

**Sister Nivedita University**  
**PROGRAM STRUCTURE BCOM**

**1<sup>st</sup> Year 1<sup>st</sup> Semester**

**Fundamentals of Accounting:**

<b>Topics</b>	<b>Details</b>
<b>Introduction</b>	Meaning & Definition, Functions, Characteristics, Objectives & Scope of Accounting; Nature of Accounting; Users of Accounting Information; Characteristics of Accounting Information; Bases of Accounting- Cash Basis & Accrual Basis.
<b>Accounting Concepts &amp; Conventions</b>	Entity, Money Measurement, Going Concern, Cost, Realisation, Accruals, Periodicity, Consistency, Prudence (Conservatism), Materiality, Matching and Full Disclosures.
<b>Double Entry System</b>	Feature, Advantages & Disadvantages of Double Entry System; Recognition of Assets, Liabilities, Income, Expenses, Concept of Capital, Determination of Profit, Capital & Revenue Concepts; Meaning of Basics Accounting Terms
<b>Accounting Cycle</b>	Accounting Cycle; Meaning of Event; Meaning of Transaction; Classifications of Accounts; Modern Classification of Accounts; Rules for Debit & Credit; Assets and Their Classifications; Liabilities and Their Classifications.
<b>Capital &amp; Revenue</b>	Meaning of Capital Expenditure, Meaning of Revenue Expenditure, Rules for determining Capital Expenditure, Rules for determining Revenue Expenditure.
<b>Introduction to Accounting Standard</b>	Financial Accounting Standards: Concept, Benefits, Procedure for Issuing Accounting Standards in India. Need for a Global Standard, IFRS (Concept Only).
<b>Introduction to Accounting Theory</b>	Concept of Accounting Theory; Relation with Practice; GAAP;
<b>Trial Balance</b>	Journal Entries & Ledger Posting; Constructions of Trial Balance
<b>Depreciation Accounting</b>	Factors in the Measurement of Depreciation, Methods of recording Depreciation

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**Final Accounts** Trading Account; Profit & Loss Account; Balance Sheet; Contingencies and Events Occurring After Balance Sheet Date

**Non-profit Organisation** Preparation of Financial Statements of Non-Profit Organization.

**Accounting for Sale on Return** Economics of Sale or Return; Accounting record.

**Insurance Claims** Loss of Stock; Loss of Profit.

### ***Suggested Readings:***

1. Accounting for managers – Asish K. Bhattacharya; PHI.
2. Financial accounting for management – N Ramachandran & am Kr. Kakni; Tata McGraw-Hill.
3. Financial Accounting – Ashok Banerjee; Excel Books.

### **Business Law**

Unit I: The Indian Contract Act, 1872 22 Lectures a) Contract – meaning, characteristics and kinds b) Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. c) Void agreements d) Discharge of contract – modes of discharge including breach and its remedies. e) Contingent contracts f) Quasi – contracts g) Contract of Indemnity and Guarantee h) Contract of Bailment i) Contract of Agency

Unit II: The Sale of Goods Act, 1930 10 Lectures a) Contract of sale, meaning and difference between sale and agreement to sell. b) Conditions and warranties c) Transfer of ownership in goods including sale by non-owners d) Performance of contract of sale e) Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

Unit III: The Limited Liability Partnership Act, 2008 20 Lectures a) Salient Features of LLP b) Difference between LLP and Partnership, LLP and Company c) LLP Agreement d) Nature of LLP e) Partners and Designated Partners f) Incorporation Document g) Incorporation by Registration, Registered office of LLP and change therein h) Change of name i) Partners and their Relations j) Extent and limitation of liability of LLP and partners k) Whistle blowing l) Taxation of LLP m) Conversion of LLP n) Winding up and dissolution

Unit IV: The Information Technology Act 2000 13 Lectures a) Definitions under the Act b) Digital signature c) Electronic governance d) Attribution, acknowledgement and dispatch of electronic records e) Regulation of certifying authorities f) Digital signatures certificates g) Duties of subscribers h) Penalties and adjudication i) Appellate Tribunal j) Offences

### **Suggested Readings:**

1. Lee Reach, Business Laws, Oxford University Press, UK.
2. Singh, Avtar, The Principles of Mercantile Law, Eastern Book Company, Lucknow.

