



NETAJI SUBHAS OPEN UNIVERSITY
HCO: BACHELOR OF COMMERCE {B.Com.(HONOURS)}
SYLLABUS-CBCS

Learning Objectives:

The objective of the programme is to help the learners develop competency in the field of Commerce & business. The Programme consists of foundation course elective courses and Application oriented course. The Bachelor Degree in commerce is designed for the workforce of commerce and industry who wants work in a business organization or to develop his/her own business. Considering the importance of self-employment, the programme aims to develop and inculcate entrepreneurial skills among the students. The post graduate degree in commerce is designed for the workforce who wish to work in commerce and industry. The fresh graduates and existing workforce can take the advantage of ODL system to increase their skills and competency in this particular field without disturbing their work schedule. The programme thus aims to provide students with the opportunity to develop and broaden their management and leadership with specialized skills. The curriculum seeks to develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and to encourage them to seek out bold, innovative solutions for today's business and societal challenges.

Expected Learning Outcome:

After successful completion, the students may get increased their knowledge in the domain of commerce and management which intern will increase their employability in the trade and commerce.

The expectations from the learners of B.Com. are as followed:

- Getting higher level knowledge and understanding of contemporary trends in commerce and business finance;
- Capable of evaluating the environmental factors that influence business operation with the conceptual requirements and skills on preparation and interpretation of financial statements;
- Knowing the technique of Statistical methods and proficient use of tools for modelling and analysis of business data;
- Getting proficiency in capital budgeting techniques for investment decisions.
- Developing within them to appraise the structure and operations of banking system;
- Having an in-depth analysis of investment, portfolio management, investment banking and liquidation of investments;
- Growing competency about the laws and regulations, and roles of commercial, government and central banks in controlling money market and inflation
- Imparting within them the concept of risk mitigation in financial sectors and their role in investment decisions of individuals and business enterprises;
- Capable of having self-guidance to plan and undertake independent research in a chosen discipline;
- Capable of doing teamwork, lifelong learning and continuous professional development.

Programme Structure:

	SEM	CODE	Course Name	Theory/ Prac.	Credit	Study Hours	TE Full Marks	Assig. Full Marks	Total Marks	Pass Marks 35%
1 st Year	I	CO-CC-01	Financial Accounting-I	Theory	6	180	50	20	70	25
		CO-CC-02	Business Regulatory Framework	Theory	6	180	50	20	70	25
		AECC-01	English / Bengali	Theory	2	60	50	20	70	25
		# GEC-01	Business Economics	Theory	6	180	50	20	70	25
	II	CO-CC-03	Cost Accounting	Theory	6	180	50	20	70	25
		CO-CC-04	Management	Theory	6	180	50	20	70	25
		AECC-02	Environmental Studies	Theory	2	60	50	20	70	25
		# GEC-02	Business Mathematics	Theory	6	180	50	20	70	25
2 nd Year	III	CO-CC-05	Financial Accounting – II	Theory	6	180	50	20	70	25
		CO-CC-06	Corporate and Labour Laws	Theory	6	180	50	20	70	25
		CO-CC-07	Business Communication	Theory	6	180	50	20	70	25
		CO-SE-01	Computer Application in Business	Theory	2	60	50	10	60	20
		# GEC-03	Statistics for Business Decisions	Theory	6	180	50	20	70	25
	IV	CO-CC-08	Direct Taxation	Theory	6	180	50	20	70	25
		CO-CC-09	Indian Financial System	Theory	6	180	50	20	70	25
		CO-CC-10	Entrepreneurship Development	Theory	6	180	50	20	70	25
		CO-SE-02	E-Business	Theory	2	60	50	10	60	20
		# GEC-04	Indian Economy	Theory	6	180	50	20	70	25
3 rd Year	V	CO-CC-11	Management Accounting	Theory	6	180	50	20	70	25
		CO-CC-12	Auditing	Theory	6	180	50	20	70	25
		CO-DS-01	Corporate Accounting / Tourism Management	Theory	6	180	50	20	70	25
		CO-DS-02	Tax Practice and Procedure/ Retail Management	Theory	6	180	50	20	70	25
	VI	CO-CC-13	Business Ethics	Theory	6	180	50	20	70	25
		CO-CC-14	Indirect Taxation	Theory	6	180	50	20	70	25
		CO-DS-03	Corporate Financial Reporting and Financial Statement Analysis/ Logistics Management	Theory	6	180	50	20	70	25
		CO-DS-04	Financial Management/ Non-Profit Organization Management	Theory	6	180	50	20	70	25
TOTAL					140				1800	

#Any one group to be selected from the following.

Option of GEC for HCO:

Subject	GEC-1 (Sem-I)	GEC-2 (Sem-II)	GEC-3 (Sem-III)	GEC-4 (Sem-IV)
Economics	EC-GE-01: Business Economics	EC-GE-02: Business Mathematics	EC-GE-03: Statistics for Business Decisions	EC-GE-04: Indian Economy
Sociology	SO-GE-01: Indian Society	SO-GE-02: Population and Society	SO-GE-03: Gender and Violence	SO-GE-04: Sociology of Social Movements
Geography	GR-GE-01: Rural Development	GR-GE-02: Geography of Tourism	GR-GE-03: Climate Change: Vulnerability and Adaptations	GR-GE-04: Disaster Management

HCO- Discipline Specific Elective Course (DSEC)

Semester	Course code	Title
V	CO-DS-01	Corporate Accounting / Tourism Management
	CO-DS-02	Tax Practice and Procedure/ Retail Management
VI	CO-DS-03	Corporate Financial Reporting and Financial Statement Analysis/ Logistics Management
	CO-DS-04	Financial Management/ Non-Profit Organization Management

Examination System per semester (BA/ B.Sc./ B. Com)

Term-End Examination Dec. (Odd Sem)

Semester I	Semester III	Semester V
CC1	CC5	CC11
CC2	CC6	CC12
AECC1(Beng/ Eng)	CC7	DSEC1
GEC1	SEC1	DSEC2
	GEC3	
Total credit: 20	Total credit: 26	Total credit: 24

Term-End Examination June (Even Sem)

Semester II	Semester IV	Semester VI
CC3	CC8	CC13
CC4	CC9	CC14
AECC2 (ENVS)	CC10	DSEC3
GEC2	SEC2	DSEC4
	GEC4	
Total credit: 20	Total credit: 26	Total credit: 24

Duration of Examination of each course: 2 hours;

Assignment will be conducted through digital platform on MCQ

Evaluation System: Internal assessment: 30%; Term-end Examinations: 70%

Course or Paper wise Objectives and Outcomes

Course	Name of the Subject	Course / Paper objectives	Course Outcome
CC-CO-01	Financial Accounting-I	The main objective of Financial Accounting-I is to accurately prepare an organization's financial accounts for a specific period, otherwise known as financial statements. The learner will mainly be acquainted with the theoretical framework, Accounting Process, Business Income, Bill of Exchange, Accounting for Consignment and Joint Ventures, Self-Balancing Ledger, Accounting for Not-for-Profit Organizations and Final Accounts.	Upon completing the Financial Accounting-I course, learners or students will be able to prepare, analyse, and interpret financial statements to inform business decisions. They will be able to apply accounting principles, standards, and regulations to accurately record and report financial transactions, enabling stakeholders to assess organizational performance and make informed decisions.
CC-CO-02	Business Regulatory Framework	The basic objectives are- i) To provide exposure to Commerce students about the Business Regulatory frame work of India. ii)To create awareness about select laws concerning business activities. iii) To provide basic legal knowledge to commerce students.	Upon completing the Business Regulatory Framework course, learners or students will be able to analyse and apply legal and regulatory frameworks to business operations. They will be able to identify regulatory risks, ensure compliance, and develop strategies to navigate complex regulatory environments, informing business decision-making and sustainability.
CC-CO-03	Cost Accounting	The objective of the cost accounting is to determine the methods by which expenditure on materials, wages and overhead are recorded, classified and allocated.This is necessary so that the cost of products and services may be accurately ascertained.	Upon completing the Cost Accounting course, learners or students will be able to design and implement cost accounting systems to measure and manage organizational costs. They will be able to apply cost analysis techniques to optimize resource allocation, reduce costs, and enhance profitability, enabling informed decision-making and strategic cost management.
CC-CO-04	Management	Getting Maximum Results with Minimum Efforts - The main objective of management is to secure maximum outputs with minimum efforts & resources. Management is basically	Upon completing the Management course, learners or students will be able to develop strategic leadership skills to plan, organize, and control

		concerned with thinking & utilizing human, material & financial resources in such a manner that would result in best combination.	organizational resources. They will be able to apply management theories, concepts, and best practices to drive innovation, productivity, and performance, enabling effective decision-making and sustainable organizational success.
CC-CO-05	Financial Accounting-II	The main objectives of accounting are maintaining a complete and systematic record of all transactions and analysing the financial position of a business. Every individual or a business concern is interested to know the results of financial transactions and their results are ascertained through the accounting process.	Upon completing the Financial Accounting-II course, learners or students will be able to apply complex accounting concepts and standards to financial reporting. They will be able to analyse and interpret advanced financial statement elements, including consolidations, partnerships, and leases, enabling informed decision-making and expertise in financial reporting and analysis.
CC-CO-06	Corporate and Labour Laws	The objective of corporate law generally involves overseeing all legal and external affairs matters including litigation, investigations, compliance, mergers and acquisitions, contract matters and international trade issues. Labour law aims to correct the imbalance of power between the worker and the employer; to prevent the employer from dismissing the worker without good cause; to set up and preserve the processes by which workers are recognized as 'equal' partners in negotiations about their working conditions etc.	Upon completing the Corporate and Labour Laws course, learners or students will be able to analyse and apply Indian corporate and labour laws to business operations. They will be able to identify and mitigate legal risks, ensure compliance, and develop strategies to navigate complex regulatory environments, promoting organizational governance and social responsibility.
CC-CO-07	Business Communication	The main objective of business communication is to exchange information with internal and external parties. Internal communication occurs within the organization through orders, instructions, suggestions, opinions etc. To develop plans: Plan is the blueprint of future courses of actions.	Upon completing the Business Communication course, learners or students will be able to develop effective communication skills to convey business ideas, negotiate, and build relationships. They will be able to craft compelling messages, presentations, and reports, and demonstrate cultural competence, emotional

