

NORTH-EASTERN HILL UNIVERSITY

**SYLLABUS  
FOR  
BACHELOR OF COMMERCE  
(HONOURS)**



## PREFACE

In the post liberalization period, the market forces have radically altered the dynamics of trade and industry in India. The effects of the changed environment have been more glaring and conspicuous on business education and eventually on the academic programmes offered under its fold. In order to overcome inertia and cope with the changes in the environment the syllabus for Bachelor of Commerce programme has undergone a through revision keeping in view the broader policies of the university.

The main objectives of the programme have been construed as:

- to prepare the students with knowledge and skills for pursuing higher education in commerce; and
- to promote moderate order of professional skills among the students for enhancing not only their employability in job market (*particularly to match the specialized job offerings like Accounting & Finance, Banking & Insurance, Management, and Marketing of small, medium and large enterprises, trade and commerce*) but also self-employment.

Accordingly the existing syllabus for Bachelor Degree Programme has been thoroughly revised with an emphasis on the following:

- Opportunity to develop skills either in a functional area of management or in a business sector of national and regional relevance.
- Mandatory pursuance of high priority papers like; Financial Accounting, Cost Accounting, Indian Financial System, Financial Management and Entrepreneurship Development.
- Systematic arrangement of elective and elective Honours papers with alternative choice at the level of some individual papers (to accommodate individualized regional deficiency) for even distribution of efforts and stress.
- Incorporation of state of the art concepts and skills relevant for the business students.
- Synchronization with the linking programmes at both the ends so as to facilitate uniform and gradual upgradation of knowledge and skills and to mitigate the identified content redundancy.

## B COM (HONOURS) SYLLABUS – Proposed Course Structure 2019

Paper	First Semester	Marks	Paper	Second Semester	Marks
BC 101	Business Environment	100	BC 201	Business Economics	100
BC 102	Principles & Practice of Management	100	BC 202	Fundamental Mathematics;	100
			or	or	
			BC 203	Information Technology in Business	100
<b>BC 103</b>	<b>Financial Accounting</b>	<b>100</b>	<b>BC 204</b>	<b>Indian Financial System</b>	<b>100</b>
	<i>Total</i>	<i>300</i>		<i>Total</i>	<i>300</i>
Paper	Third Semester	Marks	Paper	Fourth Semester	Marks
BC 301	Business Statistics	100	BC 401	Compulsory English	100
BC 302	Business Laws	100	BC 402	Financial Management	100
<b>BC 303 - 305</b>	<b>Optional Group – A,B,C, or D</b>	<b>100</b>	<b>BC 403 - 406</b>	<b>Optional Group – A,B,C, or D</b>	<b>100</b>
	<i>Total</i>	<i>300</i>		<i>Total</i>	<i>300</i>
Paper	Fifth Semester	Marks	Paper	Sixth Semester	Marks
BC 501	Modern Indian Language / Alt English	100	BC 601	Environmental Studies	100
BC 502	Cost Accounting	100	BC 602	Entrepreneurship Development	100
<b>BC 503 - 506</b>	<b>Optional Group – A,B,C, or D</b>	<b>100</b>	<b>BC 603 - 606</b>	<b>Optional Group – A,B,C, or D</b>	<b>100</b>
	<i>Total</i>	<i>300</i>		<i>Total</i>	<i>300</i>
<b>Grand Total</b>					<b>1800</b>

The papers mentioned in bold letters are honours papers. The students shall be required to choose a group (A, B, C or D) of their choice in the Third Semester and they would continue with the group in the rest of the semesters.

### Optional Honours Papers (each paper carries 100 marks)

<b>A</b>	<b>Accounting &amp; Finance Group</b>	<b>B</b>	<b>Management Group</b>
BC 303	Corporate Accounting	BC 304	Marketing Management
BC 403	Auditing	BC 404	Human Resource Management
BC 503	Financial Services	BC 504	Service Management
BC 603	Direct & Indirect Taxes	BC 604	Small Enterprise Management
<b>C</b>	<b>Banking &amp; Insurance Group</b>	<b>D</b>	<b>Marketing Group</b>
BC 305	Fundamentals of Banking	BC 304	Marketing Management
BC 405	Fundamentals of Insurance	BC 406	Sales & Advertisement Management
BC 505	Bank Management	BC 506	Rural & Agricultural Marketing
BC 605	Insurance Management	BC 606	Services Marketing

# Course contents

## B COM 1<sup>ST</sup> Semester

### BC – 101: BUSINESS ENVIRONMENT

**Objective:** To provide general exposure to the students of the various components of business environment in Indian context.

#### **UNIT – I: Introduction**

Meaning and significance of business environment. Business environment in Developed and Developing countries. Components of business environment – external, internal, micro, macro, social, economic, legal, demographic and political. Trends – income, savings and investment, and inflation.

#### **UNIT – II: Indian planning and economic problems**

Importance of Five Year plans, merits and limitations, major policies and resource allocation in 12<sup>th</sup> Five Year Plan. Planning and Liberalisation. Target and achievement regarding employment, sectoral and overall growth, regional balance and social justice. Broader economic problems in India. NITI AYOOG – Objectives and Functions.

#### **UNIT – III: Industry and industrial policy:**

Historical developments with emphasis on 1956 policy, Industrial Policy 1991 and modifications thereof, Small Industrial Policy 1991, Industrial Policy for North-East. Policy for MSMEs. Major industries in India – Steel, Cement, Textile, Tourism and IT. Industrial Sickness – Causes and Remedies.

#### **UNIT – IV: Trade and Foreign investment:**

EXIM Policy – historical developments and current EXIM policy. Trend of Trade and Balance of Payment, Trade relationship with USA, European Union, and SAARC. Foreign collaboration and foreign investment.

#### **UNIT – V: International Business Environment:**

Nature of International Business Environment, Trends in world trade and the problems in development countries. Foreign trade and economic growth, international economic grouping – European Union, NAFTA, OPEC.

International economic institutions – WTO, World Bank, IMF (Background, Objectives, Functions and the influence on India)

#### **Books (Latest Edition):**

- Aswathappa, K, *Essentials of Business Environment*, Himalaya Publishing House, Mumbai.
- Cherunilam, F, *Business Environment*, Himalaya Publishing House, Mumbai.
- Dhingra, IC, *The Indian Economy*, Sultan Chand & Sons, New Delhi.
- Dutt & Sundaram, *Indian Economy*, S Chand & Co, New Delhi.
- Mishra & Puri, *The Indian Economy*, Himalaya Publishing House, Mumbai.
- Ray, SK, *The Indian Economy*, Prentice Hall of India, New Delhi.
- Upadhyaya, *Business Environment*, Asian Books P. Ltd., New Delhi.

## **BC- 102: PRINCIPLES & PRACTICE OF MANAGEMENT**

**Objective:** To acquaint the students with the basic process and principles of management and to make them aware of the important management functions and practices.

### **UNIT – I: Management – Concept**

Evolution of Management thought from classical to modern; Functions of Management; Management as a dynamic process; Overview of functional areas of management; Social Stake holding and Managerial Ethics.

### **UNIT – II: Planning & Organising**

Planning Premises; Strategy and Planning; Decision making - Types of decisions, process and techniques of decision making; Management by Objectives (MBO) - Organising – Meaning, significance and process; Delegation of authority and decentralization; Departmentalisation – designing Organizational Structure – types (functional, project, matrix and network) and their features, merits and limitations.

### **UNIT – III: Motivation & Leadership**

Motivation – Concept, Theories – Maslow, Herzberg, McGregor;  
Leadership – Concept, styles, Likert's 4 styles, Transactional Leadership;  
Communication – Principles, channels, types and process, barriers and remedies.

### **UNIT – IV: Managerial Control**

Concept and Process; Effective control systems; Techniques – Traditional & Modern; PERT and CPM; Budgetary Control; Management Audit.

### **UNIT – V: Change and Conflict Management**

Concept, nature, and process of planned change; Emerging dimensions of management in a changing environment, Managing diversity, Interpersonal Conflict – Levels, causes & resolution, Functional & Dysfunctional conflict; Group Dynamics and Relationship management.

#### **Books (Latest Edition):**

- Bose, Chandra, *Principles of Management and Administration*, PHI, New Delhi.
- Chandan, JS, *Management Concepts and Strategies*, Vikas, New Delhi.
- Drucker, Peter, *The Practice of Management*, Allied Publishers, New Delhi.
- Dubrin, *Essentials of Management*, Cengage, New Delhi.
- Govindarajan & Natarajan, *Principles of Management*, PHI, New Delhi.
- Hellriegel, *Management: A Competency-Based Approach*, Cengage Pvt. Ltd, New Delhi.
- Koontz & O'Donnell, *Principles of Management*, Tata McGraw Hill, New Delhi.
- Prasad, LM, & Gulshan, SS, *Principles & Practice of Management*, Sultan Chand & Sons, New Delhi
- Robbins, *Organisational Behaviour*, PHI, New Delhi.

