercises:

The learners are required to:

1. make presentations about compensation structures of different companies from varied sectors.
2. creating a compensation structure to attract and retain the employees.
3. create optimal compensation structures using reimbursements as part of CTC arising minimum tax liability.
4. comparing different compensation structures keeping in view the international compensation structures.
5. resolving a case of conflict between employer and employees on the issue of compensation structure.

Suggested Readings:

- Cascio, Wayne F. *Managing Human Resources-Productivity, Quality of Life, Profit.* Mc Graw Hill.
- Duff, Michael C. *Workers' Compensation Law: A Context and Practice Casebook.* Carolin Academic Press.
- Milkovich, G., Newman, J. & Ratnam, C.S.V. *Compensation.* Tata Mc Graw Hill, Special Indian Edition.
- Sharma, J.P. *An Easy Approach to Company and Compensation Laws.* New Delhi: Ane Books Pvt Ltd.

Additional Readings:

- Henderson, Richard. *Compensation Management- In A Knowledge Based World.* Pearson.
- *The Code on Wages, 2019 - Bare Act*

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Company Secretarial Practices **BAC: DSE (CLCG)- 8.2**

Learning Objectives: The course aims to impart working knowledge of company secretarial practices to learners and acquaint them with drafting of important documents of companies.

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

1. Describe the role of company secretary and secretarial auditors
2. Demonstrate the skills of drafting and conveyancing
3. Recognise the incorporation process of a company and prepare documents like moa and aoa
4. Prepare documents related to board meeting and annual general meeting
5. Comprehend the secretarial standards on board meeting and annual general meeting

Unit 1: Introduction to Secretarial Practices (7 Hours)

Company Secretary – Meaning, Qualifications, Appointment, Role and Responsibilities, Statutory Duties and Liabilities, Removal, Company Secretary as a Key Managerial Personnel; Functions of Company Secretary, Secretarial audit- Object, Scope, Need, Appointment of Secretarial Auditor.

Unit 2: General Principles of Drafting (7 Hours)

Meaning of Drafting and Conveyancing, Distinction between Drafting and Conveyancing and Conveyance and Contract • General Principles of Drafting, Guidelines for use of Particular Words and Phrases for Drafting and Conveyancing, Do's and Don'ts of drafting, Use of Appropriate Words and Expressions, Kinds and clauses of deeds.

Unit 3: Preparation of Company Documents (22 Hours)

Part A:

Pre-incorporation contracts- Meaning and Specimen, Process of incorporation of a company, Memorandum of Association-Meaning, Clauses & Specimen, Articles of Association-Meaning, Content & Draft specimen, Specimen of contracts of appointment of Managing directors, Managers and Company Secretaries.

Part B:

Drafting of notices-practical aspects including provisions of Companies act, points to be remembered while drafting notice of Board Meeting, Specimen Notice of Board Meeting & Annual General Meeting; Resolution meaning, types and passing authorities. Practical aspects of drafting resolutions and minute including specimen minutes of Annual General Meeting.

Unit 4: Introduction to Secretarial standards (9 Hours)

Secretarial Standard on Board Meetings (SS-1): Applicability, convening a Meeting, Manner of conducting requisitioned Meeting, Day, Time, Place, Mode and Serial Number of Meeting, Frequency of Meetings, Quorum, Attendance at Meetings, Disclosure
Secretarial Standard on General Meetings: (SS-2): Applicability, convening an AGM, Frequency of Meetings, Quorum, Presence of Directors and Auditors, Proxies, Voting, General and Specific contents of minutes.

Exercises:

The learners are required to:

1. interview a few company secretaries in practice and ask about the types of functions they perform and prepare a report thereof
2. prepare a list of appropriate and inappropriate words and expressions for business use
3. draft a specimen of contract of appointment of a company secretary in a company
4. draft a specimen of notice of annual general meeting to be sent to members of the company
5. compare the provisions of SS1 on Board meeting with the provisions for the same enumerated in Companies Act, 2013

Suggested Readings:

- Chaturvedi R.N. Pleadings, Drafting & Conveyancing, Central Law Publications
- Kolhatkar M. Drafting, Pleading and Conveyancing, LexisNexis
- Sharma, J.P. An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd. New Delhi
- Kumar, A. Corporate Laws, Taxmann Pvt Ltd
- Chadha R. & Chadha, S. Company Laws, Scholar Tech Press, Delhi
- Jagota. R., Company Law, Taxmann Pvt Ltd

Additional Resources:

- Jain, D.K. Company Law Ready Reckoner, Bharat Law House, Delhi
- Drafting, Pleadings and Appearances, Professional Programme, Module 1, Paper 3, The Institute of Company Secretaries of India
- Secretarial Standards, The Institute of Company Secretaries of India
- Web Resources
- www.mca.gov.in
- www.icsi.edu

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Regulatory Framework of Insurance

BAC: DSE (CLCG)- 8.3

Learning Objectives: The course aims to acquaint the students with the regulations of Insurance sector both life and non- life for individual and business operations

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

1. Comprehend the legal framework of regulating insurance sector.
2. Examine public and private sector entities in the life insurance sector and their contribution in the sector.
3. Scrutinize public and private sector entities in the non-life insurance sector, their penetration and contribution in the sector.
4. Familiarize with the general insurance business its relevance in the contemporary businesses.
5. Develop insights on Miscellaneous insurances, The Marine Insurance Act, 1963, The Motor Vehicle Act, 1938 and Cyber insurance.

Unit 1: Insurance Regulatory and Development Authority Act,1999 (9 Hours)

Definitions, coverage and objects of the Act; Salient features of IRDA,1999; Establishment and incorporation of Authority; Duties, power and functions of Authority, Composition of Fund, Power of Central Government under the Act, Protection of Consumer interest under IRDA,1999. Establishment of Insurance Advisory Committee.

Unit 2: Legislation for Life Insurance (9 Hours)

Salient provisions of Insurance Act, 1938; Life Insurance Corporation Act, 1956: establishment and incorporation, constitution and functions of the corporation; regulations for private insurance companies, tribunals.

Unit 3: Legislation for General Insurance (18 Hours)

Part A: The General Insurance Business (Nationalisation) Act, 1972, definitions and salient features.

Part B: Introduction of Marine, fire, water, motor, health insurances etc. Legal aspects of other miscellaneous insurances like crop, property, liability, annuities, commercial vehicle insurances etc.

Unit 4: Miscellaneous Legislation for Insurance (9 Hours)

The Marine Insurance Act 1963: definitions and scope, salient features, Motor Vehicle Act, 1938: features, definitions, policies and other provisions of the Act. Cyber insurance: coverage and types.