3. Tulsian, P.C, Business Law, Tata McGraw Hill, New Delhi.
4. Sharma, J.P., and Kanojia, Sunaina. Business Laws, Ane Books Pvt. Ltd., New Delhi.
5. Chadha, P.R, Business Law, Galgotia Publishing Company, New Delhi
6. Maheshwari & Maheshwari, Business Law, National Publishing House, New Delhi.
7. Information Technology Rules 2000 with Information Technology Act 2000, Taxmann Publications Pvt. Ltd., New Delhi.

### ***Suggested Readings:***

1. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
2. Kuchhal M C, *Business Laws*, Vikas Publishing House, New Delhi
3. Tulsian P.C., *Business Law*, Tata McGraw Hill, New Delhi.
4. Sharma, J.P. and SunainaKanojia, *Business Laws*, Ane Books Pvt. Ltd., New Delhi.
5. Sharma, J.P. and SunainaKanojia, *VyavsayikSanniyam*, Delhi University Hindi Cell.
6. Maheshwari&Maheshwari, *Business Law*, National Publishing House, New Delhi.
7. *Information Technology Rules 2000 with Information Technology Act 2000*, Taxmann Publications Pvt. Ltd., New Delhi.
8. Chakraborty, S. K. - Values and Ethics for Organisations,
9. OUP Fernando, A.C. Business Ethics - An Indian Perspective, Pearson
10. Unfair Trade: The shocking truth behind 'ethical' business , Conor Woodman
11. Business Ethics : Concepts and Cases , Manuel G. Velasquez, PEARSON

### **Business Mathematics & Statistics I :**

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

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

**Unit-III:** Basic Mathematics of Finance: Simple AP and GP Series, Simple and compound interest. Rates of interest – nominal, effective and continuous – and their inter-relationships. Compounding and discounting of a sum using different types of rates.

**Unit- IV:** Univariate Analysis: Measures of central tendency including AM, GM and HM; properties and applications; Mode and Median; Partition values – quartiles, deciles and percentiles. Measures of variation – absolute, relative, range, quartile deviation, and mean deviation, variance and standard deviation; calculation and properties. Bivariate Analysis: Simple Linear Correlation Analysis; Meaning and measurement, Pearson's co-efficient and Spearman's rank correlation, Simple linear Regression analysis, Regression equations and estimation, Logistic regression model building for Binary decision variable.

**Unit- V:** Time series analysis: Component of time series; additive and multiplicative models; trend analysis; Moving Average method; Fitting of linear trend line using principle of least square.

### ***Suggested References:***

1. ND Vohra, Business Mathematics and Statistics, McGraw Hill Education (India) Pvt. Ltd.
2. ET Dowling, Mathematics for Economics, Schaum's Outlines Series, McGraw hill Pub. Co.
3. JK Sharma, Business Statistics, Pearson Education.

## **1<sup>st</sup> Year 2<sup>nd</sup> Semester**

### **Advanced Accounting**

Unit 1: Partnership accounts-I- Correction of appropriation items with retrospective effect. Change in constitution of firm – change in P/S ratio, admission, retirement and retirement cum admission – treatment of Goodwill, revaluation of assets & liabilities (with/without alteration of books), treatment of reserve and adjustment relating to capital; treatment of Joint Life Policy, Death of a partner.

Unit 2: Partnership accounts-II - Accounting for dissolution of firm – insolvency of one or more partner, consideration of private estate and private liabilities. Piecemeal distribution – surplus capital basis; maximum possible loss basis.

Unit 3: Branch accounting- Concept of Branch; different types of Branches. Synthetic method – preparation of Branch account. Preparation of Branch Trading and P/L account. (At cost & at IP) – normal and abnormal losses. Analytical method – preparation of Branch Stock, Adjustment etc A/C (at cost & at IP) – normal & abnormal losses independent branch – concept of wholesale profit.