			intelligence, and adaptability in diverse business contexts.
CC-CO-08	Direct Taxation	The primary purpose of taxation is to raise revenue to meet huge public expenditure. Most governmental activities must be financed by taxation. But it is not the only goal. In other words, taxation policy has some non-revenue objectives. A direct tax is a tax that a person or organization pays directly to the entity that imposed it. An individual taxpayer, for example, pays direct taxes to the government for various purposes, including income tax, real property tax, personal property tax, or taxes on assets.	Upon completing the Direct Taxation course, learners or students will be able to analyse and apply direct tax laws and regulations to individuals and businesses. They will be able to compute tax liabilities, identify tax planning opportunities, and develop strategies to minimize tax risks, ensuring compliance with tax authorities and optimizing tax efficiency.
CC-CO-09	Indian Financial System	Indian Financial System is to enable the government to borrow funds at a lower rate of interest; to ensure stability by striking a balance between the economic growth and inflation; to mobilize savings in the economy and to support specific sector through concessional lending rates.	Upon completing the Indian Financial System course, learners or students will be able to understand the structure, functions, and regulations of India's financial system. They will be able to analyse the role of financial markets, institutions, and instruments, and evaluate the impact of monetary and fiscal policies on the economy and financial decision-making.
CC-CO-10	Entrepreneurship Development	The objective of entrepreneurial development is to motivate a person for entrepreneurial career and to make him capable of perceiving and exploiting successfully opportunities for enterprises.	Upon completing the Entrepreneurship Development course, learners or students will be able to design and develop innovative business ventures, applying entrepreneurial mindset and skills. They will be able to create business models, assess market viability, and craft persuasive pitches, preparing them to launch and grow successful start-ups or drive innovation within existing organizations.
CC-CO-11	Management Accounting	The main objective of managerial accounting is to maximize profit and minimize losses. It is concerned with the presentation of data to predict inconsistencies in finances that help	Upon completing the Management Accounting course, learners or students will be able to apply management accounting techniques to drive business

		managers make important decisions. Its scope is quite vast and includes several business operations.	decisions. They will be able to analyse cost behaviour, develop budgets, and create performance metrics, enabling organizations to optimize resources, manage costs, and improve profitability, and informing strategic decision-making.
CC-CO-12	Auditing	The objective of an audit is to express an opinion on financial statements. The auditor has to verify the financial statements and books of accounts to certify the truth and fairness of the financial position and operating results of the business.	Upon completing the Auditing course, learners or students will be able to plan, conduct, and report on audits to ensure organizational accountability and transparency. They will be able to apply auditing standards, assess risk, and evaluate internal controls, providing stakeholders with assurance on financial statement accuracy and reliability, and identifying opportunities for process improvement.
CC-CO-13	Business Ethics	The Objectives of Ethics are to evaluate the human behaviours and calling up on the moral standards. The ethical standards also prescribe how to act morally in specified situations.	Upon completing the Business Ethics course, learners or students will be able to apply ethical principles and frameworks to resolve complex business dilemmas. They will be able to analyse the impact of organizational decisions on stakeholders, foster a culture of integrity, and develop strategies to promote responsible business practices, sustainability, and social responsibility.
CC-CO-14	Indirect Taxation	In developed countries, the purpose of indirect taxes is to catch the general public in the tax net. ADVERTISEMENTS: In effect, thus, the structure of indirect taxation with regressive implications is set up as a balancing factor against the progressive effect of direct taxation in the community.	Upon completing the Indirect Taxation course, learners or students will be able to analyse and apply indirect tax laws, including GST and Customs Duties. They will be able to compute tax liabilities, identify tax planning opportunities, and develop strategies to minimize tax risks, ensuring compliance and optimizing tax efficiency in business operations.
Generic Elective (GE) Course			

GE-01	Business Economics	Business Economic is to deal with economic objectives relate to earning a satisfactory profit, creating customers and making innovation. Its social objectives comprise supply of quality goods in sufficient quantity at reasonable prices, fair deal to workers, fair returns to investors, and fair dealings with suppliers of materials.	Upon completing the Business Economics course, learners or learners or students will be able to apply economic principles to analyse business decisions and market outcomes. They will be able to evaluate the impact of macroeconomic and microeconomic factors on business operations, develop forecasting models, and inform strategic decision-making to drive business growth and competitiveness.
GE-02	Business Mathematics	It examines aspects of business and marketing with regards to basic statistical analysis. Students will be provided with the theoretical concepts, tools and methods of mathematics as well as the opportunity to work through example problems.	Upon completing the Business Mathematics course, learners or students will be able to be able to apply mathematical techniques to solve business problems and inform decision-making. They will be able to analyse data, optimize business processes, and model real-world scenarios using mathematical tools, enabling them to make data-driven decisions and drive business success.
GE-03	Statistics for Business Decisions	It involves collecting, classifying, summarizing, organizing, analysing, and interpreting data. The main objective of Business Statistics is to make inferences about certain characteristics of a population in the business domain whether the population is people, objects, or collections of information.	Upon completing the Statistics for Business Decisions course, learners or students will be able to collect, analyse, and interpret data to inform business decisions. They will be able to apply statistical techniques to identify trends, measure risk, and optimize business outcomes, enabling data-driven decision-making and strategic business planning.
GE-04	Indian Economy	Achieving economic growth in terms of increase in real national and per capita income, increase in the level of employment, removal of inequality in the distribution of income removal of poverty, ensuring social and economic justice etc.	Upon completing the Indian Economy course, learners or students will be able to analyse India's economic development, policies, and challenges. They will be able to evaluate the impact of globalization, liberalization, and economic reforms on India's growth, trade, and industry, and

			develop insights to inform business strategies and decision-making in the Indian economic context.
Skill Enhancement Courses (SEC)			
SEC-01	Computer Applications in Business	Business Computer Applications focuses on integrating computer technology with decision-making and problem-solving skills. Areas of instruction include advanced applications in word processing, spreadsheets, presentation and database software that prepare students for industry standard certifications.	Upon completing the Computer Applications in Business course, learners or students will be able to get in touch with leverage technology to streamline business operations and enhance decision-making. They will be able to apply software applications, such as ERP, CRM, and spreadsheet analysis, to automate tasks, analyse data, and drive business efficiency, innovation, and competitiveness.
SEC-02	E-Business	Even when your business is catering to the needs of the Indian consumers well, the presence of e-commerce and e-business helps you expand your market. Expanding the market through e-commerce helps in attracting consumers from more developed countries. It expands potential target market and gives global access.	Upon completing the E-Business course, learners or students will be able to design and implement e-business strategies to drive digital transformation. They will be able to analyse online market trends, develop e-commerce business models, and apply digital marketing tools to create innovative online business solutions, enhancing customer engagement and business competitiveness.
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSEC)			
DS-CO-11 or DS-CO-12	Corporate Accounting or Tourism Management	Objectives of accounting in any business are; systematically record transactions, sort and analysing them, prepare financial statements, assessing the financial position, and aid in decision making with financial data and information about the business. or The Objectives of Tourism and Hotel Management Program is to provide training, skill development and education needed to prepare individuals for effective job performance in the hospitality, tourism and entertainment industries.	Upon completing Corporate Accounting, learners or students will be able to prepare and analyse financial statements, applying accounting standards and regulatory requirements to evaluate corporate performance and inform decision-making, ensuring transparency and accountability. or Upon completing Tourism Management, learners or students will be able to design and implement sustainable tourism

			strategies, managing destinations, attractions, and services to meet the needs of diverse stakeholders, while preserving cultural heritage and environmental integrity.
DS-CO-21 or DS-CO-22	Tax Practice and Procedure or Retail Management	<p>The objective behind tax planning is insurance of tax efficiency. Tax planning allows all elements of the financial plan to function in sync to deliver maximum tax efficiency. Tax planning is critical for budgetary efficiency. A reduced tax liability and maximized the ability of retirement plans.</p> <p style="text-align: center;">or</p> <p>RETAILING Merchandise Management is the process of analysis, planning, acquisition, handling and control of the merchandise investments of a retail business with the objective of maximising the sales and profits of a category.</p>	<p>Upon completing Tax Practice and Procedure, learners or students will be able to navigate India's tax laws, procedures, and compliance requirements, enabling them to advise clients, manage tax disputes, and ensure adherence to regulatory frameworks.</p> <p style="text-align: center;">or</p> <p>Upon completing Retail Management, learners or students will be able to develop strategies to drive retail success, leveraging customer insights, merchandising techniques, and supply chain management to create engaging shopping experiences and maximize profitability.</p>
DS-CO-31 or DS-CO-32	Corporate Financial Reporting and Financial Statement Analysis or Logistics Management	<p>The primary objective of financial statement analysis is to understand and diagnose the information contained in financial statement with a view to judge the profitability and financial soundness of the firm, and to make forecast about future prospects of the firm.</p> <p style="text-align: center;">or</p> <p>The primary objective of logistics management is to move the inventory in a supply chain effectively and efficiently to extend the desired level of customer service at the least cost as done parallel with waste management.</p>	<p>Upon completing Corporate Financial Reporting, learners or students will be able to prepare and analyse financial statements, applying accounting standards and regulatory requirements to provide stakeholders with accurate and transparent financial information.</p> <p style="text-align: center;">or</p> <p>Upon completing Logistics Management, learners or students will be able to design and optimize logistics systems, managing supply chains, transportation, and inventory to minimize costs, maximize efficiency, and enhance customer satisfaction.</p>
DS-CO-41 or	Financial Management or Non-Profit	The primary objective of financial management is to maximize the profit of the organization. However, the	Upon completing Financial Management, learners or students will be able to apply