Exercises:

The learners are required to:

1. Interact with insurance agents and make report on their awareness and application of legal aspects of Insurance sector.
2. Report the experiences of policy holders within family and friends and prepare report on mis-selling.
3. Make consumers aware about the legal aspects of insurance by disseminating the knowledge and information learned in the course
4. Analyse different case laws or case studies pertaining to the life and non-life insurance.
5. Examine the main factors due to which sum assured gets forfeited in case of individuals and enterprises in your nearby locality.

Suggested Readings:

- Sethi Jyotsna, Bhatiya Nishwan, 'Elements of Banking and Insurance', PHI learning Pvt Ltd, New Delhi.
- Bhatiya, Nishwan 'Insurance & Risk Management', Pinnacle Learning, New Delhi.
- Kumar, Sunil 'Fundamentals of Insurance & Risk Management' JSR Publication, New Delhi.
- Chaturvedi DD, Mittal Arun 'Banking and Insurance' Scholar Tech Press, New Delhi.
- Gupta Atul, 'Banking & Insurance', AK Publications, New Delhi.
- Farooqi, AW 'Principle and Practice of Insurance' Wisdom Publication, New Delhi.

Additional Resources:

- Banking and Insurance Law and Practice, The Institute of Company Secretaries of India, New Delhi.
- Imam, Ashraf. Principles and Practice of Life Insurance in India, Anmol Publications Pvt. Ltd. New Delhi.
- Singh Inderjit, Katyal Rakesh, Insurance Principles and Practice, Kalyani Publishers, New Delhi.
- Loomba Jatinder. Risk Management and Insurance Planning. PHI Learning Private Limited, New Delhi.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Regulatory Framework for Micro, Small & Medium Enterprises (MSMES)

BAC: DSE (CLCG)- 8.4

Learning Objectives: The course intent to acquaint students with the legal environment for establishment of micro, small and medium enterprises and create ease of doing business for entrepreneurs.

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

1. Know about legal framework governing msms.
2. Gain knowledge about government support system for entrepreneurial options.
3. Be well-versed with the changing face of MSME in the light of liberalized economic policy.
4. Interpret the legal framework for smes and its governance.
5. Acquaint with promotional and support programmes for MSME's and sources of financing.

Unit 1: Introduction (9 Hours)

Micro, Small and Medium Enterprises Development Act (MSMEDA), 2006; Definitions of MSME, institutional support for SMEs; Provisions pertaining to the promotion and development of MSME.

Unit 2: Legal Framework of Entrepreneurship and Small Business (9 Hours)

Industrial Policy Resolutions 1956, 1977; New Economic Policy 1991; Reports of various committees on Industrial and business activities particularly relating to the development of entrepreneurship and small business; Report on entrepreneurship by Knowledge Commission.

Unit 3: Policy Perspective Changes (9 Hours)

Changing context of the MSMEs in the era of liberalization, privatization and globalization; Changing perception on competitiveness and quality issues; Changing face of marketing strategy of products of MSMEs; government schemes for SMEs in India.

Unit 4 (18 Hours)

Part A: Legal Framework and SMEs

Provisions of various laws applicable to SMEs, (objectives, definition and salient provisions of industrial, commercial and labor laws applicable to SMEs), need for a comprehensive legal framework for SME sector; Governance of SMEs.

Part B: Support System and SMEs

Promotional programmes for SMEs, evaluation of institutional support system for SMEs operating in the country; Support for entrepreneurship through skill development programmes of government; Role and Functions of SIDBI; IPO for SMEs.

Exercises:

The learners are required to:

1. Explore the e resources available for the msms including the website and examine the process of registration.
2. Visit an msms or any other local industry and prepare a report on its process, product, functioning and compliances.
3. Identify facilities provided through the office of Development Commissioner for MSME's.

4. Compare processes in msme and large enterprises and identify their challenges.
5. Prepare a proposal for availing a loan from SIDBI by examining the loan form .

Suggested Readings

- Nanda, K.C. *Credit and Banking: What Every Small Entrepreneur (and Banker) Must Know*. New Delhi: Response Books.
- Verma, J.C. and Singh, G. *Small Business and Industry- A Handbook for Entrepreneurs*. New Delhi: Sage.

Additional Resources

- Peters, B. Guy, Zittoun, Philippe (Eds.). *Contemporary Approaches to Public Policy- Theories, Controversies and Perspectives*. Palgrave Macmillan.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Tax Procedures & Practices

Property Tax: Assessment

BAC: DSE (TPP)- 7.2

Learning Objectives:

This paper aims to provide understanding of computation of property tax and filling of state property taxes returns.

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

1. Explain the concept of property taxes, creation of UPIC.
2. Appreciate the rebates available in case of early compliance.
3. Explore the factor rate applicable in case of self occupied, commercial property.
4. Demonstrate the understanding of filing of property taxes return.

Unit 1: Basic Concepts (9 hours)

Concept - house property, types of house property; components of house property, elements of Annual Value; unrealised rent; municipal valuation, fair value, standard rent; computation problems.

Unit 2: Deductions and Rebates (11 hours)

Deductions under section 24: Interest on loan for house property; permissible deductions; rebate and reliefs; penalty and interest; computation problems.

Unit 3: Registration of Property (11 hours)

Concept of UPIC; Advantages and scope of UPIC; need for UPIC; registration process; factor selection; area rate, multiplicity factor; type of structure; category of area.

Unit 4: Filing of Taxes (Practical) (14 hours)

Case studies on creating a challan and filing of taxes as per Municipal Corporation of Delhi (MCD).

Practical Exercises (30 hours)

The learners are required to:

1. Create a UPIC for a self occupied Kothi structure built in 1994.
2. Compute the taxes for a hypothetical assessee having let out property with 3 floors on one construction and category selection of area is D category.
3. Create a challan for payment of taxes for house property.
4. Analyse case studies on creating challan.

Suggested Readings:

- Ahuja, G., & Gupta, R.(2023). *Simplified Approach to Income Tax*. Flair Publications Pvt. Ltd., New Delhi.
- Mittal, N. (2022). *Concept Building Approach to Income Tax Law & Practice*. Cengage Learning India Pvt. Ltd., Delhi.
- Ojha, A. & Joshi, A. (2022). *All About Taxation of Residential Properties*. Tax Publishers.
- Singhania, V. K., & Singhania, M. (2023). *Student's Guide to Income Tax*. Taxmann Publications Pvt. Ltd., New Delhi.

Additional Resources:

- https://mcdonline.nic.in/ndmcportal/downloadFile/ptr_usermanual_2010040239261026.pdf

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Income Tax: E-Filing
BAC: DSE (TPP)- 7.3

Learning Objectives:

This paper provides hands-on experience in filing the income tax returns for an Individual.

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

1. Develop an understanding on the different returns applicable in case of various assessees.
2. Develop an understanding of the meaning and procedure for form 26as.
3. Explain the relevance of PAN card in filing the return.
4. Demonstrate the applicability of offline utilities for returns.