## BC – 103: FINANCIAL ACCOUNTING

**Objective:** To impart basic accounting knowledge as applicable to business.

### **UNIT – I: Introduction, Preparation and Presentation of Financial Statements**

Accounting Concepts, Functions and Principles, Accounting Cycle and Overview of Accounting Standards (Need of Ind AS, ASB, Procedure and Compliance of Ind AS in India).

Manufacturing and Trading Account, Profit and Loss Account, Profit and Loss Appropriation account, Balance Sheet (Sole Proprietorship).

### **UNIT – II: Accounting For Not for Profit Organizations**

Financial Statements of Not for Profit Organisations - Receipt and Payment Account, Income and Expenditure Account, Balance Sheet.

Conversion of Single Entry System of Accounting to Double Entry.

### **UNIT – III: Accounting for Partnership – I**

Partnership Firm: Nature, Test and Types of Partnership including Salient features of Limited Liability Partnership Act 2008, Partnership Deed, Rights and Duties (Liabilities) of Partners, Registration of Firm.

Accounting for Reconstitution of Partnership Firms – Admission.

### **UNIT – IV: Accounting for Partnership – II**

Retirement, Change in Profit Sharing Ratio, and Death of a Partner.

Dissolution of Partnership Firm (including piecemeal distribution) and Sale of a Firm.

### **UNIT – V: Accounting for Special Transactions**

Accounting for Joint Ventures.

Branch Accounting (without Foreign Branch and inter-branch adjustments), Consignment Accounting, Accounting for Hire Purchase (Simple Problems) and Installment

**Please Note that Latest Ind ASs are applicable.**

#### **Books (Latest Edition):**

- ✓ Gupta, RL & Radhaswamy, M, *Financial Accounting, Vol. – I*; Sultan Chand & Sons, New Delhi.
- ✓ Hanif & Mukherjee, *Financial Accounting*, Tata McGraw-Hill, New Delhi.
- ✓ Maheshwari, SN, *Financial Accounting*, Vikas Publishing House, New Delhi.
- Mukhopadhyaya, D, *Financial Accounting*, Asian Books P. Ltd., New Delhi.
- ✓ Narayanaswamy, *Financial Accounting: A Managerial Perspective*, PHI, New Delhi.
- ✓ Sehgal, A & Sehgal, D, *Fundamentals of Financial Accounting*, Taxmann, New Delhi.
- Shukla, MC, Grewal, TS, & Gupta, SC, *Advanced Accounts, Vol – I*; S. Chand & Co., New Delhi.
- ✓ Tulsian, PC, *Financial Accounting*, Tata McGraw Hill, New Delhi.

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## B COM 2<sup>nd</sup> Semester

### BC – 201: BUSINESS ECONOMICS ✓

**Objective:** To impart the knowledge of economic concepts relevant to business.

#### **UNIT – I: Introduction**

Definition, scope and role of business economics, goals of business firm, relation with other allied subjects, role and responsibility of a managerial economist.

#### **UNIT – II: Theory of Consumer Behavior**

Concept of demand, law of demand, concept of elasticity of demand, determinants of demand, demand function, demand forecasting, meaning of consumer behavior, concept of consumers equilibrium, the cardinal utility approach and the Indifference curve approach.

#### **UNIT – III: Theory of Production**

Meaning of production, production function- main concepts- marginal productivity of the factors of production, marginal rate of technical substitution, elasticity of substitution, factor intensity, returns to scale, Isoquants - meaning and properties of isoquants, production with one variable.

#### **UNIT – IV: Theory of Costs**

Concept of cost, cost function- short and long run, theory of cost in the short run, Short-run and long run cost curves, Shape of cost curves and decision making.

#### **UNIT – V: Theory of Firm**

Perfect competition - Assumptions and equilibrium of firms in the short and long run, Industry under perfect competition.

Monopoly - concept of monopoly, short and long run equilibrium under monopoly, mark up pricing, multi-plant monopoly and bilateral monopoly, concept and forms of price discrimination, conditions for price discrimination, degrees of price discrimination.

Monopolistic competition - meaning, basic assumptions, product differentiation & equilibrium.

#### **Books (Latest Edition):**

- Misra & Puri, *Economics for managers*, Himalaya Publishing House, Mumbai.
- Gupta, GS, *Managerial Economics*, Tata McGraw Hill, New Delhi.
- Salvatore, D, *Managerial economics and global economy*, Thomson.
- Hirschey, *Economics for Managers*, Cengage, New Delhi.
- Froeb, *Managerial Economics: A Problem Solving Approach*, Cengage, New Delhi.
- Rutherford, Donald, *Economics – The Key Concepts*, Routledge.



## BC – 202: FUNDAMENTAL MATHEMATICS

*Objective:* The objective of the course is to familiarize the students with the knowledge of essential mathematics which are applicable in business.

### UNIT – I: Matrix and Determinants

Definition of a matrix, Types of matrices, Algebra of matrices,  
Calculation of values of determinants up to third order.  
Adjoint of a matrix.  
Elementary row operations.  
Finding inverse of a matrix through adjoint and elementary row operations.  
Solving a set of linear equation using Cramer's Rule.  
Applications of matrices for solution to simple business and economic problems.

### UNIT – II: Mathematical functions

Mathematical functions and their types – linear, quadratic, polynomial, exponential and logarithmic.

### UNIT – III: Calculus

Concepts of limit, and continuity of a function.  
Concept of differentiation. Rules of differentiation – simple standard forms (involving one variable).

### UNIT – IV: Calculus and economic situations.

Applications of differentiation – elasticity of demand and supply. Maxima and minima of functions (involving second or third order derivatives) relating to cost and revenues.

### UNIT – V: Financial Mathematics:

Rates of interest-nominal, effective and continuous – and their inter-relationships.  
Compounding and discounting of a sum using different types of rates.  
Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest.  
Methods of Calculation of Depreciation on fixed assets.  
Valuation of simple loans, shares and debentures.

#### **Books (Latest Edition):**

- Bhowal, *Business Mathematics*, Asian Books P. Ltd., New Delhi.
- Dowling, ET, *Mathematics for Economics*, Schaum's Outlines Series, Tata McGraw Hill, New Delhi.
- Kapoor, VK, *Essentials of Mathematics for Business and Economics*, Sultan Chand & Sons, New Delhi.
- Mizrahi & Sullivan, *Mathematics for Business and Social Sciences*, John Wiley and Sons.
- Thukral, JK, *Mathematics*, Taxmann, New Delhi.

## BC – 203: INFORMATION TECHNOLOGY IN BUSINESS

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

### Unit – I: Introduction to Information Technology and Computers

Role of information in business, Types of information and information systems; Users of information system and information technology; Limitations of Information Technology; Computers as an essential tool in IT;

Computer: Characteristics, Advantages, Limitations, Types and applications; Components of Computer: Humanware, Hardware, Firmware, Liveware, Software; System Software: Operating system, Translators - Interpreter, Compiler and Assemblers, Linkers and Loaders; Application Software: General Purpose Packaged Software and Tailor-made Software; Utility Software - Virus and Worms.

### UNIT – II: Information Processing and Transmission

Overview of Operating System (OS), Functions of OS, Types of OS and their advantages and disadvantages

Data Base Management: Records – Folders, File and Data Base, Advantages of DBMS, Types of DBMS and their features, Role of Data Base Administrator.

Introduction to Networking: Advantages, Types of Network Topology; LAN, MAN and WAN

### UNIT – III: Spreadsheet and its Business Applications

Spreadsheet: Basic Operations; Formula Copying, Moving data from selected cells, Handling operations in formulae, Rearranging Worksheet.

Organizing Charts and graphs, Graphical representation of data.

Creating spreadsheet in the areas of: Loan statements, Payroll statements and Ratio Analysis.

### UNIT – IV: Introduction to Internet

Definition and meaning, Growth of internet, Owner of Internet, Anatomy of Internet, Basic Internet Terminology, Net Etiquette, World Wide Web, Internet Protocols, Usage of Internet to society, Search Engines

### UNIT – V: E - Commerce Fundamentals

E-Commerce: Introduction, Business Models for E-Commerce; E-Marketing: Online Marketing, E-Advertising, Marketing Analysis and issues; E-Payment System: Fundamentals

#### **Books (Latest Edition):**

- Agarwala, KN, & Agarwala, D, *Business on the Net – Introduction to E-Commerce*, Macmillan India, New Delhi.
- Aksoy, *Introduction to Information Technology*, Cengage, New Delhi.
- Bajaj, KK & Nag, D, *e-Commerce: The Cutting Edge of Business*, Tata McGraw Hill, New Delhi.
- Madan, Sushila, *Introduction to Computers and Information Systems*, Taxmann, New Delhi.
- Rajaraman, V, *Fundamentals of Computers*, PHI, New Delhi.
- Ram, B, *Computer Fundamentals – Architecture & Organisation*, New Age International Pvt. Ltd, New Delhi.
- Schneider, *e-Commerce: Strategy, Technology and Implementation*, Cengage, New Delhi.