DS-CO-42	Organisation Management	<p>organization also seeks to maximize the wealth and value by maximizing the returns to shareholders.</p> <p style="text-align: center;">or</p> <p>The main objective of non-for-profit organisations is providing services. The services provided by the not-for-profit organisations are meant to satisfy the needs of the people like joining as member and receive medicines at very low cost.</p>	<p>financial concepts to drive business growth, managing capital, risk, and return to optimize financial performance, create value, and inform strategic decision-making.</p> <p style="text-align: center;">or</p> <p>Upon completing Non-Profit Organisation Management, learners or students will be able to develop sustainable strategies for non-profit organisations, leveraging resources, building partnerships, and measuring impact to drive social change, advocacy, and community development.</p>
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Detailed Syllabus

Semster-1

CC-CO-01: Financial Accounting-I

Module-I

Unit-1: Theoretical Framework: Accounting as information system, users of accounting information system, qualitative characteristics of accounting information, branches of accounting, Bases of accounting-cash and accrual; basic concepts and conventions-entity, money measurement going concern, cost, realization, accrual, periodicity, matching, consistency, prudence (conservatism), materiality, full disclosure.

Unit-2: Accounting Process: Accounting cycle, recording of transactions/events to preparation of Trial Balance under Double Entry system including Cash Book and Bank Reconciliation Statement.

Unit 3: Business Income: Capital and revenue expenditure, Depreciation- Accounting concept, factors in measurement, methods (straight line method and diminishing balance method), disposal of assets; Inventories- meaning, significance of inventory valuation (As per AS 2), Reserve & Provision- meaning and accounting; Rectification of errors.

Unit 4: Bill of Exchange: Basic concepts, types of bills, accounting for bill of exchange including accommodation of bill.

Module-II

Unit 5: Accounting for Consignment and Joint Ventures: Consignment- features, accounting treatment in the book of consignor and consignee. Joint ventures-accounting procedure: joint bank account, records maintained by co-ventures –(i) all transactions, (ii) only his /her transactions (Memorandum joint venture).

Unit 6: Self Balancing Ledger: Concepts, preparation of adjustment accounts.

Unit 7: Accounting for Not-for-Profit Organizations: Preparation of financial statement of Not-for-profit organizations

Unit 8: Final Accounts: Preparation of financial statement of non-corporate business entities (Manufacturer/Trader-Sole Proprietorship & Partnership business).

Suggested Readings

- ❖ Basu A, Financial Accounting-I, Tee Dee Publications
- ❖ Basu and Das, Financial Accounting, (Vol-I), Rabindra Library
- ❖ Hanif & Mukherjee, Financial Accounting (Vol-I, Tata McGraw-Hill
- ❖ Maheswari, S.N. *Financial Accounting* (Vol. I & II), Sultan Chand & Sons
- ❖ Mukherjee and Mukherjee, Financial Accounting, Oxford University Press
- ❖ Nayak O Manna, Arthik Hisabnikashkarener Ruparekha, Parul Library
- ❖ Shukla, M.C. and Grewal, T.S., *Advanced Accounts*, S Chand Publication

CC-CO-02: Business Regulatory Framework

Module-I

Unit 1: Indian Contract Act, 1872-I: Essentials of valid contract, Classification of contract; Offer and acceptance, Consideration; Capacity of the parties to contract; Free consent, Coercion, Undue influence, Mistake, Misrepresentation and fraud; Legality of object and consideration, Void, Voidable, Un-enforceable and illegal agreements; Contingent and Quasi-contract.

Unit 2: Indian Contract Act, 1872-II: Performance of Contract: Breach of Contract-remedies and damages, Termination of Contract. Indemnity and Guarantee: Bailment and Pledge, Agency-nature, kind, relation between principal, agent and third parties, Termination of agency.

Unit 3: Sale of Goods Act, 1930: Nature of contract of sale; Classification of goods; Condition and warranties; Passing of property; Rights of Unpaid Seller; Remedies for Breach of Contract of Sale of Goods; Sale by auction.

Unit 4: Indian Partnership Act, 1932: Meaning and kinds of partnership; Formalities for Registration; Rights and Duties of partners; Relation of partners with one another and with third parties; Dissolution of partnership (only causes and effects).

Module-II

Unit 5: The Limited Liability Partnership Act, 2008

Definition, Salient Features of LLP, Advantages and disadvantages of LLP, Differences between: LLP and Partnership, LLP and Company, Incorporation of LLP.

Unit 6: Negotiable Instruments Act, 1881: Definition and features of different types of negotiable instruments; Parties and their capacities with respect to cheque, alteration; effect; dishonour of negotiable instruments.

Unit 7: Consumer Protection Act, 1986: Definition, Objectives, *Consumer Dispute Redressal Agencies*: Composition and jurisdiction of District Forum, State Commission and National Commission, Mode of complaints; Procedures for complaints.

Unit 8: Information Technology Act, 2000: Scope, Digital Signature and Electronic Governance and **Right to Information Act, 2005:** Basic concepts and important provisions.

Suggested Readings

- ❖ Bhadra, Satpati & Mitra, Karbari Ainer Ruprekha (Bengali Version), Dishari
- ❖ Chandra P.R., Business Law, Galgotia
- ❖ Companies Act, 2013, Taxmann
- ❖ Information Technology Act, 2000
- ❖ Kapoor, N.D., Business Law, Sultan Chand
- ❖ Mathur, Satish B., Business Law, Tata McGraw-Hill
- ❖ Ramaiya, A., Guide to the Companies Act, Wadhwa & Co.
- ❖ Right to Information Act, 2005
- ❖ Sen & Mitra, Commercial Law including Company Law, World Press
- ❖ Tulsian, P.C., Business Law, Tata McGraw-Hill

- ❖ Udayan Roychoudhury, S. Bhattacharya & S.P. Dutta, Business Regulatory Framework, Elegant Publication

GE-CO-11: Business Economics

Module-I

Unit 1: Introduction: Meaning, nature and scope of Business Economics; Micro Economics and Macro Economics, Basic economic problems.

Unit 2: Theory of Consumer Behaviour: Concept of utility- total utility and marginal utility –Marshall's Law of diminishing marginal utility-limitations of it, Consumers' surplus. Hicks' theory of consumer behaviour, concept of indifference curves- properties with proofs, Budget line and its properties, Equilibrium of the consumer- price consumption curve and income consumption curve, Price effect is the sum of income effect and substitution effect.

Unit 3: Law of Demand: Linear and non-linear demand curve, demand function. Concept of elasticity; price elasticity, income elasticity and cross price elasticity- applications and uses, Elasticity on the linear demand curve, Marshallian measure, factors affecting price elasticity.

Unit 4: Theory of Production: Production function- total product curve, one variable input, law of variable proportion-three stages of production, Two variable input- Isoquant- different types and properties, Isocost curve – equilibrium of a producer with the help of an Isoquant and an Isocost curve.

Module-II

Unit 5: Theory of Cost: Different concepts- short run cost, long run cost, nature of short run and long run average cost curves.

Unit 6: Market: Definition, features, classification. Equilibrium conditions for a profit maximizing firm. Perfect competition- short run and long run equilibrium- break-even point and shut down point- short run supply curve, Monopoly including discriminatory monopoly, monopolistic competition, Oligopoly- Concepts and features.

Unit 7: Theory of Distribution: Wage determination, labour supply curve, labour exploitation, trade union, Theory of interest, loanable funds and liquidity preference, liquidity trap, Theory of Profit.

Unit 8: Elements of Macro Economics: Concepts and measurement of National Income, problems of measurement of National Income, various concepts of national income. Keynesian Consumption function, various concepts, factors affecting consumption function, investment multiplier – relation between multiplier and the MPC, Quantity theory of money, inflation- causes, effects, demand pull and cost push, control of inflation, Acceleration theory, trade cycle, phases of it, graphical presentation.

Suggested Readings

- ❖ Ackley G, Macroeconomic Theory
- ❖ Gupta S.B.: Monetary Economics, Institutions, Theory & Practice
- ❖ Samuelson P.A, Economics
- ❖ Sarkhel Jaydeb, Business Economics (English and Bengali), Book Syndicate Private Limited

Semster-2

CC-CO-03: Cost Accounting

Module-I

Unit 1: Introduction: Cost concepts, Objectives of cost accounting, Relationship with financial accounting and management accounting.

Unit 2: Concepts and Classification of Costs: Concepts, Costs and Expense, Direct Costs, Indirect Costs, Cost Centre, Cost Unit, Classification of Costs etc.

Unit 3: Elements of Costs: Direct materials, Direct labour, Direct expenses or chargeable expenses, Overhead expenses, Preparation of cost sheet.

Unit 4: Material Cost: Purchase procedure, receiving and inspection of materials, ascertainment of material cost, stores routine, stores records, receipts and issues of materials, methods of pricing of issues, Levels of stock and economic order quantity (EOQ).