Course Contents:**Unit 1: Basic Concepts (18 hours)**

Types of return: revised return, defective return; PAN; self assessment, scrutiny assessment
Best judgement assessment; rectification of returns; time limit; annual income statement, returns and assessment.

Unit 2: E-filing of Return -I (9 hours)

Form 26AS; case studies on e-filing of return using online/offline utility softwares especially for ITR 1.

Unit 3: E-filing of Return -II (9 hours)

Form 26AS; case studies on e-filing of return using online/offline utility softwares especially for ITR 2 .

Unit 4: E-filing of Return -III (9 hours)

Form 26AS; case studies on e-filing of return using online/offline utility softwares especially for ITR 3.

Practical Exercises (30 hours)

The learners are required to:

1. Identify 5 different assessees and check the FORM 26AS for each case.
2. Educate the non-filers of return about the relevance of filing a return (including Zero return).
3. File the return (ITR 1/ ITR 2/ITR 3) for an assessee.
4. Demonstrate the applicability of offline utilities for returns.

Suggested Readings:

- Ahuja, G., & Gupta, R. (2023). *Simplified Approach to Income Tax*. Flair Publications Pvt. Ltd., New Delhi.
- Mittal, N. (2022). *Concept Building Approach to Income Tax Law & Practice*. Cengage Learning India Pvt. Ltd., Delhi.
- Singhania, V. K., & Singhania, M. (2023). *Student's Guide to Income Tax*. Taxmann Publications Pvt. Ltd., New Delhi.

Additional Resources:

- The Income Tax Act 1961.
- www.incometaxindia.gov.in
- www.incometax.gov.in.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Taxability of Virtual Digital Assets

BAC: DSE (TPP)- 7.4

Learning Objectives:

This paper aims to provide detailed description of virtual digital assets including cryptocurrency and the taxability provisions related to the same.

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

1. Explain the concept of virtual digital assets, block chain and crypto currency.
2. Develop an understanding on the judicial pronouncements related to the virtual digital assets.
3. Explore the rate of taxes applicable on virtual assets.
4. Demonstrate their understanding of crypto currency, its classification and GST implications on the same.

Course Contents:

Unit 1: Basic Concepts (9 hours)

Historical background; key concepts: crypto assets, block-chain; block chain technology, virtual currencies; judicial judgement; crypto currency.

Unit 2: Virtual Digital Assets (VDA) (9 hours)

Meaning of virtual digital assets; fair market value of VDA; inclusion and exclusions; relevant provisions of the Income Tax Act.

Unit 3: Taxability of VDA (9 hours)

Relevant income tax provisions on transfer of virtual digital assets; Chargeability and tax treatment; Capital gains from VDA.

Unit 4: Tax Deducted at Source (TDS) and GST implications (18 hours)

Concept of deductor, deductee; tax rates; time and valuation related other provisions. Crypto currency and GST implications.

Exercises:

The learners are required to:

1. Identify the various cryptocurrencies transacted throughout the world and the tax implications on the same.
2. Prepare a report on the process of trading various cryptocurrencies throughout the world.
3. Write a report on the gst implications on vda.
4. Prepare a report on the judicial pronouncements related to cryptocurrency.
5. Suggest a measure for chargeability of VDA

Suggested Readings:

- Ahuja, G., & Gupta, R. (2023) *Simplified Approach to Income Tax*. Flair Publications Pvt. Ltd., New Delhi.
- Datey, V.S. (2023). *Indirect taxes law and practice*, Taxmann Publications, New Delhi.
- Singhania, V. K., & Singhania, M. (2023). *Student's Guide to Income Tax*. Taxmann Publications Pvt. Ltd., New Delhi.

- *Taxation of virtual digital assets.*(2023). Taxmann Publication Pvt. Ltd., New Delhi.

Additional Resources:

- Shah, P. & Kadakia, R. *Master's Guide to Income Tax Act.* Taxmann Publications, New Delhi.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Estate Planning
BAC: DSE (TPP)- 7.5

Learning Objectives:

This paper aims to provide the conceptual understanding of the will framework under the estate planning. It will help in creating a knowledge base for intestate succession.

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

1. Explain the concept and framework of will.
2. Develop an understanding of the methods of passing assets.
3. Explore the administration of estate planning.
4. Demonstrate their understanding of intestate succession.
5. Explain the mechanism and procedure of power of attorney.

Course Contents:

Unit 1: Framework of Will (9 hours)

Will - framework, types; structure of will, drafting of will; regulation and revocation of will and tax implications involved therein.

Unit 2: Administration of an Estate (9 hours)

Executor, probate; Hindu Undivided Family (HUF) and will; tax implications for executors, legal heirs and for the HUF.

Unit 3: Passing Assets (9 hours)

Methods of passing assets; method of succession, implications of death with will or without will; tenant in common; joint tenant; rights of children in the assets.

Unit 4: Succession and Power of Attorney (18 hours)

Intestate succession: Hindus, Muslims; Intestate succession process; taxation of intestate succession; implications of Hindu Succession Act.

Power of attorney- concept and related provisions.

Exercises:

The learners are required to:

1. Execute a draft of a will and the related taxability provisions for an Individual.
2. Present a case study on estate planning using a hypothetical case of power of attorney.
3. Prepare an assignment on taxation of interstate succession.
4. Write a report on the essentials of a power of attorney
5. Draft a report on the rights of children on the assets of the parents.

Suggested Readings:

- Manodiya, R. (2023). *Business Succession Planning*. Taxmann Publications Put. Ltd., New Delhi.
- IIBF. (2017). *Investment Planning, Tax Planning and Estate Planning*. Taxmann Publications Put. Ltd., New Delhi.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

GST: Procedures and Special Provisions

BAC: DSE (TPP)- 8.1

Learning Objectives:

This paper aims to provide a detailed description of utilisation of ITC, special procedures and provisions under GST.

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

1. explain the concept of input tax credit and its utilisation manner.
2. develop an understanding of the role of a job worker and the mechanism of reverse charge.
3. explain the varied modes of payment and different types of returns under GST.
4. demonstrate their understanding of scrutiny and best judgement assessment.
5. explain the mechanism and procedure of e-way bills.

Course Contents:

Unit 1: Provisions of Input Tax Credit (15 hours)

Eligible and ineligible input tax credit; apportionments of credit and blocked credits; tax credit in respect of capital goods; recovery of excess tax credit; availability of tax credit in special circumstances; transfer of input credit (input service distribution).

Unit 2: Payment of Taxes (7 hours)

Payment of taxes; tax deducted at source; tax collected at source; reverse charge mechanism; job work.

Unit 3: Procedures (9 hours)

Tax invoice, credit and debit notes; returns under GST including first and final return; audit in GST.