## BC – 204: INDIAN FINANCIAL SYSTEM

*Objective: To acquaint students with the constituents of Indian financial system and its general operations.*

### UNIT – I: Overview of Indian Financial System

Structure of Indian Financial system; Its Constituents - Investors, Market, Instruments, Services, Institutions and Regulators; Efficiency Indicators of Financial System; Development and growth of Indian financial system; Role of financial system in Economic development.

### UNIT – II: Money Market

Definition, Characteristics and Function; Types of Instruments and their general characteristics; Different sub-markets and their growth and development; Reforms in Money Market.

### UNIT – III: Capital market

Definition, Characteristics and Function; Instruments and their general characteristics; Primary and Secondary Markets; Debt and Equity Market; Trading and Settlement Mechanism; Growth and development of different markets, Reforms in Capital Market.

### UNIT – IV: Institutions

Banking Institutions: Commercial, Rural and Cooperative Banks – Their functions and role; Role of Non-Banking Financial Institutions:

- a. Development Financial Institutions: Industrial, Agricultural and special DFIs – General function of each category and their role
- b. Investment Institutions: Insurance organisations and Mutual Fund organisations – their general function and role
- c. Non-Banking Finance Companies: Function and role

### UNIT – V: Regulators

RBI: Its functions and role, Monetary Policies, Credit control Measures and their effectiveness

SEBI: Its functions and role

IRDA: Its functions and role

#### Books (Latest Edition):

- / Bhole, LM, *Financial Market & Instruments*, Tata McGraw Hill, New Delhi
- Desai, V, *Indian Financial System & Development*, Himalaya Publishing House, Mumbai.
- / Khan, MY, *Indian Financial System*, Tata McGraw Hill, New Delhi.
- / Pathak, BV, *Indian Financial System*, Pearson – India, New Delhi.

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## B COM 3<sup>rd</sup> Semester

### BC – 301: BUSINESS STATISTICS

**Objective:** To enable the students to gain understanding of statistical and mathematical techniques useful in business applications.

#### UNIT – I: Introduction

Statistics: Meaning, Scope, Importance and Limitations; its relationship with other sciences; Statistics as a subject; Descriptive Statistics vs. Inferential Statistics; Data: Need for data and Sources of Data, Methods of Data Collection; Data Classification; Tabulation and Presentation.

#### UNIT – II: Descriptive Statistics

Central Tendency and measures thereof; Dispersion and their measures; Skewness and its measures; Moments, Kurtosis and their measures.

#### UNIT – III: Analytical Statistics

Correlation (bivariate – Karl Pearson's & Spearman's rank correlation), Simple Linear Regression and Association of Attributes; Index Number: Meaning, types and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain – base index numbers; Base shifting, splicing and deflating; Problems in constructing index numbers; Consumer price index.

#### UNIT – IV: Inferential Statistics

Permutations and Combinations; Probability: Theory, Concepts; Simple application of addition and multiplication theorem; Sampling Theory: Census vs. Sampling; parameters and statistics, sampling errors; principles of sampling and methods of sampling.

#### UNIT – V: Business Forecasting

Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition – Additive and multiplicative models; Determination of trend – Moving average method and method of least squares (linear only); Computation of seasonal indices by simple average; Interpolation and Extrapolation.

#### **Books (Latest Edition):**

- ✓ Anderson, *Statistics for Business & Economics (with CD)*, Cengage, New Delhi.
- ✓ Bhowal, *Fundamentals of Business Statistics*, Asian Books P. Ltd., New Delhi.
- Elhance, DN, *Fundamentals of Statistics*, Kitab Mahal, Allahabad.
- ✓ Gupta, SC, & Kapoor, VK, *Fundamentals of Statistics*, Sultan Chand & Sons, New Delhi.
- ✓ Gupta, SP, *Statistical Methods*, Sultan Chand & Sons, New Delhi.
- Hooda, RP, *Statistics for Business & Economics*, Macmillan, New Delhi.
- Keller, *Statistics for Management & Economics*, Cengage, New Delhi.
- ✓ Lewin & Rubin, *Statistics for Management*; Prentice-Hall of India, New Delhi.
- Shenoy, Srivastava, & Sharma, *Business Statistics*, Wiley Eastern, New Delhi.

## BC – 302: BUSINESS LAWS

*Objective: The objective of this course is to provide a brief idea about the framework of Indian business laws.*

### UNIT – I: Contract Act 1872

Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void and voidable; Performance of contract; Discharge of contract; Remedies for breach of contract.

Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

### UNIT – II: Sale of Goods Act 1930

Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Doctrine of Caveat Emptor, Performance of the contract of sale; sale by auction, Unpaid seller and his rights – carriage by land; Hire purchase agreement.

### UNIT – III: The Laws Relating to Industries (Salient features of relevant Acts)

Workmen Compensation Act 1923 (Scope and definition, Employers' liability, Occupational diseases and compensation), The Industrial Disputes Act 1947 (Scope and definition, Types of disputes, Strikes and lockout, Unfair labour practices, procedure and settlement, Settlement authorities), Minimum Wages Act 1948 (Minimum, Fair and Living wage, definition, Fixation and Revision of wages and their procedure, Advisory boards, Safeguards in payment of wages), and The Factories Act 1948 (Scope and definitions, Health, Safety and Welfare measures, Hazardous processes, Working hours and holidays, Employment of young persons, Penalties and procedures).

### UNIT – IV: Negotiable Instrument Act 1881

Definition of negotiable instruments; Features; Promissory note; Bill of exchange and cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonour and discharge of negotiable instrument; Discounting & Endorsing of a Bill of Exchange.

### UNIT – V: The Companies Act 2013 and Consumer Protection Act 1986

Companies Act: Nature and Types of Companies, Memorandum of Association, Articles of Association, Prospectus, Directors & Company Secretaries: Their Rights, Functions and Duties; Meetings and Resolutions.

COPRA: Salient Features; Definition of consumer; Grievance redressal machinery.

#### **Books (Latest Edition):**

- Aggarawal, R, *Students' Guide to Mercantile & Commercial Laws*, Taxmann, New Delhi.
- Gulshan, SS, & Kapoor, GK, *Business Laws*, New Age International P. Ltd., New Delhi.
- Kapoor, ND, *Commercial Law & Industrial Law*, Sultan Chand New Delhi.
- Kuchal, MC, *Business Laws*, Vikas Publishing House, New Delhi.
- Sen, AK, & Mitra, JK, *Commercial Law & Industrial Law*, The World Press P. Ltd., Kolkata.
- Shukla, MC, *A Manual of Mercantile Law*, S Chand & Co., New Delhi,

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B COM 4<sup>th</sup> Semester

BC – 401: Modern Indian Language / Alternative English

(Syllabus as Approved by BUGS, English)

## BC – 402: FINANCIAL MANAGEMENT

*Objective: To develop an understanding of various finance function and common techniques of financial management.*

### **UNIT – I: Foundations of Finance**

Financial Management: Meaning, scope, relationship with other functional areas of business;

Goals: Profit vs. Wealth Maximization; Functions: Investment, financing and dividend;

Time Value of Money: Discounting and Compounding

### **UNIT – II: Capital Budgeting**

Nature of investment decisions, Capital Budgeting Process, Investment Evaluation criteria: Payback period, ARR, NPV, IRR and PI, Comparison between NPV and IRR

### **UNIT – III: Cost of Capital and Capital Structure**

Significance of Cost of Capital, Computation of Cost of Capital: Debt, Preference Shares, Equity Shares and Retained Earnings, Weighted Cost of Capital;

Meaning of Capital Structure, Theories of Capital Structure and Factors affecting Capital structure

### **UNIT – IV: Dividend Decisions**

Factors affecting dividend policies, Forms of Dividend, Dividend Models: Walter, Gordon and M-M Hypothesis

### **UNIT – V: Working Capital Management**

Working capital- Meaning, Concept and Cycle, Factors determining working capital requirements, Working Capital Financing, Overall Working Capital Management, Management of Accounts Receivables and Management of Inventory

#### **Books (All latest editions):**

- ✓ Banerjee, B, *Fundamentals of Financial Management*, PHI, New Delhi.
- ✓ Chandra, Prassana, *Financial Management*, Tata McGraw Hill, New Delhi.
- Ehrhardt, & Brigham, *Fundamentals of Financial Management*, Cengage, New Delhi.
- ✓ Khan, & Jain, *Financial Management*, Tata McGraw Hill, New Delhi.
- ✓ Kishore, RM, *Financial Management*, Taxmann, New Delhi.
- Megginson, Smart, & Gitman, *Principles of Corporate Finance*, Cengage, New Delhi.
- ✓ Pandey, IM, *Financial Management*, Vikas Publishing House, New Delhi.

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B COM 5<sup>th</sup> Semester

BC – 501: Compulsory English

(Syllabus as Approved by BUGS, English)



## BC – 502: COST ACCOUNTING

*Objective: This course exposes the students to the basic concepts and the tools used in cost accounting*

### UNIT – I: Cost Concepts and Accounting for Materials

Cost Concepts and Cost Classification, Objectives of Cost Accounting, Cost Accounting in contrast with other branches of accounting, Cost Centers and Activities.