Module-II

Unit-5: Labour Cost: Time keeping, Time booking, Methods of remuneration, Incentive schemes, Labour costs, Labour turnover, Treatment of idle time and over time.

Unit 6: Overhead Cost: Meaning and classification, Primary and Secondary distribution, Recovery of overhead and treatment of over and under recovery of overhead.

Unit 7: Methods of Costing-I: (a) Job costing, (b) Contract costing.

Unit 8: Methods of Costing-II: (a) Process costing (excluding inter-process profit and equivalent production), (b) Operating costing (only in case of transport undertakings).

Suggested Readings

- ❖ Banerjee B, Cost Accounting, PHI
- ❖ Basu and Das, Cost Accounting, Rabindra Library
- ❖ Datta Uttam Kumar and Sur Debasis, Paribay Hisab Rakshan (Bengali), Publication Division of the Burdwan University
- ❖ Ghosh Anirban, Cost Accounting, Theory and Practice, Deep Prakashan
- ❖ Jawahar Lal & Seema Srivastava, Cost Accounting, Tata McGraw Hill

CC-CO-04: Management

Module-I

Unit 1: Introduction: Basic concepts, Significance of management, Management as profession, Universality of management.

Unit 2: Management Theories & Principles: Evolution of management thought, School of management thought, Classical school (Scientific and Administrative Management School-Taylor and Fayol), Human Behavioural School, Modern School.

Unit 3: Planning and Decision Making: Concepts, types, steps in planning, decision making-concepts, process, SWOT Analysis, Strategic Planning.

Unit 4: Organising: Concepts, types, Functions of different levels of Management, Span of Management, Delegation, Centralization and Decentralization.

Module-II

Unit 5: Motivation: Concepts, importance, theories- McGregor, Maslow, Herzberg.

Unit 6: Leadership: Concepts, styles, theories- trait and situational.

Unit 7: Coordination and Control: Meaning and techniques of coordination; Control-meaning, steps and types

Unit 8: Communication: Meaning and role, process, barriers to communication.

Suggested Readings

- ❖ Bhadra & Satpati, Management (Bengali), Dishari
- ❖ Drucker, P F, Management Challenges for the 21st Century, Butterworth, Oxford
- ❖ Koontz and Weirich, Essentials of Management, Tata McGraw Hill, New Delhi
- ❖ Tripathy, P C, Reddy, P N, Principles of Management, Tata McGraw Hill, New Delhi

GE-21: Business Mathematics

Module-I

Unit 1: Ratios, Proportions, Variation, Laws of Indices, Surds (Basic Ideas).

Unit 2: Compound Interest and Annuities: Simple AP and GP Series, Different types of interest rates, Types of annuities, Continuous compounding.

Unit 3: Equations: Simple statement of equations of different degrees, solution of simple simultaneous equations involving two and three unknowns, Solutions of quadratic equation, Theory of quadratic equation (proof not needed).

Unit 4: Permutations and Combinations, Binomial Theorem, Logarithms (Basic Ideas).

Module-II

Unit 5: Real Number System: Constants, Variables and Functions, Elementary ideas of limit and continuity through the use of simple algebraic Functions.

Unit 6: Maxima and Minima values: Points of inflexion.

Unit 7: Differentiation: Rules for differentiation of algebraic functions, implicit functions, Derivative by using logarithm of a function, Second order differentiation.

Unit 8: Integration: Standard integrals-elementary methods, Integration of Algebraic functions.

Suggested Readings

- ❖ F. S. Budnick, Mathematics for Business, Economics and Social Science, TMH
- ❖ M. Raghavachari, Mathematics for Management, TMH
- ❖ Maiti A.K. & Pal Tapas Kr., Banijjik Ganit –o- Parisankhan (Bengali &English)
- ❖ Dey S.N. Baybsaik Ganit O Prisankhan, Chhaya Prakashani
- ❖ P. K. Giri and J. Bannerjee, Introduction to Business Mathematics, Academic Publishers
- ❖ S. Baruah, Basic Mathematics and its Application in Economics, Macmillan
- ❖ Arup Ratan Kundu, Mathematics for Management - An Introduction, TMH
- ❖ Sancheti and Kapoor, Business Mathematics, Sultan Chand
- ❖ Das N. G. & Das J. K., Business Mathematics and Statistics, Tata McGraw Hill

Semster-3

CC-CO-05: Financial Accounting-II

Module-I

Unit 1: Accounting for Incomplete Records: Preparation of financial statement from incomplete records.

Unit 2: Insurance Claim for Loss of Stock: Concept of underinsurance and average clause, Computation of claims with price fluctuation and abnormal items.

Unit 3: Partnership Accounts-I: Profit and loss appropriation accounts; capital and current account, Change in profit sharing ratio, Admission, Retirement, retirement-cum-admission, death.

Unit - 4: Partnership Accounts – II: dissolution and piecemeal distribution Amalgamation of firms, Conversion into limited company.

Module-II

Unit -5: Accounting for Inland Branch: Concept of dependent branch, Accounting- Synthetic Method, Cash and Debtors method, Analytical method/Stock & Debtor's method at cost and at invoice price.

Unit 6: Departmental Accounts: Concept, preparation of Departmental and consolidated Trading & Profit and Loss Account excluding interdepartmental transfer.

Unit 7: Hire Purchase and Instalment Payment System: Meaning & differences, recording in the books of hire vendor and hire purchaser, Default and repossession.

Unit -8: Investment Accounts: Preparation of investment accounts for fixed interest-bearing securities, Valuation of investment Under FIFO and Average method.

Suggested Readings

- ❖ Basu and Das, Financial Accounting II & III, Rabindra Library
- ❖ Hanif and Mukherjee, Financial Accounting (Vol II & III), McGraw-Hill
- ❖ Maheswari and Masheswari, Advanced Accounting (Vol.I & II), Vikash Publishing
- ❖ R.L. Gupta & Radhaswamy, Advanced Accountancy (Vol. I & II), S. Chand
- ❖ Sehgal and Sehgal, Advanced Accounting (Vol I & II), Taxmann
- ❖ Students' Guide to Accounting Standard, Rawat, Taxmann

CC-CO-06: Corporate and Labour Laws

Module-I

Unit 1: Companies Act, 2013-I: Types of Companies; Important documents – Memorandum of Association, Articles of Association, and Prospectus.

Unit 2: Companies Act, 2013-II: Formation of company-procedure for registration and incorporation, share capital- equity, preference, right, bonus, transfer of shares (basic concepts), debentures.

Unit 3: Companies Act, 2013-III: Directors- appointment, types and qualifications, Company meetings-notice, quorum and resolutions; mandatory committees, Corporate Social Responsibility (CSR).

Unit 4: Factories Act, 1948: Definitions, Provisions regarding health, safety and welfare for employees; Women and Minors.

Module-II

Unit 5: Industrial Disputes Act, 1947: Definitions, Different Authorities–Powers & Duties; Retrenchment provisions and penalties.

Unit 6: Trade Union Act, 1926: Meaning and Registration of Trade Union; Privileges of registered Trade union.

Unit 7: Payment of Wages Act, 1936: Scope, Definitions, Provisions regarding wage payment; Deduction from wages.

Unit 8: Payment of Minimum Wages Act, 1948: Scope; Definitions, Fixation and revision of minimum wages.

Suggested Readings

- ❖ Bhadra, Satpati & Mitra, Karbari Ainer Ruprekha (Bengali Version), Dishari
- ❖ Chandra P.R., Business Law, Galgotia
- ❖ Companies Act, 2013, Taxmann
- ❖ Information Technology Act, 2000
- ❖ Kapoor, N.D., Business Law, Sultan Chand
- ❖ Mathur, Satish B., Business Law, Tata McGraw-Hill
- ❖ Ramaiya, A., Guide to the Companies Act, Wadhwa & Co.
- ❖ Right to Information Act, 2005
- ❖ Sen & Mitra, Commercial Law including Company Law, World Press
- ❖ Tulsian, P.C., Business Law, Tata McGraw-Hill
- ❖ Udayan Roychoudhury, S. Bhattachrya & S.P. Dutta, Business Regulatory Framework, Elegant Publication

CC-CO-07: Business Communication

Module-I

Unit 1: Introduction: Meaning, Objectives, Elements and Characteristics of Communication; Communication Models; Effective Communication.

Unit 2: Business Communication I: Meaning, Features, Advantages and disadvantages of Formal Communication; Meaning, Features, Advantages and disadvantages of Informal Communication; Importance of Business Communication.

Unit 3: Business Communication II: Barriers of Business Communication- Meaning and Types; Group Discussion, Mock Interview; Seminars.

Unit 4: Modern form of Communication: Meaning, Advantages and Disadvantages of E-mail; Meaning and Advantages of Video-conferencing and Conference calling; Advantages of Video-conferencing, social media as a form of Communication- Facebook, WhatsApp, Twitter, Instagram etc.

Module-II

Unit 5: Practice in Effective Communication: Meaning of Notice, Circular, Resolution, Minutes; Distinction between Notice and Circular; Meaning, Features, Types and Styles of Report.

Unit 6: Drafting: Rules for drafting a Report; Drafting of Notice, Resolutions, Minutes, Reports and Circulars.

Unit 7: Writing Skills: Meaning of Business Letter; Importance of Business Letter; Style of Business Letter; Essentials of Business Letter; Form and Arrangements of Business Letter; Drafting and Different Types of Business Letter.

Unit 8: Interviewing Skills: Introduction; Definition of Interview; Types of Interviews; Guidelines for Preparation of Successful Interview; Writing of application letter; Definition of Curriculum Vitae and Resume.