Unit 4: Assessment under GST and special assessment (14 hours)

Assessment: self assessment; summary and scrutiny; best judgement assessment; offences; penalties. Taxability of e-commerce; anti-profiteering measures; avoidance of dual control; refunds; zero rated supply; doctrine of unjust enrichment.

Exercises:

The learners are required to:

1. Identify the taxpayers registered under GST and evaluate the advantages and challenges faced by them due to this transition in the tax structure regime. Prepare a report for the same.
2. Prepare a case study for the different types of documents issued for validating a supply under GST.
3. Prepare an E-way bill for a hypothetical firm.
4. Write a report on methods of assessment.
5. Prepare an assignment report for the doctrine of unjust enrichment.

Suggested Readings:

- Ahuja, G. & Gupta, R, (2023). *GST & Customs Law*. Flair Publications Pvt. Ltd., Delhi.
- Babbar, S., Kaur, R., & Khurana, K. (2023). *Goods and Service Tax (GST) and Customs Law*. Scholar Tech Press, New Delhi.
- Bansal, K. M.,(2023). *GST & Customs Law*. Taxmann Publication, Delhi.
- Mittal, N., *Goods & Services Tax and Customs Law*. Cengage Learning India Pvt. Ltd., Delhi.
- Sahi, S., *Concept Building Approach to Goods and Services Tax (GST), & Customs Law*. Cengage Learning India Pvt. Ltd., Delhi.
- Singhania V. K., (2023). *GST & Customs Law*. Taxmann Publication, Delhi.

Additional Resources

- The Customs Act, 1962
- The Customs Tariff Act, 1975.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

International Taxation

BAC: DSE (TPP)- 8.2

Learning Objectives:

The course aims to introduce students to the issues of international tax avoidance and evasion. The course would also create awareness about the various methods followed to alleviate international double taxation, along with understanding international initiatives on tax compliance.

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

1. Comprehend the meaning and causes of international double taxation.
2. Develop an understanding of the different methods adopted by countries to alleviate international double taxation.
3. Analyse the techniques used for international tax evasion and avoidance.
4. Appreciate the methods used nationally and internationally for prevention of international tax evasion and avoidance.
5. Recognise the tax challenges arising from digitalisation of the economy

Course Contents:

Unit 1: International Double Taxation (7 hours)

Concept of international double taxation; principles of international taxation – source rule and residence rule; international tax evasion and avoidance; Advance Ruling; withholding tax rates on different sources of incomes.

Unit 2: Alleviation of International Double Taxation (11 hours)

Methods to alleviate international double taxation: exemption method, tax credit method, tax sparing credit method; bilateral tax treaties (Double Taxation Avoidance Agreements) – objectives, features and benefits; multilateral tax treaties; bilateral investment treaties.

Unit 3: International Tax Evasion and Tax Avoidance (9 hours)

Methods of tax evasion and avoidance: Base Erosion and Profit Shifting [BEPS]; tax havens and treaty shopping; the case of India-Mauritius tax treaty.

Unit 4: Prevention and Challenges

a) Prevention of International Tax Evasion and Tax Avoidance (11 hours)

Arm's length price, transfer pricing regulations in India, transfer pricing compliance practices; Advance Pricing Agreements; anti-treaty abuse provisions; General Anti Avoidance Rules.

b) Tax Challenges arising from Digitalisation of the Economy (7 hours)

Reforms in international direct taxation rules, indirect taxation and e-commerce; enhancing Digital Platforms Reporting.

Exercises:

The learners are required to:

1. Engage in case studies of some specific bilateral treaties to understand and demonstrate the concept of tax treaty shopping.

2. Collect data on corporate taxes and total taxes and observe the trend of corporate taxes as a source of revenue.
3. Write a report on reforms for the digitalisation of tax reporting.
4. Prepare an assignment report on transfer pricing
5. Prepare a report on BEPS.
6. Discuss the tax challenges arising from digitalisation of the economy.

Suggested Readings:

- Agrawal, D. C. (2016). *Basic Concepts of International Taxation*, Taxmann.
- Garg, K. (2019). *Guide to International Taxation*. Bharat Law House
- OECD (2022). *Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations*.
- OECD (2020). Tax Challenges arising from Digitalisation – Economic Impact Assessment: Inclusive Framework on BEPS.
- OECD (2017). *Model Convention on Income and Capital*.
- United Nations (2018). Department of Economic and Social Affairs, *United Nations Model Double Taxation Convention between Developed and Developing Countries*.
- UNCTAD (2023). World Investment Report.
- Vijayasathy, D. (2018). *Fundamentals of International Taxation*. Bharat Law House
- <https://www.oecd.org/tax/beps/beps-actions/>

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

GST: E-Way Bills
BAC: DSE (TPP)- 8.3

Learning Objectives:

This paper provides hands-on experience on e-way bill registration on the portal. It aims to focus on providing the integrated structure of inter state movement of goods using the e way mechanism.

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

1. Explain the concept of input tax credit and its utilisation manner.
2. Develop an understanding on the role of a job worker and the mechanism of reverse charge.
3. Explain the varied modes of payment and different types of returns under GST.
4. Demonstrate their understanding of scrutiny and best judgement assessment.
5. Explain the mechanism and procedure of e-way bills.

Course Contents:**Unit 1: Theoretical Background (9 hours)**

E-way bills: concept, registration on portal; amendments; transition to electronic portal-genesis.

Unit 2: Provisions of E-way Bills (9 hours)

Process of E-way bill; Bill to ship to model.

Unit 3: Procedures (9 hours)

Tax invoice, credit and debit notes; delivery challan; bill of supply; refund, payment and receipt vouchers.

Unit 4: Goods Transport Agency (GTA) and E-way Bills (18 hours)

E-way bills in case of GTA; reverse charge mechanism.

Case study on generation of e-way bills through online portal, SMS; entry through supplier, recipient and transporter.

Practical Exercises (30 hours)

The learners are required to:

1. Prepare a case study for the different types of documents issued for validating a supply under GST.
2. Prepare an E-way bill for a hypothetical firm.
3. Write a report on tax invoices
4. Prepare an assignment for the benefits of the transition to e-way bills.
5. Discuss the mechanism and procedure of e-way bills.

Suggested Readings:

- Bansal, K. M. (2023). *GST & Customs Law*. Taxmann Publication, Delhi.
- Datey, V.S. (2023). *GST : E-Way Bill*. Taxmann Publications, New Delhi.
- Gupta, S.S. (2023). *GST- How to meet your obligations*. Taxmann Publications, New Delhi.

- Gupta, S.S. *Vastu and Sevakar*, Taxmann Publications, New Delhi.
- ICAI (2020). *Handbook on E-way Bills*.
<https://icmai.in/TaxationPortal/Publication/Books/e-way-bill.pdf>
- Singhanian, A. (2022). *GST E Invoicing*. Taxmann Publications. New Delhi.