Accounting for Materials - Stores Records, Inventory Control, Pricing of Materials, Inventory Valuation for Annual accounts and Accounting for Losses.

### UNIT – II: Accounting for Labour and Overheads

Accounting for Labour - Computation of Labour cost, Labour cost management, Methods of remuneration, Cost and Effect of Labour turnover.

Accounting for Overheads - Overhead Classification, Distribution of Overhead.

### UNIT – III: Methods of Costing

Unit Costing, Job and Contract Costing, Process Costing (Except inter-Process Profit and Equivalent Production).

### UNIT – IV: Marginal Costing related Applications

Marginal Costing (MC) - Concept of MC, Difference between MC & Absorption Costing, Application of MC, Methods of segregating semi-variable costs into fixed and variable component.

CVP and Break Even Analysis – Break Even Point, Margin of Safety, Angle of incidence, Various Types of Break Even Charts; Key Factor based decisions.

### UNIT – V: Cost Analysis for Control

Budgetary Control – Concepts and Types, Functional Budgets (Sales, Production, Raw Material and Labour), Cash Budget, Flexible Budget, and Master Budget.

Standard Costing and Variance Analysis - Material, and Labour.

#### **Books (Latest Edition):**

- ✓ Agrawal & Jain, *Cost Accounting – Concepts & Methods*, Asian Books P. Ltd., New Delhi.
- Alex, K, *Cost Accounting*, Pearson – India, New Delhi.
- Banerjee, Bhabatosh, *Cost Accounting*, PHI, New Delhi.
- ✓ Bhattacharyya, AK, *Principles & Practice of Cost Accounting*, PHI, New Delhi.
- Kishore, RM, *Advanced Cost Accounting & Cost Systems*, Taxmann, New Delhi.
- ✓ Lal, Jawahar, *Cost Accounting*, Tata McGraw Hill, New Delhi.
- Madegowda, J, *Cost Accounting*, Himalaya Publishing House, New Delhi.
- Rao, Tukaram, *Cost Accounting*, New Age International Publishers, New Delhi.
- ✓ Saxena & Vashist, *Advanced Cost & Management Accounting*, Sultan Chand & Sons, New Delhi.

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B COM 6<sup>th</sup> Semester

BC – 601: ENVIRONMENTAL STUDIES

(Syllabus as Approved by BUGS, Environmental Science)

## BC - 602: ENTREPRENEURSHIP DEVELOPMENT

**Objective:** To provide exposure to the students to the concept and process of entrepreneurship, and industrial growth so as to prepare them to set-up their own small enterprises.

### UNIT – I: Entrepreneurship

Entrepreneur, Entrepreneurship and Enterprise – Importance and relevance of the entrepreneur – Factors influencing entrepreneurship – Pros and Cons of being an entrepreneur – Women entrepreneurs, problems and promotion –Types of Entrepreneurs – Characteristics of a successful entrepreneur – Competence requirement for entrepreneurs – Awareness of self competency and its development; Entrepreneur and enterprise life cycle, Profile of some successful Entrepreneurs; Social responsibilities of an entrepreneur.

### UNIT – II: Micro Small and Medium Enterprises

Micro, Small and Medium Enterprises / Ancillary industries / Cottage Industries – definition, meaning, product range, capital investment, ownership patterns; Importance and role played by MSMEs in the development of the Indian economy. Policies governing MSMEs: Small Industrial Policy 1991, MSMED ACT 2006, Industrial Policy for North-East.

Problems faced by MSMEs and the steps taken to solve the problems; Meaning and definition of a sick industry – Causes of industrial sickness; Preventive and remedial measures for small industrial sickness;

### UNIT – III: Starting a Small Enterprise

Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies.

Steps involved in starting a business venture – location, clearances and permits required, formalities, licensing and registration procedures; Assessment of the market for the proposed project; Importance of financial, technical and social feasibility of the project.

### UNIT – IV: Preparing the Business Plan (BP)

Business Plan - Importance, Who prepares it? – Typical BP format. Financial, marketing, human resource, social and technical aspects of BP. Preparation of BP – Common pitfalls to be avoided in preparation of a BP

### UNIT – V: Institutions supporting MSMEs

Financial assistance through SFC's, NSIC, SIDBI, Commercial Banks, MIDC; Non financial assistance from DIC, SIDO, MSME(DI), IIE, EDII, KVIC; Financial incentives for MSMEs and Tax Concessions, Assistance for obtaining raw material, machinery, land and building and technical assistance; Industrial estates – role and types; Entrepreneurship Development Program.

#### **Books (Latest Edition):**

- Bharusali, *Entrepreneurship Development in Manufacturing Industries*, Himalaya Publishing House, Mumbai.
- ✓ Desai, V, *Management of Small Scale Industry*, Himalaya Publishing House, Mumbai.
- Desai, V, *Problems & Prospects of Small Scale Industry*, Himalaya Publishing House, Mumbai.
- Greene, *Entrepreneurship*, Cengage, New Delhi.
- ✓ Khanka, SS, *Entrepreneurial Development*, S Chand & Co., New Delhi.
- ✓ Kuratko, *Entrepreneurship in the New Millennium*, Cengage, New Delhi.
- Mali, DD, *Entrepreneurship Development in North East India*, IIE, Guwahati.

- *Morris, Entrepreneurship & Innovations in Corporations, Cengage, New Delhi.*
- *Neeta, B, Entrepreneurship & Small Industry, Himalaya Publishing House, Mumbai.*

# Honours Groups

Optional Honours Papers (each paper carries 100 marks)

<b>A</b>	<b><i>Accounting &amp; Finance Group</i></b>	<b>B</b>	<b><i>Management Group</i></b>
BC-303	Corporate Accounting	BC-304	Marketing Management
BC-403	Auditing	BC-404	Human Resource Management
BC-503	Financial Services	BC-504	Service Management
BC-603	Direct & Indirect Taxes	BC-604	Small Enterprise Management
<b>C</b>	<b><i>Banking &amp; Insurance Group</i></b>	<b>D</b>	<b><i>Marketing Group</i></b>
BC-305	Fundamentals of Banking	BC-304	Marketing Management
BC-405	Fundamentals of Insurance	BC-406	Sales & Advertisement Management
BC-505	Bank Management	BC-506	Rural & Agricultural Marketing
BC-605	Insurance Management	BC-606	Services Marketing

# A - ACCOUNTING AND FINANCE GROUP

## BC – 303: CORPORATE ACCOUNTING

**Objective:** To help students acquiring the conceptual knowledge of fundamentals of corporate accounting and to learn the techniques of preparing financial statements.

### UNIT – I: Accounting for Financial Instruments

Accounting for Shares – Issue of Shares including Price band, Stock Invest, Bonus & Right Issue, ESOP, and Buy-back of shares.

Accounting for Preference Shares – Issue and Redemption of Preference Shares.

Accounting for Debentures – Issue and Redemption of Debentures.

### UNIT – II: Preparation of Financial Statements

Computation of Profit prior to Incorporation.

Preparation of Financial Statement of Companies and their presentation in Summary Form.

### UNIT – III: Analysis of Financial Statements

Analysis of Financial Statements, Ratio Analysis and Cash Flow Statement.

### UNIT – IV: Accounting for Corporate Restructuring

Accounting for Amalgamation, Absorption and External Reconstruction.

Accounting for Internal reconstruction.

### UNIT – V: Valuation and Consolidation

Valuation of Goodwill and Valuation of Shares.

Consolidated Financial Statements.

**Please Note that Latest Ind ASs are applicable.**

#### **Books (Latest Edition):**

- Gupta, RL, &Radhaswamy, M, *Financial Accounting, Vol. – II, Sultan Chand & Sons, New Delhi.*
- Gupta, RL, &Radhawsamy, M, *Advanced Accounting, Vol – II, Sultan Chand & Sons.,New.Delhi.*
- Hanif& Mukherjee, *Corporate Accounting, Tata McGraw-Hill, New Delhi.*
- Maheshwari&Maheshwari, *Advanced Accountancy – Vol – II, Vikas Publ., New.Delhi.*
- Rajasekaran&Lalitha, *Corporate Accounting, Pearson – India, New Delhi.*
- Sehgal, A, &Sehgal, D, *Advanced Accounting – 2 (Corporate Accounting), Taxmann, New Delhi.*
- Shukla&Grewal, *Advanced Accounting, Vol- II, S Chand & Co., New.Delhi.*

## BC – 403: AUDITING

**Objective:** This course aims at imparting knowledge about the principles and methods of auditing and their applications in different organisations.

### UNIT – I: Introduction

Meaning, objectives and significance of audit; Errors and Frauds in Auditing; Qualities of an Auditor, Types of audit: Statutory Audit and Non-Statutory Audit; Continuous and Periodical Auditing; Cost Audit; Tax Audit; Management Audit; Performance Audit; Efficiency Audit; Proprietary Audit; and Government Audit;

Audit Process: Audit Programme; Auditor's Working Papers and Evidences; Consideration for commencing an Audit; Routine Checking and Test Checking; Internal Check System: Internal Control and Internal audit.