Suggested Readings

- ❖ Anjane, S. & Bhavana Adhikari, Business Communication, TMH
- ❖ Chaturvedi & Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson
- ❖ M.K. Shegal & Vandana Khetarpal, Business Communication, Excel Books
- ❖ R.K. Madhukar, Business Communication, Vikash Publishing House Pvt. Ltd.
- ❖ Rao, Kumar & Bindu, Business Communication, Cengage
- ❖ Khanna, Puja., Business Communication, Vikash
- ❖ Raman & Sharma, Technical Communication, Oxford
- ❖ Lesikar, Flatley et al, Business Communication, McGraw Hill

SE-CO-11: Computer Applications in Business

Module-I

Unit 1: Information Technology and Commerce: Concept, Impact of Information Technology on Business, Recent Trend in Information Technology.

Unit 2: Introduction to Computers: Functions and Characteristics of Computer, Block Diagram, Procedures for running Programs with the help of Computer.

Unit 3: Overview of Computer Hardware: Concept, Input Devices, Output Devices, Memory Units.

Unit 4: Computer Software: Concept, Relationship between Software and Hardware, System Software, Application Software.

Module-II

Unit 5: Data Communication: Concept, Features, Different forms of Data Presentation, Data Flow Direction, Computer Networks.

Unit 6: Internet: Concept, Advantages of Internet, Procedures of using Internet, Types of Internet Connection, Protocol, Internet Protocol Address, Domain Name System, URLs, Browsers, Web Servers or Websites, Search Engines.

Unit 7: Digital Payments: Concept, Types, Process of Financial Transactions through online, Sellers Cost of Accepting Online Payments, Payment Gateway.

Unit 8: Cyber Threats and Security: Concept, Emerging Threats, Types of Cyber Attacks, Malware, Cyber Security.

Suggested Readings:

- ❖ Sanjay Saxena, A First Course in Computers, Vikas Publishing House, New Delhi
- ❖ Pradeep K. Sinha and Preeti Sinha, Foundation of Computing, , BPB, Publication
- ❖ Deepak Bharihoka, Fundamentals of Information Technology, Excel Book, New Delhi
- ❖ V. Rajaraman, Introduction to Information Technology, PHI. New Delhi
- ❖ R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India New Delhi
- ❖ Leon, M. Leon, Fundamentals of Information Technology, Leon Vikas, (4) Software manuals
- ❖ ITLESL, Introduction to Computer Science, Pearson Education
- ❖ ITLESL, Introduction to Information Technology, Pearson Education
- ❖ Sinha & Sinha, Fundamentals of Computers, BPB Publication
- ❖ Rajaraman, Fundamentals of Computers, PHI

GE-CO-31: Statistics for Business Decision

Module-I

Unit 1: Introduction: Definition of Statistics; Primary and Secondary data; Classification of data; Importance and scope of Statistics in business decisions; Limitations.

Unit 2: Collection and Presentation of Statistical Data: Methods of data collection; Tabulation of data; Graphs and charts; Frequency distributions; Diagrammatic presentation of frequency distribution.

Unit 3: Measures of Central Tendency: Common measures of central tendency - mean, median and mode; Partition values - quartiles, deciles, percentiles.

Unit 4: Measures of Dispersion: Common measures of dispersion – range, quartile deviation, mean deviation and standard deviation; Measures of relative dispersion.

Module-II

Unit 5: Correlation and Regression: Scatter diagram; Simple correlation coefficient; Simple regression lines; Spearman's rank correlation; Measures of association of attributes.

Unit 6: Interpolation: Finite differences; Newton's forward and backward interpolation formulae; Lagrange's interpolation formula.

Unit 7: Index Numbers: Meaning and types of index numbers; Problems in the construction of index numbers; Methods of construction of price and quantity indices.

Unit 8: Time Series Analysis: Causes of variation in time series data; Components of time series; Additive and multiplicative models; Trend determination methods; Computation of seasonal indices; Simple forecasting through time series data.

Suggested Readings:

- ❖ Das N. G. & Das J. K., Business Mathematics and Statistics, Tata McGraw Hill
- ❖ Sharma J K, Business Statistics, Pearson Education
- ❖ Goon, Gupta and Dasgupta, Fundamentals of Statistics, The World Press
- ❖ Fundamentals of Statistics, S.C.Gupta, Himalaya Publishing House
- ❖ Das J. K., Statistics for Business Decisions, Academic Publishers

Semster-4

CC-CO-08: Direct Taxation

Module-I

Unit 1: Basic Concepts and Definitions: Assessee, Person, Previous Year, Assessment Year, Sources of income, Heads of income, Gross total income, Agricultural income,

Unit 2: Residential Status and Incidence of Tax: Status of different persons except company.

Unit 3: Incomes which do not form part of total income-except Section 10AA.

Unit 4: Computation of Income under Different Heads-I: Salaries; Income from house property.

Module-II

Unit 5: Computation of Income under Different Heads-II: Profits & gains of business or profession-basic concepts and simple problems, Capital gains-basic concepts except exemptions; Income from other sources-basic concepts except deemed dividend.

Unit 6: Clubbing of Income, and Set off & Carry Forward of Losses.

Unit 7: Deductions from Gross Total Income and Rebate: Under Section 80C, 80CCC, 80CCD, 80CCE, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGC, 80TTA, 80TTB, 80U, Rebate U/S 87A.

Unit 8: Computation of Total Income and Tax Liabilities of an Individual (excluding Alternate Minimum Tax).

Suggested Readings

- ❖ Singhania & Singhania, Student Guide to Income Tax, Taxmann
- ❖ Swatantara Sethi, Self-Preparation and Filling of Income Tax Returns by Individuals
- ❖ Taxmann's Income Tax Act as mended by Finance Act, Taxmann
- ❖ Ahuja & Gupta, Systematic Approach to Income Tax, Bharat
- ❖ Bhadra & Satpati, Direct & Indirect Tax (Bengali), Dishari

CC-CO-09: Indian Financial System

Module-I

Unit – 1: Introduction: Financial System - Meaning and significance; Role of finance in an economy, Components (instruments, markets, services, regulators); Role of financial intermediaries, Structure of Indian Financial System.

Unit 2: Money and Indian Banking System I: Functions of Money; Alternative measures to money supply in India –components of money, High powered money – meaning and uses – Concept of Money Multiplier.

Unit 3: Money and Indian Banking System II: Commercial Banks – Importance and functions; Structure of Commercial Banking system in India; Credit Creation Process of Commercial Banks.

Unit 4: Reserve Bank of India: Functions; Instruments of Monetary and Credit control, Main features of Monetary Policy since independence.

Module-II

Unit 5: Money Market: Concept, Types of Indian Money Market- Call Money Market, Treasury Bills Market, Certificate of Deposit, Commercial Papers, Recent trends of Indian money markets.

Unit 6: Capital Market I: Meaning, Types, Functions; Primary & Secondary markets- Meaning, Functions & Role, Differences between Primary & Secondary markets, Intermediaries of Primary Markets.

Unit 7: Capital Market II: Functionaries of stock Exchanges-Brokers, Sub- Brokers, Institutional Investors & NRIs, Role and Functions of SEBI

Unit-8: Financial Services: Merchant Banking-Functions & Roles, SEBI guidelines, Credit rating-concept & types, Functions & limitations, Profile of Indian Rating Agencies.

Suggested Readings

- ❖ Bhole, L. M., Financial Markets and Institutions, TMH, New Delhi
- ❖ Gurusamy S., Financial Services, TMH
- ❖ Khan, M. Y., Indian Financial System-Theory and Practice, TMH, New Delhi
- ❖ Meir Kohn, Financial Institution and Market, Oxford University Press. New Delhi
- ❖ Nayak and Sana, Indian Financial System (English and Bengali), Rabindra Library
- ❖ Pathak, B., Indian Financial System-Pearson, New Delhi

CC-CO-10: Entrepreneurship Development

Module-I

Unit-1: Introduction: Definition of Entrepreneurship, types of entrepreneurships; elements, determinants and importance of entrepreneurship, Concept of start-up, Entrepreneurship Development; Entrepreneurship as career.

Unit-2: Traits of Entrepreneur: Entrepreneurial personality, knowledge and skill of entrepreneur, entrepreneurship development training.

Unit -3: Planning for Entrepreneurship: Basic concept, operational planning, planning for human resources and marketing planning.

Unit-4: Sources of business ideas and tests of feasibility: Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report.

Module-II

Unit-5: Resource Mobilization: Resource Mobilization for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers.

Unit-6: Family business in India: Role of family business, Contemporary role models in Indian business, their values, business philosophy and behavioural orientations; Conflict in family business and its resolution.

Unit -7: Micro, Small and Medium Enterprises (MSMEs): Definitions, Role of MSMEs, Financing and Management of MSMEs.

Unit 8: Role and Functions of Different Agencies: Industries/entrepreneur's associations, Self-help groups, business incubators, angel investors, venture capital and private equity fund.

Suggested Readings

- ❖ Kuratko and Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning.
- ❖ Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, McGraw-Hill Education
- ❖ Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Mumbai,
- ❖ Dollinger, Mare J. Entrepreneurship: Strategies and Resources. Illinois, Irwin.
- ❖ Holt, David H. Entrepreneurship: New Venture Creation. Prentice-Hall of India, New Delhi.
- ❖ Plsek, Paul E. Creativity, Innovation and Quality. (Eastern Economic Edition), New Delhi:
- ❖ Prentice-Hall of India. ISBN-81-203-1690-8.
- ❖ Singh, Nagendra P. Emerging Trends in Entrepreneurship Development. New Delhi:
- ❖ ASEED.
- ❖ SS Khanka, Entrepreneurial Development, S. Chand & Co, Delhi.
- ❖ Hifrich, Manimala, Peters & Shepherd, Entrepreneurship, McGraw-Hill
- ❖ Kumar Arya, Entrepreneurship, Pearson
- ❖ Bamford and Bruton, Entrepreneurship, McGraw Hill
- ❖ SIDBI Reports on Small Scale Industries Sector.
- ❖ Roy, Entrepreneurship, Oxford

SE-CO-21: E-Business

Module-I

Unit 1: Introduction: Emergence of E-Business, Concept, Features and Importance, E-Business based activities, Advantages, Limitations, Techniques and barriers.