Additional Resources

- The Customs Act, 1962
- The Customs Tariff Act, 1975.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

GST: E-Filing
BAC: DSE (TPP)- 8.4

Learning Objectives:

This paper aims to provide hands-on experience of filing various returns/forms under Goods and Services Act, 2017.

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

1. Explore different types of returns and their applicability.
2. Explain the procedure of registration under gst.
3. Demonstrate the knowledge for filing various returns under gst for composite supplier.
4. Explore the offline utility softwares for filing of return.

Course Contents:**Unit 1: Basic concepts (18 hours)**

Conceptual knowledge of various forms under GST, returns for composition levy scheme, Return-Inward / outward supply, Annual return, first return, final return, Filing of returns: Manually and on-line filing of returns of supply and TDS.

Unit 2: Filing of return I (Practical) (9 hours)

Case studies on filling of registration forms, returns in case of reverse charge mechanism, return filing using online/ offline utilities for GSTR 1

Unit 3: Filing of return II (Practical) (9 hours)

Case studies on filling of registration forms, returns in case of reverse charge mechanism, return filing using online/ offline utilities for GSTR 2

Unit 4: Filing of return III (Practical) (9 hours)

Case studies on filling of registration forms, returns in case of reverse charge mechanism, return filing using online/ offline utilities for GSTR 3

Practical Exercises (30 hours)

The learners are required to:

1. Fill up an online application form for registration under GST for a hypothetical firm.
2. Fill up online various forms of GST returns for hypothetical firms.

Suggested Readings:

- Ahuja, G. & Gupta, R, (2023). *GST & Customs Law*. Flair Publications Pvt. Ltd., Delhi.
- Babbar, S., Kaur, R., & Khurana, K. (2023). *Goods and Service Tax (GST) and Customs Law*. Scholar Tech Press, New Delhi.
- Bansal, K. M., (2023). *GST & Customs Law*. Taxmann Publication, Delhi.
- Mittal, N.,(2022). *Goods & Services Tax and Customs Law*. Cengage Learning India Pvt. Ltd., Delhi.
- Sahi, S., (2022). *Concept Building Approach to Goods and Services Tax (GST), & Customs Law*. Cengage Learning India Pvt. Ltd., Delhi.
- Singhanian V. K. (2022). *GST & Customs Law*. Taxmann Publication, Delhi.

Additional Resources:

- Gupta, S.S. (2023). *GST- How to meet your obligations*, Taxmann Publications, New Delhi.
- Gupta, S.S. (2023). *Vastu and Sevakar*, Taxmann Publications, New Delhi.
- The Constitution (One hundred and First Amendment) Act, 2016
- The Central Goods and Services Tax Act, 2017
- The Integrated Goods and Services Tax Act, 2017
- The Union Territory Goods and Services Tax Act, 2017
- The Goods and Services Tax (Compensation to States) Act, 2017

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

MODERN OFFICE MANAGEMENT

Advanced Stenography (Theory)

BAC: DSE (MOM)- 7.2

Learning Objectives:

The aim of the paper is to get proficiency in English Stenography with advanced knowledge of Political, Banking, Stock broking, Insurance and Shipping, Legal and Theological Phrases and constant practice of special list of words and continuous practice of grammalogues and special contractions.

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

1. Explain the advance phrases of business, political and legal.
2. Grasp the knowledge of advanced phrases in banking and stockbroking.
3. Acquainted with knowledge of insurance and theological phrases.
4. Avoid mistakes due to misunderstanding, mishearing, errors of commas, full stop, capital letters and phrases.
5. Correct naming of cities and towns.
6. Learn the strategies for improvement in shorthand and transcription skills.

Course Contents:

Unit 1: Business, Political and Banking and Stockbroking Phrases (13 hours)

Business Phrases (Chapter XXXVI) and seen dictations from exercises 188-191.

Political Phrases (Chapter XXXVII) and seen dictation from exercises 192, 193 and 194), Special List of Words.

Practice and dictation of Banking Phrases and Stock-broking Phrases (Chapter XXXVIII) and seen Dictation from Exercise 195-196, 197-198.

Unit 2: Insurance and Shipping, Technical and Railway Phrases, Legal and Theological Phrases (18 hours)

Practice and dictation of Insurance and Shipping Phrases (Chapter XXXIX) and seen Dictation from Exercise 199-204.

Practice and dictation of Technical and Railway Phrases (Chapter XL) and seen Dictation from Exercise 205-210.

Practice and dictation of Legal Phrases (Chapter XLI) and Theological Phrases (Chapter XLII) and seen Dictation from Exercise 205-210 and 214 and 215.

Unit 3: Special List of Words and Shorthand in Practice (9 hours)

Dictation and practice of Special List of Words (Chapter XLIII) and Exercises 216-231.

Shorthand in Practice (Chapter XLIV): Misunderstanding, Mis-hearings, Errors, Reference Marks, Quotations, Examination of Witnesses, Applause, Dissent, Reference Books, Business Knowledge.

Unit 4: Names of Some Cities and Towns (5 hours)

Dictation and Practice of Outlines of the Names of Some Cities and Towns, Grammalogues (arranged alphabetically) and Special List of Contractions (arranged alphabetically). Practice of acquiring proficiency in shorthand and Transcription Skills.

Exercises:

The learners are required to:

1. Practice all phrases, special list of words, dictations and transcriptions of the seen passages with the speed of 100/40 wpm.
2. Get proficiency in shorthand exercises from the monthly stenography magazines with the speed of 80/30 or 80/40 wpm.
3. Make outlines of new and difficult words from the exercises given in magazines.
4. Acquire and learn strategies for improvement in Shorthand and transcription Skills.
5. Practice Outlines of the Names of Some Cities and Towns.

Suggested Readings:

- Carlton, W. J. (1948). Dickens in Shorthand. *Dickensian*, 44(288), 205.
- Isaac, Pitman. *Shorthand Instructor*. 20th Century Edition (1912). The Commercial Text Book Company, Toronto, Canada.
- *Monthly Magazines* (2022). Sir Kailash Chandra's Shorthand Transcriptions, Vol.1-24.
- *Monthly Magazines* (2022), Progressive Shorthand.
- *Pitman Shorthand Instructor and Key (old Course)*, (2003). Pearson Education Ltd.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Management Information Systems

BAC: DSE (MOM)- 7.3

Learning Objectives:

This course has been designed to develop the understanding of application of the management information technology in business and industry. The course would help organizations create sustainable competitive advantage in respective industries and appreciate the significance of IT investment decisions made by organizations.

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

1. Explain the significance of MIS and challenges of digital age.
2. Appreciate how technology can provide competitive advantages to the organizations.
3. Analyse the major technological issues faced by information systems professionals.
4. Describe how technology facilitates and enhances both operational and strategic decision making in an organization.
5. Prepare themselves for the key system applications and possible security threats while using information systems.