### UNIT – II: Audit Process and Procedure

Audit Procedure: Vouching; Verification of Assets and Liabilities; Investigation.

### UNIT – III: Audit of Limited Companies and Specialized Institutions

Company auditor – Qualifications, Appointment and Removal of an Auditor, Powers, Duties, and Liabilities of an Auditor; Depreciation, Provisions and Reserves, Divisible profits and dividend; Auditor's report - standard report and qualified report.

### UNIT – IV: Standards of Auditing (SA)

Process of setting standards on auditing in India; Brief overview of:

- i) Overall Objectives of the Independent Auditor and the Conduct of an Audit in Accordance with Standards on Auditing (SA 200),
- ii) Quality Control for an Audit of Financial Statements (SA 220),
- iii) Audit Documentation (SA 230),
- iv) The Auditor's responsibilities Relating to Fraud in an Audit of Financial Statements (SA 240),
- v) Consideration of Laws and Regulations in An Audit of Financial Statements (SA 250), and
- vi) Communication with Those Charged with Governance (SA 260)

### UNIT – V: Audit of Other Entities and Contemporary Issues in Auditing

Audit of Sole Trading and Partnership Firms, Audit of Educational Institutions and Audit of Cooperative Societies;

Contemporary Issues: Social Audit, Environment Audit, Auditing in Computerized Environment.

#### **Books (Latest Edition):**

- Basu, BK, *Auditing*, New Central Book Agency, Kolkata
- Gupta, Kamal, *Contemporary Auditing*; Tata McGraw-Hill, New Delhi.
- Prakash, Jagdish, *Auditing*, Kalyani Publishers, New Delhi.
- Sharma, TR, *Auditing Principles & Problems*, SahityaBhawan, Agra.
- Tandon, BN, *Principles of Auditing*; S. Chand & Co., New Delhi.
- Publications of ICAI, New Delhi on Standards of Auditing.

## BC – 503: FINANCIAL SERVICES

**Objective:** To acquaint students with various fund based and fee based financial services and to understand their role in the overall financial system.

### UNIT – I: Introduction

Financial services: Meaning, nature and need for financial services; Various types of financial service: Fund based and Non-Fund based;

Characteristics and role of financial intermediaries; Scope of financial Services; Overview of Financial Services Industry in India.

### UNIT – II: Banking and Insurance Services

Financial Services and banking system; Traditional and Innovative banking services;

Insurance organization their function and role, Insurable and non-insurable risk;

Insurance products: Traditional and Innovative insurance services.

### UNIT – III: Financial services of other depository Institutions

Non-Banking Finance Companies and Mutual Fund, and Pension Funds: Functions and Role.

### UNIT – IV: Market related Financial Services

Stock Exchange their operation and role; Broking, Merchant Banking, Custodian services, Credit Rating, Forex Management, Portfolio / Wealth Management.

### UNIT – V: Other Financial Services

Merger and acquisition, Venture Capital, Factoring, Lease financing and Hire Purchase, Securitisation, Asset Reconstruction.

#### **Books (Latest Editions):**

- ✓ Khan, MY, *Financial Services*, Tata McGraw Hill, New Delhi.
- Bhalla, VK, *Management of Financial Services*, Anmol, New Delhi.
- Gordan, & Natrajan, *Emerging Scenario of Financial Services*, HPH, Mumbai.
- Tripathy, NP, *Financial Instruments and Services*, PHI, New Delhi.
- ✓ Avadhani, VA, *Marketing of Financial Services*, HPH, Mumbai.
- Madura, *Financial Institutions and Markets*, Cengage, New Delhi.



## **BC – 603: DIRECT & INDIRECT TAXES**

**Objective:** *The objective of the course is to enable the students to compute direct taxes as per the Income Tax Act. Also it aims to impart basics of Goods and Services Act.*

### **UNIT – I: Basic Concepts**

Basic Concepts and Definitions: Income, Agricultural Income, Gross Total Income, Total Income, Person, Firm, Assessee, Assessment Year, Previous Year, Tax liability, Tax Avoidance, Tax Evasion and Tax Planning, Capital and Revenue, PAN and TAN. Residential Status and Incidence of Tax, Incomes Exempt from Tax u/s. 10.

### **UNIT – II: Heads of Income - I**

Income from Salaries; Income from house property;

### **UNIT – III: Heads of Income - II**

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

### **UNIT – IV: Deductions and Computations**

Deductions from GTI under Chapter – VI for Individuals; Rebates and Reliefs; Computation of Total Income for Individuals and Firms (Simple problems for firms); Computation of Tax liability for individuals.

### **UNIT – V: Basics of GST**

Rationale for GST; Structure of GST (SGST, CGST, UTGST, & IGST); GST Council, GST Network, Important terms and definitions: Meaning and Scope of Supply, Composite and Mixed Supplies, Zero Rated Supply, Registration under CGST / SGST Act, Avoidance of dual control, Maintenance of Accounts and Records, Tax Invoice, Credit Notes and Debit Notes, E – Way Bill, Composition Scheme.

Time and Value of Supply of Goods and / or Services, Principles for determining the place of supply of goods and services, Various Exemptions under GST.

#### **Books (Latest Edition):**

##### **1. For Direct Taxes:**

- Ahuja, Girish & Gupta, Ravi, *Systematic approach to Income Tax*, Sahitya Bhawan Agra.
- ✓ Chandra, Mahesh, & Shukla, DC, *Income Tax Law & Practice*, Pragati Publications, Delhi.
- Mehrotra, HC, *Income Tax Law & Accounts*; Sahitya Bhawan, Agra.
- Pagare, Dinker, *Income Tax Law & Practice*, Sultan Chand & Sons, New Delhi.
- ✓ Singhania, VK, *Students' Guide to Income Tax*, Taxmann, New Delhi.

##### **2. For Indirect Taxes:**

- Datey, VS: *GST Ready Reckoner*, Taxmann Publication, New Delhi
- Goel, Pankaj: *GST Ready Referencer*, Commercial Law Publisher (India) P Ltd, Delhi.
- Gupta, SS: *GST – How to meet your obligations*, Taxmann Publications, New Delhi
- Koolwal, Ashish & Ritu: *GST*, Commercial Law Publisher (India) P Ltd, Delhi
- Rastogi, Abhishek: *Professionals Guide to GST – Ideation to Reality*, LexisNexis, Gurgaon

##### **3. Reference Books:**

- *Income Tax Act*
- *Income Tax Rules*
- *The Central Goods and Services Tax Act*
- *The Integrated Goods and Services Tax Act*
- *The State Goods and Services Tax Act*
- *The Union Territory Goods and Services Tax Act*

## B - MANAGEMENT GROUP

### BC – 304: MARKETING MANAGEMENT

*Objective: To acquaint the students with the basics principles of marketing management.*

#### **UNIT – I: Introduction**

Definitions, Concepts, Nature and Scope of Marketing, Marketing Environment, Marketing Mix, Marketing Management Process.

#### **UNIT – II: Market & Product**

Consumer Behaviour

Market Segmentation – Concepts, Importance & Bases, Target Market selection and Positioning Concept;

Product – Meaning, Importance, Classification, Product Attributes and Features; Branding – Meaning & Significance, Packaging and Labelling, Product Life-Cycle – Concept and Stages,

#### **UNIT – III: Pricing & Promotion**

Pricing –Significance, Influencing Factors, Policies & Types, Geographical Pricing, Product Line Pricing, Discounts, Rebates & Offers.

Promotion –Nature & Importance; Communication Process; Promotion Mix – Advertising, Personal Selling, Public Relations & Sales Promotion.

#### **UNIT – IV: Distribution & Retailing**

Distribution – Meaning, Importance and Channels, Wholesaling & Retailing, Factors Affecting choice of distribution channel..

Retailing – Meaningand Significance; Selection of Location, Super Market, Store / Non-store based Retailing, Chain stores, Speciality stores, Retail Vending Machines, Mail Order Houses, Retail Cooperatives, Retailing in India.

#### **UNIT – V: Contemporary Issues in Marketing Management**

Rural Marketing: Importance, Characteristics, Understanding Rural Consumers, Rural Marketing Vs. Agricultural Marketing.

Consumer Protection in India, Marketing Ethics, Online Marketing, Social Marketing, Relationship Marketing, Green Marketing, Use of Technology for Marketing Functions.

#### **Books (Latest Edition):**

- Czinkota, *Marketing Management*, Cengage, New Delhi.
- ✓ Kotler, & Keller, *Marketing Management*, PHI, New Delhi.
- ✓ Kotler, P, & Armstrong, G, *Principles of Marketing*, PHI, New Delhi.
- ✓ Kumar, Arun, *Marketing Management*, Vikas Publishing House, New Delhi.
- Kurtz, *Principles of Marketing*, Cengage, New Delhi.
- Lal et al, *Marketing Management*, Tata McGraw Hill, New Delhi.
- Lamb, *Introduction to Marketing*, Cengage, New Delhi.
- ✓ McCarthy, JE, *Basic Marketing - A Managerial Approach*, McGraw Hill, New York.