Unit 2: Business Models of E-Business: Key Elements of an E-Business Model, Electronic business models based on Relationship of Transaction Parties: B2B, B2C, C2C, C2B, Electronic business models based on Relationship of Transaction Types: Brokerage Model, Aggregator Model.

Unit 3: Technology Enabling E-Business: Networks and Internet-URL, TCP, Search Engine, The World Wide Web: Hypertext, Markup Languages, and Web Browser. Web Security Issues, Encryption Techniques: Symmetric and Asymmetric.

Unit 4: E-Marketing: Traditional Marketing, Web presence goals and meeting the needs of the web visitors, E-Marketing Value Chain, Website – vehicle for E-Marketing, Metrics defining Internet Units of Measurement, The Browsing Behaviour Model, Online Marketing, E-Advertising, E-Branding, E-Marketing Strategies.

Module-II

Unit 5: E-Payment: Types of E-Payment: Electronic Card, Digital Cash, Digital Wallet, Online Stored value systems, E-Cheque, Electronic Billing presentation and payments, Online Banking, Case Study: Paytm and Free Charge.

Unit 6: E-CRM: Customer Relationship Management (CRM)-concept, features, goals, significance, benefits, functional components, business framework, Phases, Types, strategies.

Unit 7: E-Security: Importance, Dimensions, Types of Security Threats, Technological Solutions: Encryption and Decryption, Digital Envelope, Digital certificate, Digital Signature, SSL, S-HTTP, VPN, Firewalls, Antivirus Software.

Unit 8: Mobile Commerce: Wireless Environment, Definition of Mobile Commerce, Features, Advantages and Limitations, Technologies for Mobile Commerce - Wireless Spectrum, WAP, Generations of Wireless Technology-1G, 2G,3G,4G, M-Commerce Applications, Relevance of M-Commerce in India.

Suggested Readings

- ❖ Joseph, P.T. E-Commerce A Managerial Perspective. PHI
- ❖ Kenneth C. Laudon & Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson.
- ❖ Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd.
- ❖ Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi.
- ❖ Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.
- ❖ Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.
- ❖ Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., E-business and E-commerce for managers, Pearson Education.
- ❖ Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill.
- ❖ Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.
- ❖ Whiteley, David, E-commerce, McGraw Hill, New York.

GE-CO-41: Indian Economy

Module-I

Unit 1: Introduction: Basic Issues in Economic Development Concepts and measures of development and underdevelopment; Concept of national income: GDP, GNP, NDP, NNP, NI (concepts only).

Unit 2: Features of Indian Economy: Basic Features of Indian Economy Sectoral distribution of National Income and Occupational Structure; Structural Change in Indian Economy, issue of Service-led Growth.

Unit 3: Sectoral Trends and Issues-I: Agricultural Sector: Problem of low productivity; Green Revolution and its impact; Land Reforms; Problems of rural credit and marketing.

Unit 4: Sectoral Trends and Issues-II: Industry and Service Sector: An overview of industrial growth during pre-reform and post-reform period; Role of Public Sector: its performance and the issue of disinvestment; Role of MSME sector, problems faced by the MSME Sector; Role of the Service Sector: growth of banking and insurance sector during the post-reform period.

Module-II

Unit 5: Sectoral Trends and Issues-III: External Sector: Problem of unfavourable balance of payments and policy measures.

Unit 6: Issues in Indian Social Economy: Problem of Poverty, Poverty alleviation measures; Problem of Unemployment and the policy measures.

Unit 7: Five Year Planning: Objectives and features.

Unit 8: NITI Ayog: Brief overview.

Suggested Readings

- ❖ Dutt & Sundaram, Indian Economy, S.Chand • Mishra &Puri, Indian Economy, Himalaya Publishing House
- ❖ Uma Kapila, Indian Economy
- ❖ Joydeb Sarkhel & Swapan Kr. Roy, Bharoter arthanaiti(Bengali)
- ❖ Banerjee & Majumdar, Business Economics and Business Environment,ABS
- ❖ Banerjee & Majumdar, Banijjik Arthaniti –o- Banijjik Paribesh(Bengali), ABS
- ❖ Ratan Khasnabish & Ranesh Roy, Banijjik Arthaniti –o- Bharoter arthanaitik Paribesh(Bengali)
- ❖ Prakash, B.A., Indian Economy, Pearson • Fernando, Indian Economy, Pearson

Semster-5

CC-CO-11: Management Accounting

Module-I

Unit 1: Introduction: Meaning, Scope, Importance, Functions, Characteristics, Comparison with Financial Accounting and Cost Accounting.

Unit 2: Working Capital Management: Concept, need, composition of working capital, operating cycle, Factors determining working capital, forecasting of working capital.

Unit 3: Changes in Financial Position: Fund Flow Statement, Cash Flow Statement (as per relevant Accounting Standard), Uses and limitations.

Unit 4: Accounting Ratios: Meaning, nature, objectives, classification, uses and limitations.

Module-II

Unit 5: Financial Analysis: Application of accounting ratios in measuring liquidity, solvency, profitability, capital structure and managerial efficiency.

Unit 6: Budget & Budgetary Control: Budget-Meaning, Objectives and Importance, Distinction between Budget and Budgetary Control, Classification of budgets, Techniques of Budgeting, functional, cash and flexible budgets.

Unit 7: Marginal Costing: Concepts, Scope, Objectives, Importance, Advantages, Limitations, Application of Marginal Costing-P/V Ratio, Break-Even Analysis, Margin of Safety, Angle of Incidence, Cost-Volume-Profit Analysis.

Unit 8: Standard Costing: Introduction, advantages, limitations, types, variance analysis: Material, labour and overhead.

Suggested Readings

- ❖ M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill
- ❖ Jain, Narang Management Accounting, Kalyani
- ❖ Sinha, G., Accounting Theory and Management Accounting, Vidyoday Library Pvt. Ltd.

CC-CO-12: Auditing

Module-I

Unit 1: Introduction : Definition, Scope, Objectives, Importance and Limitations; Errors and Frauds – Concept, Classification of errors and frauds, Auditor’s duty regarding non-detection of errors and frauds; Conducting audit of an organization – Audit Engagement, Audit Programme, Audit File, Audit Note Book, Audit Working Papers, Audit evidence, Preliminary steps before commencement of audit; Audit Procedure – Routine Checking, Test checking, Surprise Checks, Audit-in-depth; Auditing Standards – Concept, Objectives.

Unit 2: Types of Audit: Regulatory mandate based- Statutory vs. Non-statutory Audit; Coverage based- Complete, Partial; Objective wise - Internal and Independent Financial audit; Technique Based - Balance Sheet, Systems, EDP; Periodicity based - Periodical, Continuous, Interim, Final; Specific matter based - Special Audit, Social Audit, Performance Audit, Propriety Audit, Tax Audit, Human Resource Audit, Energy Audit, Environment Audit [Basic concepts only, Cost Audit – Concepts, Objectives and Legal Provisions as per Companies Act., Management Audit - Concepts, Objectives and Importance].

Unit 3: Internal Control and Internal Audit: Internal Check-Definition, Objectives, Internal Control-Definition, Objectives, Evaluation, Internal Control Questionnaire, Comparison with Internal Checks; Internal Audit-Definition, Objectives, Regulatory Requirement of Internal Audit (Companies Act).

Unit-4: Vouching, Verification & Valuation: Meaning, objectives, features and importance, General principles of vouching; Vouching of different items of transactions, liabilities of auditor arising out of vouching, Meaning and importance of Verification and valuation, Verification and valuation of different assets and liabilities and auditors' role thereof.

Module-II

Unit 5: Company Audit: Company Auditor-Qualification, Disqualification, Appointment, Remuneration and Removal, Status, Rights, Duties and Liabilities, Depreciation - Definition, Objectives and causes, Different methods, Treatment prescribed under Companies Act, Auditor's duty; Divisible profits and dividends –Meaning, Provisions regarding declaration and payment of dividend, Auditor's duty.

Unit 6: Audit Report & Certificate: Concept, Distinction between Report and Certificate, Characteristics of a good audit report; Types and content of Audit Report; True & fair view- auditor's duties.

Unit 7: Investigation: Meaning, purpose and scope of investigation, Difference between investigation and audit; Investigation as to suspected fraud / defalcation, Sickness of a concern.

Unit 8: Audit of different Institutions: Audit of Educational institutions–Schools, Colleges etc., Clubs, Charitable institutions, Nursing Home / Hospitals.

Suggested Readings

- ❖ Auditing Assurance Standards and Guidelines issued by ICAI
- ❖ Basu Sanjib Kumar, Fundamentals of Auditing, Pearson
- ❖ Basu, B.K, An Insight into Auditing- A Multidimensional Approach, Basushree Book Stall
- ❖ Gupta, Kamal, Contemporary Auditing, Tata McGraw-Hill
- ❖ Kamal Gupta, Auditing, Tata McGraw-Hill
- ❖ Maity Badal Kumar, Auditing, New India Book
- ❖ Sana, Sarkar, Biswas and Das, Auditing –Principles and Practices, McGraw-Hill
- ❖ Tandon, B.N., Principles of Auditing, S. Chand & Co

DS-CO-11: Corporate Accounting

Module-I

Unit -1: Accounting for Share Capital-I: Issue, Forfeiture and reissue of shares; Issue of right and bonus shares, Underwriting of shares.