Course Contents:

Unit I: Introduction to Information System and MIS (6 hours)

Information Systems, E-Business, E-Commerce, E-communication, and E-collaboration; Introduction to Information Systems; Management Information System (MIS): Meaning and its Requisites, Challenges of Digital Age; Changing role of MIS managers; Organisation as a system.

Unit II: Information system strategies (7 hours)

Impact of information systems on Organizations; Information system strategies for dealing with competitive forces; The Internet and Organization; Ethical and Social issues in information systems.

Unit III: IT infrastructure, Decision Making Process and MIS (20 hours)

Understanding IT infrastructure and its components; Quantum computing, virtualization, cloud computing, and green computing; challenges of managing IT infrastructure. Decision-making Process; organisational decision-making; MIS and decision-making; knowledge and knowledge management systems; Information and Knowledge Management System.

Unit IV: Key System Applications and Security Issues (12 hours)

Information systems controls; Security issues and solutions; Enterprise systems; Supply chain management systems; Customer relationship management systems.

Note:

1. Lectures through industry cases, discussions, and presentation should be included to facilitate a continuous teaching and learning process.
2. Field study by students, solving case studies, class discussions, and end-semester examination can be the assessment methods.

Practical Exercises (30 Hours):

The learners are required to:

1. Discuss the significance of MIS.
2. Discuss different information system strategies.
3. Analyse different technological issues faced by information systems professionals.
4. Discuss the role of technology in decision making process.
5. Present cases on security issues and solutions.

Suggestive Readings:

- Davis, G., & Margrethe, O. (2017). *“Management Information System: Conceptual Foundations - Structure and Development”* (2nd ed.). McGraw Hill Education.
- Effy, OZ. (2013). *“Management information systems”* (6thed.). USA: Cengage Learning.
- Goyal, D. P. (2014). *“Management Information Systems: Managerial Perspectives”* (4th Ed.). Vikas Publishing House Pvt Ltd.
- Jawadekar, W. S., & Dubey, S. S. (2020). *“Management Information System: Text and Cases”* (6th ed.). McGraw Hill Education.
- Laudon, K. C., & Laudon, J. P. (2016). *“Management Information Systems: Managing the Digital Firm”* (14th ed.). Pearson Education Limited.
- O'Brien, J. A., & Marakas, G. (2017). *“Management information systems”* (10thed.). McGraw Hill Education.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Database Management System BAC: DSE(MOM)- 7.4

Learning Objectives:

This course is designed to give overview and understanding of database management systems and equip them to solve business problems.

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

1. Describe the concept of a database management system and will be able to compare it with the traditional file system.
2. Draw ER diagrams and will be able to check whether the database is in the first three normal forms.
3. Discuss basic structure of the database using ms access by creating tables, setting different field types and properties and by setting relationships between two or more tables.
4. Retrieve the data stored in tables using queries to provide multiple views of data.
5. Create interactive forms for data entry and create and print various reports using ms access.

Course Contents:

Unit 1: Introduction of database management system (6 hours)

Database, database system and database management system (DBMS); various types of DBMS; importance of database management system, comparison between database management system and traditional file system; advantages and limitations of DBMS; relational databases and database architecture.

Unit 2: Designing a database (6 hours)

Steps in database designing; ER Model: overview, ER-Diagram, entity: strong and weak, relationship: meaning and type; Codd's rules; attributes: meaning and types; Relational Schemas, relational mapping from ER- Diagram; concept of keys: super key, candidate key, primary key, composite key, foreign key; integrity rules, first three forms of Normalization (1NF, 2NF, and 3NF).

Unit 3: Creating tables and setting relationship (7 hours)

Using MS Access: creating tables using design view, naming fields, setting data type, setting field properties, setting primary/composite key, setting validation rule and validation text; setting relationship between two or more tables, enforcing referential integrity constraint.

Unit 4: Retrieving data using queries, Creating forms and reports (11 hours)

Working with queries: working with query design, adding tables, adding fields, sorting records, setting field criteria (both text based and number based), summarizing the records in a query.

Creating Forms: working with form wizard and design view, sections of a form, assigning form properties, using form templates and auto forms. Creating Reports: working with report wizard and report design, inserting a chart into report using chart wizard, modifying and printing reports.

Note: The General Purpose Software referred in this course will be notified by the University Departments every three years. If the specific features, referred to in the detailed course above, is not available in that software, to that extent it will be deemed to have been modified.

Practice Exercises (60 Hours):

The learners are required to:

1. Using the ER diagram, the learner is required to screen out the entities, attributes and relationships for a college set up where a teacher teaches subjects to its students and the teacher reports to the principal of the college.
2. The nearby general store wants to maintain a database for its customers. Some of his customers take delivery at home. The learner shall use MS-Access to prepare the customer table, item table and transaction table for the shopkeeper. Set the primary key in each table. Form the relationship among the attributes using referential integrity constraint.
3. An organisation maintains the database of its employee details, the salary information and the leave record using MS-Access. The learner shall design the query for the organisation who wants to know the names of their senior employees, their basic pay and number of leaves they have taken.
4. The college admits a student and creates tables to store the student details and their attendance using MS-Access. The learner shall prepare the different types of forms to insert the records in the tables already created.
5. The college maintains the fees records of the students along with the details of students using MS-Access. The learner shall prepare a report to show names of students with the payment of fee and the list of the defaulters.

Suggestive Readings:

- Elmasari, R. & Navathe, S.B. (2016) *“Fundamentals of Database Systems”*, Pearson Education, USA
- Jain, H. C. & Tiwari, H. N. (2021) *“Computer Applications in Business”* Taxmann, Delhi.
- Madan, S. (2020) *“Computer Applications in Business”* Scholar Tech Press, Delhi.
- Mathur, S. & Jain, P. (2022) *“Computer Applications in Business”* Galgotia Publishing Company, Delhi.
- Sharma, S.K. & Bansal, M. (2022) *“Computer Applications in Business”* Taxmann, Delhi.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department’s website

Advanced Stenography (Practical)
BAC: DSE(MOM)- 8.1

Learning Objectives

The aim of the paper is to enhance proficiency in Stenography with the speed @ 80/100 wpm and typing speed on computers @ 30/40 wpm which helps in acquiring higher grade executive level secretarial jobs in larger institutions.

Learning Outcomes

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

1. Get proficiency in shorthand speed with practice at higher speed.
2. Improve proficiency in taking dictations and transcriptions.
3. Write shorthand outlines with speed accurately in advance stenography.
4. Acquire skills to transcribe the dictations with the higher proficiency with lesser errors.
5. Acquire typing skill understanding the different manuscript signs

Course Contents:

Unit 1: Proficiency in Dictation and Transcriptions @ 80/40 wpm from Chapter XXXVII, XXXVIII and XXXIX (Seen Passage) (3 Hours)

Daily practice of dictation of seen exercises in Pitman Shorthand Instructor Book and unseen passages from monthly magazines and transcription of shorthand passages.