## BC – 404: HUMAN RESOURCE MANAGEMENT

*Objective: To acquaint the students with the basic principles of human resource management.*

### UNIT – I: Introduction

Human Resource Management (HRM) – Concepts, Relevance and Functions, Human Resource as an Asset and / or Liability; Human Resource Development (HRD) – Concept & Evolution, HRM Vs. HRD; Organisation of HR Department, Skills of HR manager.

### UNIT – II: Recruitment & Selection

HR Planning, quantitative & qualitative dimension; job analysis, job description & job specification; Recruitment – concept & sources, Process & methods.

Selection – concept & process, different modes of selection, test and interview, Induction and Placement.

### UNIT – III: Training & Development

Training and development – concept & importance; identifying training & development needs, designing training programmes, evaluating training effectiveness, training process outsourcing, management development systems, career path and development.

### UNIT – IV: Performance Appraisal and Compensation

Performance appraisal system, nature and objectives, techniques of performance appraisal, job changes – rotation, transfers and promotions.

Compensation – concept, policies & administration; job evaluation; methods of wage payments & incentive plans; fringe benefits, performance linked compensation.

### UNIT – V: HRM Issues & Challenges

Employee Health & Safety, Employee Welfare, Social Security, Grievance Handling and Redressal; Quality of Work Life.

HR Information System, Downsizing, Voluntary Retirement Scheme (VRS), Retrenchment, Employee Empowerment.

#### Books (Latest Edition):

- ✓ Ashwasthapa, *Human Resource Management*, Tata McGraw Hill, New Delhi.
- Flippo, Edwin B, *Personnel Management*, McGraw Hill, Tokyo.
- ✓ Memoria, & Gankar, *Personnel Management: Text & Cases*, Himalaya Publishing House, Mumbai.
- ✓ Monappa, & Mirza, *Personnel Management*, Tata McGraw Hill, New Delhi.
- Pattanayak, *Human Resource Management*, PHI, New Delhi.
- ✓ Subba, Rao, *Essentials of Human Resource Management & Industrial Relations*, Himalaya Publishing House, Mumbai.
- Venkataratnam, *Personnel Management & Human Resource*, Tata McGraw Hill, New Delhi.
- ✓ Werner, *Human Resource Development: Foundation, Framework & Application*, Cengage, New Delhi.

## **BC – 504: SERVICE MANAGEMENT**

**Objective:** To develop the understanding of the service and its management.

### **UNIT – I: Introduction**

Evolution of Service Sector, Definition, Concept, Nature and Characteristics of Services, Role, Importance and Types of Services, 7Ps of Services, Ethics in services.

### **UNIT – II: Service Operations and Processes**

Job Design, Safety and Physical Environment, Automation in services, Operation standard and work measurement, Service Blueprinting, Service Process, Service Process Matrix, Service Guarantee, Managing Waiting line

### **UNIT – III: Service Marketing**

Service Encounter; Segmentation, Targeting and Positioning for services; Forecasting service demand; Service Product, New Service Development, Service Life Cycle, Branding; Positioning and Pricing of services; Service Promotion

### **UNIT – IV: Service Delivery**

Dynamics of service delivery system, Scheduling for services personnel and vehicles, Service Channel Process, Service Quality and Dimensions, Service Quality Models, Response Time, Services through Intermediaries; Managing Service Scape and Physical Evidence; Managing Service Failure and Recovery

### **UNIT – V: Contemporary issues in Service Management**

Global Services and Internationalization of Services, Use of Technology in Services, Information Technology Enabled Services, Managing Service Profit Chain, Service Outsourcing, Affiliate Marketing and Social Media, Emerging Services in India.

#### **Books (Latest Edition):**

- Jauhari, Vinni & Dutta, Kirti, *Services – Marketing, Operations & Management*, Oxford University Press, New Delhi.
- Kadampully, *Services Management*, Pearson – India, New Delhi.
- Haksever, Render, Russell, & Murdick, *Service Management & Operations*, Pearson – India, New Delhi.
- ✓ Zeithal, Valarie A, & Bitner, Mary Jo, *Service Marketing*, McGraw Hill International Edition.
- ✓ Fitzsimmons & Fitzsimmons, *Service Management*, Tata McGraw Hill, New Delhi.
- Glynn & Barnes (eds), *Understanding Services Management*, PHI, New Delhi.

## BC – 604: SMALL ENTERPRISE MANAGEMENT

*Objective: To provide the students with concepts and skills in the areas of functional management in a small enterprise.*

### UNIT - I: Financial Management

Financial Management Functions, Sources of financing- short term and long term, Cost of capital and Capital structure, Operating and Financial leverages, Working capital- concept and determination of working capital need, Management of working capital- Cash, Debtors and Creditors, Financial planning for growth - Venture capital

### UNIT - II: Human Resource Management

Management Functions and Principles, Decision Making , Concepts Significance of Human Resources, Organisational Structure, Recruitment and Selection, Training and Development and Team building, Career Planning, Performance Appraisal and Promotion, Wage and Salary Administration, Work Motivating and Incentive Schemes, Laws relating to Factory and Industrial Relation, Laws relating to contract.

### UNIT - III: Production

Nature and scope of production management, Production process analysis, Production planning and control, Plant location and layout, Plant maintenance, Methods improvement and work simplification, Work measurement and production standards, Quality control, Economic Batch quantity, Material management – Purchase, Store and issue control.

### UNIT - IV: Marketing Management

Marketing management – Concept; Functions and Significance, Understanding market and consumer behaviour, Demand and Sales forecasting, Market segmentation, Product concept, Policy and strategy, Product life cycle -strategic implications, Price Management, Advertisement and Sales Promotion, Marketing channel distribution management, Management of Sales Force, Marketing of Services, Franchising and Retail marketing, e:marketing.

### UNIT - V: Management of Accounts

Need for recording transactions immediately, Basic Principles Accounting, Books of Accounts, Cash book maintenance, Preparation of Profit & Loss Accounts and Balance Sheet, Reading Balance Sheets, Accounting Ratios and their interpretation.

#### **Books (Latest Edition):**

- Desai, Vasant, *Small Organisation & Management*, Himalaya Publishing House, Mumbai.
- Gupta, & Radhaswami, *Financial Accounting*, Sultan Chand & Sons, New Delhi.
- Kapoor, ND, *Business Laws*, Sultan Chand, New Delhi.
- Khanka, SS, *Entrepreneurial Development*, S. Chand & Co., New Delhi.
- Kotler, & Armstrong, *Principles of Marketing*, PHI, New Delhi.
- Longenecker, *Managing Small Business*, Cengage, New Delhi.
- Pandey, IM, *Financial Management*, Vikas Publishing House, New Delhi.

# C - BANKING & INSURANCE GROUP

## BC – 305: FUNDAMENTALS OF BANKING

**Objective:** To give a general idea about the nature, growth, development of banking and insurance business in India and expose to their fundamental principles

### UNIT - I: Introduction

Definition of Banking, Types of Banks, Structure and Organisation of Indian banks; Functions of Commercial Banks in India; Functions of Co-operative banking in India; Growth and Development of Indian Banking System; Issues and Challenges in Indian Banking

### UNIT - II: Banking Theories

Banking theories: Commercial Loan, Shiftability and Anticipate Income; Credit Creation Process; Relationship between Banker and Customer: Definition of Banker and Customer, General and Special relationship; Special Types of Customer; Minors, Lunatics, Drunkard, Married women, Joint Accounts, Partnership, Institutions and Associations.

### UNIT - III: Law and Procedures Governing Banking Instruments

Negotiable Instruments - Characteristics; Delivery, Crossing and Endorsement and Material Alteration in Cheques; Payment and Collection of Cheques; Rights and Duties of and Protection to the Paying and Collecting Bankers; Clearing House Operations, Frauds and their Preventions.

### UNIT - IV: Reforms in Banking

Overview of Banking Sector Reforms; Narashimham Committee I and II - Recommendations and Implementations; Basel Recommendations and its implementation; Computerisation, Disinvestment, Mergers and Acquisitions in Banks

### UNIT - V: Regulations in Banking

RBI Act, 1935 - Scope, and Application; Banking Regulation Act, 1949 - Scope, Application and Provisions with regard to Business of Banking Companies.