Unit -2: Accounting for Share Capital-II: Buyback of shares, Redemption of Preference shares.

Unit 3: Accounting for Debentures: Issue and redemption of debentures.

Unit 4: Final Accounts: Preparation of Profit & Loss Statement and Balance Sheet of Corporate entities as per Schedule III, Dividend and applicable tax (excluding calculation of managerial remuneration).

Module-II

Unit 5: Amalgamation, Absorption: Meaning; relevant accounting standard and meaning of different terms, Accounting in the books of Transferor Company, Accounting in the books of Transferee Company; inter-company transactions (excluding inter-company shareholding).

Unit 6: Internal and External Reconstruction: Meaning, Provisions and Accounting, Surrender of Shares for redistribution; preparation of Balance Sheet after reconstruction.

Unit-7: Valuation of Goodwill: Goodwill – valuation using different methods, i.e., Average Profit, Super Profit, Capitalisation and Annuity.

Unit 8: Valuation of Shares: Valuation using different methods: Asset approach, Earnings approach, Dividend Yield, and Fair Value; Cum-div and Ex-div, Majority and Minority views.

Suggested Readings

- ❖ Basu and Das, Financial Accounting II & III, Rabindra Library
- ❖ Hanif and Mukherjee, Financial Accounting (Vol II & III), McGraw-Hill
- ❖ Maheswari and Mashewari, Advanced Accounting (Vol.I & II), Vikash Publishing
- ❖ R.L. Gupta & Radhaswamy, Advanced Accountancy (Vol. I & II), S. Chand
- ❖ Sehgal and Sehgal, Advanced Accounting (Vol I & II), Taxmann
- ❖ Students' Guide to Accounting Standard, Rawat, Taxmann

OR

DS-CO-12: Tourism Management

Module-I

Unit 1: Tourism Concept: Tourism- Meaning, Importance and Types; Tourism Products- Meaning, Characteristics, Classification; Tourism Management – Meaning and Objectives.

Unit 2: Forms and Types of Tourism: Typology of tourism, forms and types of tourism, Travel motivators.

Unit 3: Tourism and its' impacts: Factors influencing the impact of tourism- Economic, Physical Environmental, Socio- Cultural etc.

Unit 4: Tourism Resources with special references from West Bengal: Tourism resources of West Bengal- Darjeeling, Darjeeling Himalayan Railway, Morgan House, etc.; Tourism resources -Assam, Meghalaya, Arunachal Pradesh, Manipur, Mizoram, Tripura, Nagaland etc.

Module-II

Unit 5: Historical Background of Travel Agency: Overview, Historical Background of Travel Agency, Profile of a Modern Travel Agency etc.

Unit 6: Tourism Products in India: Definitions, Types, Characteristic of Tourism Products, Archaeological, World Heritage and Religious sites of India, Indian Museum etc.

Unit 7: Tour Operation Business in India: Rules for Recognition of Tour Operator of India, Organization Structure of Travel / Tour Company, Types and Forms of Tour Operator, Package etc.

Unit 8: Marketing: Services Marketing-Concepts and features; Tourism as Service Industry-Hospitality and Tourism, Segmentation in Tourism, World Tourism and India etc.

Suggested Readings

- ❖ Travel Industry: Chunky Gee et-al
- ❖ Tourism Systems - Mill and Morisson
- ❖ Successful Tourism Management - Prannath Seth
- ❖ Tourism Management Vol - 4 - P.C. Sinha
- ❖ Tourism Development - R. Gartner
- ❖ Tourism Planning and Development - J.K. Sharma
- ❖ Studies in Tourism - Sagar Singh
- ❖ Tourism: Principles and Practices - Cooper C., Fletcher J., Gilbert D and Wanhil. S
- ❖ Tourism: Principles and Practices - McIntosh, R.W.
- ❖ Tourism: Past, Present and Future - Burkart & Medlik
- ❖ Sustainable Tourism Development, Guide for Local Planners by WTO
- ❖ Cultural Tourism in India- S.P. Gupta, Krishna Lal, Mahua Bhattacharya

DS-CO-21: Tax Procedure and Practice

Module-I

Unit 1: Computation of total income and tax payable: Individual only.

Unit 2: Interest and fees: Interest u/s 234A, 234B, 234C and fees u/s 234F

Unit 3: Payment of Taxes: Self-Assessment Tax, Advance Tax and TDS from Salary, Lottery and Interest on Securities.

Unit 4: Return of income-I: Return forms, Mode of Submission, Permanent Account Number (PAN), Quoting of Aadhar number.

Module-II

Unit 5: Return of income-II: Types of Return and Assessment.

Unit 6: Tax Deduction Account Number (TAN), Tax Clearance Certificate: Relevant Provisions.

Unit 7: Filing of Tax return-I:

(a) Preparation and submission of the Income Tax Return (ITR) offline/online (e-filing) for individual taxpayer [e-filing without using DSC and with using DSC, EVC]

(b) View form 26AS, Upload return, View e-file returns, e-verification.

Unit 8: Filing of Tax return-II:

(a) Use of e-tax calculator (including interest calculation u/s 234A, 234B, 234C)

(b) E-Pay tax (Challan No./ITNS 280, ITNS 281)

(c) Preparation and submission of online form 10E [Relief u/s 89(1)]

Suggested reading

- ❖ www.incometaxindiaefiling.gov.in
- ❖ www.incometaxindia.gov.in
- ❖ Singhania & Singhania, Student Guide to Income Tax, Taxmann
- ❖ Swatantara Sethi, Self Preparation and Filling of Income Tax Returns by Individuals
- ❖ Taxmann's Income Tax Act as mended by Finance Act, Taxmann
- ❖ Ahuja & Gupta, Systematic Approach to Income Tax, Bharat
- ❖ Bhadra & Satpati, Direct & Indirect Tax (Bengali), Dishari

OR

DS-CO-22: Retail Management

Module-I

Unit 1: Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing.

Unit 2: Understanding the Retail Consumer: Retail consumer behaviour, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume.

Unit 3: Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.

Unit 4: Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail location, Measurement of success of location.

Module-II

Unit 5: Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance.

Unit 6: Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, pricing strategies, Controlling costs.

Unit 7: Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays.

Unit 8: Emerging trends in retailing: Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector.

Suggested Reading

- ❖ Madaan, Fundamentals of Retailing, Tata McGraw-Hill

- ❖ Pradhan, S., Retailing Management, McGraw Hill
- ❖ Seshanna & Prasad, Retail Management, McGraw Hill
- ❖ Berman, Evans & Mathur, Retail Management, Pearson

Semster-6

CC-CO-13: Business Ethics

Module-I

Unit 1: Introduction: Meaning, Scope, Features and Significance of Ethics; Types of Ethics.

Unit 2: Ethics and Values: Values, Attitudes and Morale, Relationship between Business and ethics.

Unit 3: Principles of Business Ethics: Meaning, Elements, Ethical dilemma, Factors influencing Business Ethics; Arguments for and against Business Ethics.

Unit 4: Ethics in Management: Introduction, Ethics in HRM, Ethics in Marketing, Ethics in Accounting and finance.

Module-II

Unit 5: Ethics in Work Place: Work Place Culture and Values.

Unit 6: Corporate Culture: Meaning, Role, Functions, Impact of Corporate Culture, Globalization and cross culture issues in ethics, Corporate Code of ethics.

Unit 7: Corporate Social Responsibility: Meaning, Provisions of Companies Act, Corporate Ethics.

Unit 8: Ethics & Corporate Governance: Concept of Corporate Governance, Scope, Reports on Corporate Governance and its benefits and limitations-- Corporate Governance and Business Ethics [Brief Concept]

Suggested Readings

- ❖ Albuquerque, Business Ethics, Oxford
- ❖ Ferrell, Fraedrich, Farrell, Business Ethics, Cengage

CC-CO-14: Indirect Taxation

Module-I

Unit 1: Basic Concepts of Indirect Tax and Overview of Goods and Services Tax (GST): Concept of indirect tax, difference between direct and indirect tax, indirect tax structure in India, concept and features of GST, application of SGST, CGST, IGST, UTGST, Rate of GST, definitions.

Unit 2: Taxable Events and Concepts of Supply under GST: Meaning of taxable event, supply as per GST law, mixed and composite supply.

Unit 3: Charges of GST: Forward and reverse charge.

Unit 4: Composition Levy and Exemption under GST: Meaning of composition scheme, applicability, tax rate under composition scheme, aggregate turnover, eligibility of composition supply, Goods exempt from tax, Services exempt from tax etc.

Module-II

Unit 5: Place, Time and Value of Supply under GST: Place of supply of goods and services other than export and import; Time of supply of goods and services; Value of supply of goods and services.

Unit 6: Input Tax Credit (ITC): Brief overview, Eligibility for claiming Input Tax Credit under GST, Important definition for ITC, condition for availing of credit under GST etc.

Unit 7: Registration under GST

Unit 8: Customs Duty: Basic concepts, Definition: Customs Airport, Customs Port, Customs Station, Dutiable Goods, Export, Goods, Import, Indian Customs Water. Taxable events and date of determination of duty, Types of Customs Duties, Determination of Assessable Value, Duty drawback.