Unit 2: Proficiency in Dictation and Transcriptions @ 95/40wpm from Chapter XL, XLI and XLII (Seen Passage) (3 Hours)

Daily practice of dictation of seen exercises in Pitman Shorthand Instructor Book and unseen passages from monthly magazines and transcription of shorthand passages.

Unit 3: Proficiency in Dictation and Transcriptions @ 100/50 wpm from Chapter XLIII & XLIV (Seen Passage) (3 Hours)

Daily practice of dictation of seen exercises in Pitman Shorthand Instructor Book and unseen passages from monthly magazines and transcription of shorthand passages.

Unit 4: (6 Hours)

Part A: Proficiency in Dictation and Transcriptions @ 80/40 wpm from Monthly Magazines (Unseen Passage)

Daily practice of dictation of seen exercises in Pitman Shorthand Instructor Book and unseen passages from monthly magazines and transcription of shorthand passages.

Part B: Proficiency in Typing Passages @ 50/40 wpm from Typing Master Passages

Daily practice of passages from Typing Master to achieve higher level of proficiency in Computer Typing and hand written manuscripts.

Practical Exercises (90 hours):

The learners are required to:

1. Take the dictation of the seen passages (192-204) of different Phrases from Pitman Shorthand Instructor and Key @ 80 wpm and transcribe it on computer with proper

paragraph and punctuation marks. Compare your shorthand outline with key for difficult words. Retake the dictation and transcribe each dictated passage on computer within 30 minutes/@10 words per minute.

2. Take the dictation of the seen passages (205-215) of different Phrases from Pitman Shorthand Instructor and Key @ 90 wpm and transcribe it on computer with proper paragraph and punctuation marks. Compare your shorthand outline with key for difficult words. Retake the dictation and transcribe each dictated passage on computer within 30 minutes/@10 words per minute.
3. Take the dictation of the seen passages (216-231) of Special List of Words from Pitman Shorthand Instructor and Key @ 100 wpm and transcribe it on computer with proper paragraph and punctuation marks. Compare your shorthand outline with key for difficult words. Retake the dictation and transcribe each dictated passage on computer within 40 minutes/@10 words per minute.
4. Take the dictation of unseen passages from books, magazines, newspapers and audio/video recordings @ 80 wpm and transcribe shorthand notes on computer observing rules of punctuation. Identify the correct outlines (for the wrong ones in your transcript) and practise the same again. Correct spelling of words for the wrong ones in your transcription. Take down re-dictation at a faster rate and read back.
5. Take the dictation of different types unseen letters (Applications, Business Letters, Official Letters, Personal Letters, Thanks and Congratulatory letters, Condolence letters) and transcribe the same in proper format observing rules of punctuation and line spacing of display.
6. Daily practice of typewriting passages from Typing Master/books/newspapers/magazines to achieve higher level of proficiency in Computer Typing and hand written manuscripts to be proficient in understanding the manuscript signs as well as different handwritings.

Suggested Readings:

- Carlton, W. J. (1948). *Dickens in Shorthand*. Dickensian, 44(288), 205.
- Isaac, Pitman. *Shorthand Instructor*. 20th Century Edition (1912). The Commercial Text Book Company, Toronto, Canada.
- *Monthly Magazines* (2022). Sir Kailash Chandra's Shorthand Transcriptions, Vol.1-24.
- *Monthly Magazines* (2022), Progressive Shorthand.
- *Pitman Shorthand Instructor and Key (old Course)*, (2003). Pearson Education Ltd.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Advanced Spreadsheet applications

BAC: DSE (MOM) - 8.2

Learning Objectives

This course is designed to enable students understand and utilize the powerful spreadsheet tools to handle and manipulate huge amounts of data generated through business transactions, use spreadsheet utilities to take business decisions and present complex information in a professional manner.

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

1. Handle large data generated through business transactions using advanced spreadsheet tools.
2. Summarize and present data using tables, pivot tables, pivot charts and dashboards.
3. Solve complex business problems using various functions.
4. Use excel add-ins for constraint optimization, summarization and forecasting.
5. Create advanced spreadsheets in various real life business problems.

Course Contents:

Unit 1: Spreadsheet basics (3 Hours)

Spreadsheet concepts, Managing worksheets; Formatting cells, conditional formatting, Entering data; Editing, Printing and Protecting worksheets; Handling operators in formula, Project involving multiple spreadsheets; Working with Multiple worksheets; controlling worksheet views; Cell Referencing and Naming of cells and cell ranges.

Unit 2: Data handling (3 Hours)

Sorting, multilayer sorting; data validation; find and replace; paste special; identifying missing values, Filter and advanced filter; Conditional Formatting; Tabulation; flash-fill; Formatting as table.

Unit 3: Spreadsheet Functions and Data Analysis using Spreadsheet (6 Hours)

Formulae vs functions; Cell formulae vs Array formulae; Mathematical functions; Statistical functions; Financial functions; Logical functions; text functions; Date and Time functions; Lookup and reference functions: Hlookup, and Vlookup.

Graphical Representation of data using various charts, Organizing Charts and graphs, advanced Charting Tools; what-if-analysis: Goal-seek, Data tables and Scenario manager; pivot tables, pivot charts and dynamic dashboards.

Unit 4: Real life projects (3 Hours)

EMI calculation and Loan repayment schedule; Payroll statements; Frequency distribution and its statistical parameters; small projects using power functions (sumif, countif, averageif, etc.), evaluating investment projects with equal and unequal cash flows using financial functions, analysing exam results for a college and other similar projects.

Note:

1. The General Purpose Software referred in this course will be notified by the University Departments every three years. If the specific features, referred to in the detailed course above, is not available in that software, to that extent it will be deemed to have been modified.

Practical exercises (90 Hours)

The learners are required to do the following practical exercises.

- By taking secondary data from a company's income statements and balance sheets for five to ten years, the learners are required to conduct the Ratio Analysis and forecast values for different items of these statements for the next five to ten years.
- Collect data related to different departments, no of employees and different financial indicators of the companies operating in an industry and analyse the collected data using pivot table and dashboards.
- Using logical, mathematical, financial and statistical functions of spreadsheets, the learners are required to analyse the corporate results and rank the firms based on various parameters.
- Collect result data of students of a section in any semester. Perform different calculations such as total, percentage, standard deviation, maximum marks, minimum marks of paper etc. Rank the students using different excel functions.
- Collect data from Sales volume and Price data form any Apparel Store and do the following:
 - Make a chart of monthly sales volume and price data.
 - Make charts showing linear and non-linear demand curves.
 - Analyze the impact of weekends and festive season on the sales volume.
 - Evaluate the impact of different marketing strategies adopted by the store on its sales volume.
 - Make recommendations based on your analysis.