#### **Books (Latest Editions):**

- *Indian Institute of Banking & Finance, Legal & Regulatory Aspects of Banking, McMillan, New Delhi.*
- *Khubchandani, Practice & Law of Banking, Macmillan, New Delhi.*
- *Kothari, & Bahi, Principles & Practice of Insurance, SahityaBhavan, Agra.*
- *Maheswari, & Maheswari, Banking Law & Practice, Kalyani Publishers, New Delhi*
- *Panandikar, & Mithani, Banking in India, Orient Longman, New Delhi.*
- ✓ *Sekhar, & Seshar, Banking Theory & Practice, Vikas, New Delhi.*
- ✓ *Srivastava, & Nigam, Management of Financial Institutions, Himalaya Publishing House, New Delhi.*
- *Srivastava, PK, Banking Theory & Practice, HPH, New Delhi.*
- ✓ *Suresh, & Paul, Management of Banking & Financial Services, Pearson, New Delhi.*

## BC – 405: FUNDAMENTALS OF INSURANCE

*Objective: To give a general idea about the nature, growth, development of banking and insurance business in India and expose to their fundamental principles*

### UNIT – I: Introduction

Insurance: Concept, Origin, Development and its Role and Importance; Types of Insurance and Functions of Insurance; Insurance as a Risk Management Tool; Growth and Development of Insurance in India.

### UNIT – II: Insurance Theories

Contract of Insurance, Basic Legal Concepts, Terms of Insurance Contracts, Insurance Documents; Principles of Contract and its Applicability to the Valid Insurance Contract: Principles of Co-operation, Principle of Probability, Principles of Utmost Good Faith and Insurable Interest, Principles of Indemnity, Proximate Cause, Subrogation, Contribution and Sharing and Warranty.

### UNIT – III: Insurance Agency and Surveyorship

Definition of an Agent; Procedure for becoming Agent, Qualification for obtaining a Licence, Cancellation of Licences, Revocation or Suspension / Termination; Function of an Agent: Proposal collection, Policy maintenance and claim settlement; Agents Regulations, Agent's Compensation, Code of Conduct, Unfair practices.

Role of Surveyors and Loss Assessors, Procedure for Becoming Surveyor, Licensing Procedure, Code of Conduct.

### UNIT – IV: Insurance Policies

Life Insurance: Definition, Features, Kinds of Policies: Whole Life, Endowment, Term, Annuity, Group Insurance; Fire Insurance: Meaning, Characteristics, and Scope, Physical and Moral Hazards in Fire Insurance, Kinds of Policies and Policy Conditions; Marine Insurance: Meaning and Scope, Marine Perils, Types of Marine Losses, Types of Policies and Policy Conditions; Miscellaneous Insurance: Motor, Burglary, Accident, Liability, Aviation, Rural / Social insurance, Micro Insurance.

### UNIT – V: Insurance Legislations

History of Insurance legislation in India; Salient Features of -

- a) Insurance Act, 1938,
- b) Life Insurance Act, 1956,
- c) Marine Insurance Act, 1963,
- d) IRDA Act, 1999, and
- e) Ombudsman Scheme (Redressal of Public Grievances Rules, 1998).

#### **Books (Latest Editions):**

- *Indian Institute of Banking & Finance (IIBF), Insurance Products, Taxman, New Delhi.*
- *Khubchandani, Practice & Law of Banking, Macmillan, New Delhi.*
- *Kothari & Bahi, Principles & Practice of Insurance, Sahitya Bhavan, Agra.*
- *Misra, MN, Insurance Principles & Practices, S Chand & Co, New Delhi.*
- *Periasami, P, Principles & Practice of Insurance, Himalaya Publishing House, New Delhi.*
- *Tripathy & Pal, Insurance – Theory & Practice, PHI, New Delhi.*

## BC – 505: BANK MANAGEMENT

**Objective:** To expose students to the different aspects of bank management and their techniques.

### UNIT – I: Introduction

Indian Banking System: Structure and Organisation of Banks, Regulations regarding Bank Management in Banking Regulation Act, 1949; RBI Regulations and Statutory Norms; Corporate Governance in Banks.

### UNIT – II: Management in Banks

Different Functional areas of Bank Management; Financial Management - Scope and Nature; Personnel Management - Manpower Planning, Recruitment, Training and Promotions in Banks, Board of Directors and its composition; Performance Budgeting.

### UNIT – III: Fund Mobilisation

Sources of Fund: Factors affecting Fund Mobilisation, Types of Deposit and their relevance, Deposit mobilisation; Share Capital and Other Sources, Capital Adequacy Ratio: Meaning and Importance.

### UNIT – IV: Fund Deployment

Statutory Requirements for different Sectoral Loans - Principles of Sound Lending, Loan Agreements, Types of Advances, and Types of Security against Loans and Advances; Loan Recovery - NPA in Banks - Causes and Remedies; Investment: Types and Norms - Liquidity vs. Profitability.

### UNIT – V: Risk Management

Types of Risk, Sources of Risk, Credit Risk: Meaning, Sources and Simple Measurement Techniques, Market Risk: Meaning, Sources and Simple Measurement Techniques, Operational Risk: Meaning, Sources and Simple Measurement Techniques.

#### **Books (Latest Editions):**

- ✓ *Bhattacharya, KM, Risk Management in Indian Banks, Himalaya Publishing House, New Delhi.*
- ✓ *Desai, V, Bank Management, Himalaya Publishing House, New Delhi.*
- *Indian Institute of Banking & Finance, Bank Financial Management, Taxmann, New Delhi.*
- *Indian Institute of Banking & Finance, Legal & Regulatory Aspects of Banking, MacMillan, New Delhi.*
- ✓ *Khanna, PK, Management of Banks, Himalaya Publishing House, New Delhi.*
- *Khubchandani, Practice & Law of Banking, Macmillan, New Delhi.*
- *MacDonald & Koch, Bank Management. Thomson, New Delhi.*
- *MacDonald, Management of Banking, Cengage, New Delhi.*
- ✓ *Panandikar, & Mithani, Banking in India, Orient Longman, New Delhi.*
- ✓ *Srivastava, & Nigam, Management of Financial Institutions, Himalaya Publishing House, New Delhi.*
- ✓ *Suresh, & Paul, Management of Banking & Financial Services, Pearson, New Delhi.*



## BC – 605: INSURANCE MANAGEMENT

*Objective: To expose students to the different aspects of basic insurance management principles.*

### UNIT – I: Introduction

Indian Insurance Industry: Structure, Growth and Development of Insurance Organisations in India; Functions of Insurance Organisations; Insurance and Economic Development.

### UNIT – II: Principles of Actuarial science

General Understanding to Mortality Tables and Construction of Mortality Tables; Insurance Premium - General Considerations; Methods of Valuation, Data for Valuation; Computation of Premium, Benefits and Surrender Value; Special Reserves and Adjustments; Surplus and Distribution.

### UNIT – III: Pricing, Underwriting and Settlement

Insurance Pricing: Marketing Concept, Marketing of Insurance Products, Distribution Channels; Reinsurance - Basic Concept; Underwriting Practice and Procedures, Types and Classification of Hazards; Settlement of Claims, its Procedures, different ways of Settlement of Claims,

### UNIT – IV: Management of Funds and investment

Sources of Fund; Factors affecting Premium Collection; Share Capital and Other Sources; Investment: Types and Norms; Statutory Requirements for Investment in Different Sectors.

### UNIT – V: Risk Management

Basic Concept of Risk, Classifications of Risks, and Process of Risk Management; Types of Risk in Insurance Business; Insurable Risk - Factors that limit the Insurability Risk; Insolvency Risk; Identification and Evaluation of Risk – Risk Analysis; Risk Control – Loss Prevention and its Importance; Risk Retention and its Importance.

#### **Books (Latest Edition):**

- Gupta, PK, *Insurance & Risk Management*, Himalaya Publishing House, New Delhi.
- Harrington, & Niehaus, *Risk Management & Insurance*, TMG, New Delhi.
- Indian Institute of Banking & Finance, *Insurance Products*, Taxman, New Delhi
- Kothari, & Bahi, *Principles & Practice of Insurance*, SahityaBhavan, Agra.
- Kutty, SK, *Managing Life Insurance*, PHI, New Delhi
- Misra, MN, *Insurance Principles & Practices*, S Chand, New Delhi.
- Tripathy, & Pal, *Insurance Theory & Practice*, PHI, New Delhi.
- Vinayakam, Radhshyam, & Vasudevan, *Insurance: Principles & Practice*, S Chand & Co., New Delhi.

## D - MARKETING GROUP

### BC – 304: MARKETING MANAGEMENT

**Objective:** To acquaint the students with the basic principles of marketing management.

#### UNIT – I: Introduction

Definitions, Concepts, Nature and Scope of Marketing, Marketing Environment, Marketing Mix, Marketing Management Process.

#### UNIT – II: Market & Product

Consumer Behaviour

Market Segmentation – Concepts, Importance & Bases, Target Market selection and Positioning Concept;

Product – Meaning, Importance, Classification, Product Attributes and Features; Branding – Meaning & Significance, Packaging and Labelling, Product Life-Cycle - Concept and Stages.

#### UNIT – III: Pricing & Promotion

Pricing –Significance, Influencing Factors, Policies & Types, Geographical Pricing, Product Line Pricing, Discounts, Rebates & Offers.

Promotion –Nature & Importance; Communication Process; Promotion Mix – Advertising, Personal Selling, Public Relations & Sales Promotion.