Suggested readings

- ❖ Datey, V. S. Goods and Services Tax, Taxmann.
- ❖ Acharjee, M. Goods and Service Tax.
- ❖ Singhania & Singhania, Student Guide to Income Tax including GST, Taxmann.
- ❖ Chatterjee T. B. and Sony V. Goods and Services Tax, Book Corporation.
- ❖ Banger and Banger. Goods and Services Tax, Aadhya Prakashani.

DS-CO-31: Corporate Financial Reporting and Financial Statement Analysis

Module-I

Unit 1: Introduction- Corporate Financial Reporting: Meaning, Objectives, Importance, Users, Qualities and Structures, GAAP- Accounting Standard: Conceptual Framework.

Unit 2: Cash Flow Statement Analysis: Meaning, objectives, difference with Fund Flow Statement; activity classification and preparation and presentation as per relevant Accounting Standard, Interpretation of Cash Flow Statements.

Unit -3: Accounts of Holding Company: Preparation of Consolidated Balance Sheet as per relevant standard with one subsidiary except Chain and Cross holding.

Unit -4: Segment Reporting: Basic Concepts, Benefits, Determination of Reportable Segments as per relevant standard.

Module-II

Unit 5: Introduction- Financial Statement Analysis: Meaning, Objectives, Need, Components, Approaches to Financial Statement Analysis-Traditional and Modern, Types of Financial Statement Analysis, Parties interested in FSA.

Unit 6: Methods of Financial Statement Analysis: Comparative Statement – meaning, preparation, uses, merits and demerits; Common -size Statement – meaning, preparation, uses, merits and demerits; Trend Analysis – meaning, determination, uses, merits and demerits.

Unit 7: Accounting Ratios for Financial Statement Analysis-I: Meaning, objective, Classification of Accounting Ratios, Advantages & Limitations Preparation of Classified Financial Statements and Statement of Proprietor's Fund from the given Ratios.

Unit 8: Accounting Ratios for Financial Statement Analysis-II: Analysis and Interpretation of important ratios for measuring –Liquidity, Solvency, Capital Structure, Profitability and Managerial Effectiveness.

Suggested Readings

- ❖ R. L.Gupta & Radheswamy, Advanced Accountancy Vol. II, S. Chand
- ❖ Maheshwari & Maheshwari, Advanced Accountancy Vol. II, Vikash Publishing
- ❖ Sehgal & Sehgal, Advanced Accountancy Vol. I II, Taxman Publication
- ❖ Accounting Standards issued by ICAI
- ❖ B. Banerjee, Regulation of Corporate Accounting & Reporting in India, World Press.
- ❖ Lev, Financial Statement Analysis-a new approach, Prentice Hall
- ❖ Foster G, Financial Statement Analysis, Prentice Hall
- ❖ Bernstein & Wild, Financial Statement Analysis; theory, application & interpretation, Mcgraw Hill
- ❖ Ormiston, Understanding Financial Statement, Pearson
- ❖ Bhattacharyya, Asish K., Introduction to Financial Statement Analysis, Elsevier
- ❖ Hanif & Mukherjee, Financial Accounting, Vol III, McGraw Hill
- ❖ Subramanyam, K.R. and Wild, Financial Statement Analysis, McGraw Hill
- ❖ Students' Guide to Accounting Standard, Rawat, Taxmann
- ❖ Jawaharlal, Corporate Financial Reporting Theory and Practice, Taxmann
- ❖ Sur Debasish, Financial Statement Analysis-A Comprehensive Approach, Excel

OR

DS-CO-32: Logistics Management

Module-I

Unit 1: Concept of Logistics: Objectives and Concept of Logistics, Evolution of Logistics, Types of logistics, Concept of Logistics Management, Role of Logistics in an Economy, Logistics and Competitive Advantage, Logistics Mix, Logistics in Organised Retail in India.

Unit 2: Supply Chain Management: Objectives and Concept of Supply Chain Management (SCM), Functions and Contribution of Supply Chain Management, Framework for Supply Chain Solution, Supply Chain Relationships, Building a long-term relationship with vendors, Supplier relationship management (SRM). Difference between Logistics and Supply Chain Management.

Unit 3: Material Storage System: Objectives and Concept of Material Storage System, Unit Load Storage, Storage principles, Storage design and its benefits, Storage Methods.

Unit 4: Warehousing: Objectives and Concept of Warehousing, Need for warehousing management, Evolution of warehousing, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management System (WMS).

Module-II

Unit 5: Logistical Packaging: Objectives and Concept of Logistical Packaging, Design Consideration in Packaging, Types of Packaging Material, Packaging Costs.

Unit 6: Transportation: Objectives and Transportation System, Transportation Infrastructure, Different Modes of Transportation, Freight Management, Factors Affecting Freight Cost, Transportation Network, Containerisation.

Unit 7: Customer Service: Objectives and Concept of Customer Service, Attributes of customer service, Different phases of customer services, Customer Service for Competitiveness, Value-Added Logistical Service.

Unit 8: E-Commerce Logistics: Objectives and Concept of E-Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM).

Suggested Readings

- ❖ Ganapati and Nandi, Logistics Management, Oxford University Press;
- ❖ C. Rama Gopal, Export import Procedures- Documentation in Logistics, New Age International Publication;
- ❖ Paul and Aserkar, Export Import Management, Oxford University Press.
- ❖ Chopra and Meindl, Supply Chain Management, Pearson.

DS-CO-41: Financial Management

Module-I

Unit 1: Introduction: Functions; Objectives, Profit maximization vs. Value maximization; Role of Chief Financial Officer.

Unit 2: Time Value of Money: Concept of Compounding, Discounting, Annuity and perpetuity.

Unit 3: Sources of Finance and Cost of Capital: Different sources of finance, Cost of capital- concept, relevance, specific cost, weighted average cost and marginal cost of capital.

Unit 4: Leverage: Concept of Business Risk and Financial Risk, Operating, Financial and Combined Leverage, Trading on Equity.

Module-II

Unit 5: Capital Structure Theories: Capital Structure Decisions and Pattern, designing optimum Capital Structure, Constraints, Features of Sound Capital Structure, Various Capital Structure Theories (except M-M Model).

Unit 6: Capital Budgeting Decision-I: Objectives, Process, understanding different types Investment Decisions, Techniques of Decision Making: Non-discounted Cash Flow Approaches – Payback Period method, Accounting Rate of Return.

Unit 7: Capital Budgeting Decision-II: Discounted Cash Flow Approaches: Net Present Value, Discounted Payback Period, Profitability Index, Internal Rate of Return (Elementary Level).

Unit 8: Dividend Decisions: Meaning, Types of Dividends; Factors determining dividend decisions, Dividend Theories-Walter's Model, Gordon's Model, Modigliani and Miller (Introductory Level).

Suggested Readings

- ❖ B. Banerjee, Financial Policy & Management Accounting, PHI
- ❖ James C. Van Horne, Financial Management, PHI
- ❖ Kar & Bagchi, Financial Management, Dey Book Concern
- ❖ Khan & Jain, Financial Management, Tata McGraw-Hill
- ❖ Pandey I.M., Financial Management-, Vikash
- ❖ Sana, Biswas, Sarkar and Das, Financial Management, McGraw-Hill

OR

DS-CO-42: Non-Profit Organisation Management

Module-I

Unit 1: Concept, Functions and Establishment of NGO: Concepts and Functions; Development issues, Development indicators; Legal procedures for establishment of NGOs; Overview of Societies Registration Act, Indian Trust Act, Indian Company's Act, Charitable endowment Act and FCRA, Memorandum of Association and Bye laws, Tax Reliefs under various Acts, Issues and Challenges in NGO Management.

Unit 2: Results-Based Management and Project Cycle Management: Concept of Results-Based Management; Results-Based Management in programme and project planning; The project cycle; Logical Framework.

Unit 3: Designing and Planning a Project: Identifying and analysing problems, Deciding the overall strategy, Defining the response, Strategic Planning.

Unit 4: Project Monitoring and Evaluation: Monitoring, Internal Evaluations, External Evaluations.

Module-II

Unit 5: Fund-raising and Grant Proposals - Institutional Readiness: Developing a coherent fund-raising strategy and Grant Proposals, Identification of budget lines and donor expectations, Structure of grant proposals, Elaboration of a Grant Proposal.

Unit 6: Communication, Leadership Development and Human Resource Management: Principles of communication, Successful negotiations, Leadership Development, Building and leading a team, Conflict resolution, Human Resource Management, Human Resource Policy, Staffing and Compensations, Staff development.

Unit 7: NGO Governance: Linking experience to Best Practice: Governance- Concepts, challenges, perspectives and ethical concerns, Impact of different governance structures, Good Governance standards codes and accountability, Role of Board Members, Executive Directors, Senior Managers, Founders and other stakeholders.

Unit 8: Co-ordinating Agencies, Funding Agencies and Schemes of NGOs: International Organisations, National and Regional Organisations, Schemes for NGOs under various ministries of Government of India, NABARD and Human Rights Commission.

Suggested Readings

- ❖ Steve Rothchild, “The Non-profit: For-Profit Thinking for Non-profit Success”, The Jewish Floridian - University of Florida Digital Collections.
- ❖ Beth Kanter, Allison Fine and Randi Zuckerberg “The Networked Nonprofit: Connecting with Social Media to Drive Change”,
- ❖ Jim Collins, “Good to Great: Why Some Companies Make the Leap and Others Don't”
- ❖ Chip Heath and Dan Heath, “Made to Stick: Why Some Ideas Survive and Others Die”
- ❖ Leslie R. Crutchfield, Heather Mcleod Grant and Steve, “Forces for Good: The Six Practices of High-Impact Nonprofits”
- ❖ David Lubetzky, “Do the Kind Thing: Think Boundlessly, Work Purposefully, Live Passionately”