Suggestive Readings:

- Jain, H. C. & Tiwari, H. N. (2021) "*Computer Applications in Business*" Taxmann, Delhi.
- Madan, S. (2020) "*Computer Applications in Business*" Scholar Tech Press, Delhi.
- Mathur, S. & Jain, P. "*Computer Applications in Business*" Galgotia Publishing Company.
- Sharma, S.K. & Bansal, M. (2022) "*Computer Applications in Business*" Taxmann, Delhi.
- Walkenbach, J. "*MS Excel 2016, Bible*". John Wiley & Sons, USA.
- Winston, W. L. "*MS Excel 2013, Data Analysis & Business Modeling*" Microsoft Press, USA.

Additional Sources:

- Benninga, S. "*Financial Modelling*" The MIT Press, USA.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

Office Operations

BAC: DSE (MOM)- 8.3

Learning Objectives:

The course aims to acquaint students with the operations of office including front office, middle office and back office.

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

1. Demonstrate the fundamentals of office operations.
2. Analyse the day-to-day workings of office.
3. Interpret front office and back-office tasks.
4. Examine the role of secretary in offices.
5. Summarize various office operations.

Course Contents:

Unit 1: Fundamentals of front office operations and Front Office Management (18 hours)

Structure of Front Office Department: Functional Organization of Front office, Front Desk Layout and Equipment; Front office operations in the context of Hospitality: Accommodation facilities, Handle Reservation activities, dealing with Guests and Colleagues, Personal Care and Safety.

Front Office Procedures and Systems, Planning and evaluating operations, Accounting and Auditing, Customer service techniques for front office employees, Supervision and Management in the front office.

Unit 2: Middle Office Operations (9 hours)

Managerial functions: Planning, Organising, Directing, Motivation, Controlling and Supervision of different activities, Office Manager as an Administrator, Advisor and Public Relations officer.

Unit 3: Back Office Operations (9 hours)

Supervision and Administration: Human resources, accounting and revenue-generation role. Filing, Indexing and record management operations, office recruitments and promotion procedures. Gathering and processing. Mail data offline /online to assist the front office team.

Unit 4: Role of Executive Secretary in Office Operation (9 hours)

Secretary in front office – mainly client facing roles, attending phone calls, maintenance of appointment diary. Taking dictation, drafting of letters, fax messages, sending and receiving emails, notice of the meeting, proceedings of agenda and minutes of the meeting Use of Modern technology and Office Communication, mail, voice mail, multi-media, video conferencing, virtual meetings.

Exercises:

The learners are required to:

1. Strengthen their knowledge of the latest office operations.
2. Learn equipment used but also adopt special methods to be used.

3. Learn how to run an office in a congenial environment.
4. Discuss the equipment to be used in the office.
5. Learn the various office operations being adopted.

Suggested Readings:

- Andrews, S., *Front Office Manual*, Tata McGraw Hill (India).
- Bardi, J. *Front Office Management*, Willy and Sons.
- Bhatia, R.C. (2019) *Office Management* – Galgotia Publishers, New Delhi.
- Chopra R.K (2009), *Office Management*, Himalaya Publishing House. New Delhi.
- Duggal, B (1989), *Office Management & Commercial Correspondence*, Kitab Mahal, (India).
- Ghosh, P.K. (2010) *Office Management*, Sultan Chand & Sons, New Delhi.
- Kasavana & Brooks (2009), *Managing Front office Operations*.
- Krishnamurty S. (2013), *Office Management*, S.Chand Publications (India).
- Pillai, R.S.N and Bagavathi (2008), *Office Management*, S. Chand & Company Ltd, New Delhi.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

E-Commerce

BAC: DSE (MOM)- 8.4

Learning Objectives:

The aim of this paper is to provide knowledge and understanding of E-Commerce. It is designed to familiarize students with the technicalities, processes and risks involved in E-commerce.

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

1. Explain the basic concepts and technologies used in the field of e-commerce.
2. Discuss different models of e-commerce.
3. Analyse the management of e-enterprises.
4. Demonstrate understanding of different online payment methods.
5. Discuss security challenges of e-commerce.

Course Contents:

Unit 1: E-Commerce: Introduction and Business Models (18 hours)

Meaning, concepts and significance of E-commerce, Key drivers of E-commerce. Models of E-Commerce, elements of a business model. E-Commerce, E-Business and M-Commerce. Advantages and Disadvantages of E-commerce, History of Electronic Commerce. Business to Business(B2B), Business to Consumer(B2C), Consumer to Consumer(C2C), Consumer to Business(C2B), Case studies of successful and failed E-Commerce companies.

Unit 2: Managing the E-Enterprise (9 hours)

Introduction, E-Enterprise, Managing the E-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organization of Business in an E-Enterprise, Electronic Data Interchange(EDI).

Unit 3: E-Marketing and E-Payment Methods (9 hours)

The scope of E-Marketing, Internet Marketing Techniques; E-payment Methods- Debit card, Credit card, Smart cards, E-Money, E-Wallets, UPI, Digital signatures, Payment gateways; Online banking.

Unit 4: Security challenges of E-commerce (9 hours)

E-commerce security – meaning and challenges. Security threats like- hacking, sniffing, cyber vandalism etc. Solutions- encryption, security channels of communication etc. Relevant provisions of the IT Act 2000.

Exercises:

Learners are required to:

1. Practice the case studies of most popular e-commerce websites like amazon, flipkart, alibaba etc.
2. Discuss different models of e-commerce.

3. Analyse management of different e-enterprises.
4. Discuss different online payment methods available in present times.
5. Identify and analyse business models being used by e-commerce companies.
6. Understand the possibility of different security issues and cyber crimes involved in building an e-enterprise and ways to resolve them.

Suggested Readings:

- Agarwala, Kamlesh N., Lal, Amit and Agarwala, Deeksha. (2000). *Business on the Net: An introduction to the whats and hows of E-commerce*. Macmillan India Ltd.
- Devi, K Abirami and Alagammai, M. (2012) *E-Commerce* , Margham Publications.
- Dietel, Harvey M., Dietel, Paul J., and Steinbuhler Kate. (2011). *E- Business and E-commerce for Managers*. Pearson Education.
- Diwan, Parag and Sharma, Sunil.(2002). *Electronic commerce- A manager's Guide to E- Business*, Vanity Books International.
- IT Act 2000.
- Kosiur, David. (1997). *Understanding Electronic Commerce* Prentice Hall of India Private Ltd., New Delhi,1997.
- Turban, E., et.al. (2017). *Electronic commerce: A Managerial Perspective* Pearson Education Asia.

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.