#### UNIT – IV: Distribution & Retailing

Distribution – Meaning, Importance and Channels, Wholesaling & Retailing, Factors Affecting choice of distribution channel.

Retailing – Meaning, and Significance; Selection of Location, Super Market, Store / Non-store based Retailing, Chain stores, Speciality stores, Retail Vending Machines, Mail Order Houses, Retail Cooperatives, Retailing in India.

#### UNIT – V: Contemporary Issues in Marketing Management

Rural Marketing: Importance, Characteristics, Understanding Rural Consumers, Rural Marketing Vs. Agricultural Marketing.

Consumer Protection in India, Marketing Ethics, Online Marketing, Social Marketing, Relationship Marketing, Green Marketing, Use of Technology for Marketing Functions.

#### **Books (Latest Edition):**

- Czinkota, *Marketing Management*, Cengage, New Delhi.
- Kotler, & Keller, *Marketing Management*, PHI, New Delhi.
- Kotler, P, & Armstrong, G, *Principles of Marketing*, PHI, New Delhi.
- Kumar, Arun, *Marketing Management*, Vikas Publishing House, New Delhi.
- Kurtz, *Principles of Marketing*, Cengage, New Delhi.
- Lal et al, *Marketing Management*, Tata McGraw Hill, New Delhi.
- Lamb, *Introduction to Marketing*, Cengage, New Delhi.
- McCarthy, JE, *Basic Marketing - A Managerial Approach*, McGraw Hill, New York.

## BC – 406: SALES & ADVERTISEMENT MANAGEMENT

*Objective: To acquaint the students with the basics of Sales and advertisement management.*

### UNIT – I: Sales Management

Objectives and Functions, Professional Selling Concepts.

Sales Presentation - Design and Delivery, Prospecting of Customers  
Sales Personnel - Administering the Recruitment, Selection, Training, Motivation and Control, Sales Evaluation and Compensation Plans.

### UNIT – II: Sales Administration

Sales Quotas and Territories, Controlling Sales Effort - Channel Management, Sales information and Assessment of Distribution Management, Role of Market Logistics in Retail, Whole sale Services, Supply Chain Management, Franchising, e-commerce and e-retailing, Channel Conflict and Cooperation.

### UNIT – III: Advertisement Management - I

Definition, Meaning & Functions of Advertisement, Planning and Campaigning of Advertising, AIDA Model, Ethical Issues and Creativity in Advertisement. Integrated Market Communication and Advertising. Setting Choice Criteria of Reach & Frequency.

### UNIT – IV: Advertisement Management - II

Budgetary Considerations and Scheduling of Advertisements, Sourcing Ad Agencies, Advertisement and Media Strategy: Sponsorship, Celebrity Endorsement, Changing role of Media Vehicles: Independent and Integrated On-line and Off-line media tool kit, Brand Equity and Brand Extension, Media Research and Testing.

### UNIT – V: Effectiveness and Contemporary Trends in Advertising

Effectiveness of Advertising: Media Planning and Selection, Media- mix, Message Design and Development, Creativity and Copywriting, Copy testing, Diagnosis and Ad Appeal.

Digital Communication, Social Networking, Interactive Communication tools - e-Bay, You Tube, My Space, Trip Advisor, Google, Flickr, Technorati.

#### **Books (Latest Books):**

- Dasgupta, Yaswar, *Sales Management: in the Indian perspective*, PHI, New Delhi.
- Batra, Myers & Aaker, *Advertising Management*, PHI, New Delhi.
- Ingram, *Sales Management: Analysis & Decision Making*, Cengage, New Delhi.
- O'Guinn, *Advertising & Integrated Brand Promotion*, Cengage, New Delhi.
- ✓ • Kotler & Armstrong, *Principles of Marketing*, PHI, New Delhi.

## **BC – 506: RURAL & AGRICULTURAL MARKETING**

**Objective:** To help the students understand the importance of marketing in agriculture and the application of marketing tools so as to improve the rural economy.

### **UNIT – I: Introduction**

Marketing – Concept & Significance in Developing Economy, Marketing – its Challenges and Changing Role in Agriculture and Rural Economy, Market Reforms and Progressive Measures: Developing Competitive Market Infrastructure - Marketing Research and Information Networks - Institutional Credit - Virtual Serve.

### **UNIT – II: Rural and Agricultural Marketing**

Meaning of Rural Market, Role and Importance, Regulated Market – Nature and Significance, Legislation on Agriculture Marketing: APMC Act, Professional Private Market Yards, Direct Purchasing Centres, Farmer's and Consumer Markets, Promotion of Public Private Partnership (PPP) in Marketing Management.

### **UNIT – III: Cooperative Societies and Competitive Agricultural Markets**

Cooperative Societies, Direct Marketing, Contracting Farming: Role & Structure, Agri-business Strategies: Community Internet Access, Context Appropriate Business Modals: e-choupal, Rural Bazar, Rythu Market; Contribution of FMCGs: LG, HUL, ITC, Nestle India, EID Parry, Marico; Rural Market Communication: Folk Media, Word-of-Mouth, Open Theatre - Video Projector - Kiosks, Digital Inclusion.

### **UNIT – IV: Storage, Warehousing, Pricing and Distribution**

Storage and Warehousing facilities for Agricultural Products, Functions of State and Central Warehousing Corporations, ICT Services: AGRISNET – AGMARKNET, India Agriline, Price-risk Management of Agricultural Products, Distribution Channels for Agricultural Products: Wholesaling, Retailing.

### **UNIT – V: Commodity Marketing**

Dairy Marketing, Grain Marketing, Live Stock Marketing, Marketing of Processed Food, Recent Developments in Agricultural Marketing in India.

#### **Books (Latest Edition):**

- Dantwala, ML, et.al, *Indian Agricultural Development Since Independence*, Oxford & IBH, New Delhi.
- Kohls, Richard L, *Marketing of Agricultural Products*, PHI, New Delhi. India,
- Krishnamacharyulu, & Ramkrishnan, *Rural Marketing – Text & Cases*, Pearson - India, New Delhi.
- Memoria, CB, *Principles & Practice of Marketing in India*, Himalaya Publishing House, Mumbai.

## BC – 606: SERVICES MARKETING

*Objective: To familiarise the students with different services and prepare them with requisite skills to manage.*

### UNIT – I: Introduction

Understanding Services Phenomenon; Growth of Services Sector; Role of services in Economy; Concept, Characteristics and Classification of services; Marketing Mix in Service Marketing; Customer behaviour in Service Settings; Targeting Customers, Managing Relationships and building Loyalty

### UNIT – II: Planning & Managing Service Delivery

Creating delivery systems, Cyberspace and time; Enhancing Value by Improving Quality and Productivity; Balancing Demand & Capacity; Managing customers reservations & waiting lists.

### UNIT – III: Tourism and Travel Services

**Tourism Marketing:** Concept, Nature, Significance and Impact of Tourism; Market Segmentation, Marketing Mix

**Hotel Industry:** Evolution; Types of hotels; Hotel services; The Guest Cycle, Market Segmentation, Marketing Mix

**Travel Services:** Role of Travel Agencies; Tour Operations and Tour Operators.

### UNIT – IV: Marketing of Banking & insurance services

Marketing of Insurance Services; Life Insurance – Whole life, Term Insurance, Endowment insurance, survivorship insurance; General insurance – Marine, Fire, Building and Motor insurances; Miscellaneous Insurance – Personal accident, Burglary & theft, Fidelity guarantee, Mediclaim

Marketing of Banking Services: Bank Marketing, Market Segmentation, Marketing Mix, Banking Services in India,

### UNIT – V: Marketing of Financial services

**Housing & Financial Intermediaries** – Housing finance - issues, supply constraints, policy perspectives; Institutional links and private sector initiatives (Indian context);

**Mutual Funds Marketing** – Concept and scope of MF; Market evolution; Types of mutual fund services, Elements of MF marketing; Product design, pricing, promotion and distribution; customer service

#### **Books (Latest Books):**

- Shanker, R, *Services Marketing – The Indian Perspective*, Excel Books, New Delhi.
- Lovelock, Christopher, *Services Marketing – People, Technology, & Strategy*, Pearson Education, New Delhi,
- Shajahan, S, *Service Marketing - Concept, Practices & Cases*, Himalaya Publishing House, Mumbai.
- Venugopal, Vasanthi & Raghu, *Services Marketing*, Himalaya Publishing House, Mumbai.
- Hoffman, *Marketing of Services*, Cengage, New Delhi.

**Instructions to Paper-setters**

The students would be asked to attempt five questions carrying 20 marks each. However, they would be provided internal choice within each unit. Paper setters should ensure that the entire syllabus is systematically unitized for which every unit carries 20 marks weightage. While setting questions, the paper setters are required to give appropriate importance to every unit besides taking note of an objective of the paper concerned. In case of numerical papers, besides proper balancing between theory and numerical questions, the orientation of questions should be testing conceptual clarity rather than testing the ability of students to resolve complexity.