Unit 4: Hire purchase and Instalment payment system- Meaning; difference with Instalment payment system; Recording of transaction in the books of buyer – allocation of interest – use of Interest Suspense a/c – partial and complete repossession Books of Seller – Stock and Debtors A/C (with repossession) Books of Seller – H.P. Trading A/C without HP Sales and HP Debtors and General Trading A/c (with repossession)

Unit 5: Departmental accounts - Concept, objective of preparation of departmental accounts; apportionment of common cost; Preparation of Departmental Trading and P/L account, Consolidated Trading and P/L account; inter departmental transfer of goods at cost, cost plus and at selling price and elimination of unrealized profit.

### **Suggested Reading:**

- Sukla, Grewal, Gupta: Advanced Accountancy Vol. I & II, S Chand
- R. L.Gupta & Radheswamy, Advanced Accountancy Vol. I & II, S. Chand

- Maheshwari & Maheshwari, Advanced Accountancy Vol. I & II, Vikash Publishing House Pvt. Ltd.
- Sehgal & Sehgal, Advanced Accountancy Vol. I & II, Taxman Publication
- L.S.Porwal, Accounting Theory, Tata Mcgraw Hill
- Gokul Sinha, Accounting Theory & Management Accounting,
- B. Banerjee, Regulation of Corporate Accounting & Reporting in India, World Press.
- Frank Wood, Business Accounting Vol I&II, Pearson
- Tulsian, Financial Accounting, Pearson
- Hanif & Mukherjee, Financial Accounting, Vol II, McGraw Hill
- Accounting Standards issued by ICAI

### **Computer Application**

Module 1: Introduction to logical organization of computer, input and output devices (with connections and practical demo), keyboard, mouse, joystick, scanner, OCR, OMR, monitor, printer, plotter, primary memory, secondary memory, auxiliary memory. (6 Lectures)

Module 2: User Interface: Operating system as user interface, system tools, utility programs Database: (4 Lectures)

Module 3: Introduction to database, relational data model, Entity types, entity set, attribute and key, relationships, relation types, SQL queries: select, from, where, order (6 Lectures)

Module 4: Networks: Definition of network, classification of network, LAN, MAN, WAN, distinction among the networks, Guided Media: Twisted pair, Coaxial cable, and Optical fiber. Unguided media: Microwave, Radio frequency propagation, Satellite, LAN Topologies: Ring, bus, star, mesh and tree topologies. (8 Lectures)

Module 5: Internet Applications: Internet as a global network, Search Engine, Online education, Internet utilities – email, online banking, reservations etc. (6 Lectures)

Module 6: Use of Computers in Education and Research: Data analysis, Heterogeneous storage, e-Library, Google Scholar, Domain specific packages such as SPSS, Mathematica etc.[6L]

### **Reference Books:**

1. A. Goel, Computer Fundamentals, Pearson Education, 2010.
2. P. Aksoy, L. DeNardis, Introduction to Information Technology, Cengage Learning, 2006
3. P. K.Sinha, P. Sinha, Fundamentals of Computers, BPB Publishers, 2007

### **Cost and Management Accounting**

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Unit 1: Introduction Meaning, objectives and advantages of cost accounting; Difference between cost accounting and financial accounting; Cost concepts and classifications; Elements of cost; Installation of a costing system; Role of a cost accountant in an organisation

Unit 2: Statement of Cost: Cost sheet & unit cost

Unit 3: Material and Labour a. Materials: Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard Cost. Treatment of Material Losses

Unit 4: Elements of Cost: Overheads (8 Lectures) Classification, allocation, apportionment and absorption of overheads; Under- and over-absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based cost allocation.

Unit 5: Standard Costing: Standard Costs and Standard Costing; Uses, & Importance. Differences with Budgetary Control, Preliminary Steps. Classification of Standards. Analysis and computation of Materials, Labour and Overhead Costs (concepts only) Variances

Unit 6: CVP Analysis & Marginal Costing: CVP Analysis Introduction; CVP Assumptions and Uses; Break-Even Analysis: BE Point and Margin of Safety; Graphical presentation of CVP Relationship; Profit Graph

Marginal Costing and Management Decisions – Marginal Costing vis-à-vis Absorption Costing; Cost statement under marginal costing and absorption costing; Marginal Costing Techniques.

Unit 7: Budget and Budgetary Control: Budget and Budgetary Control; The budget manual, principal budget factor, preparation and monitoring procedures, Fixed and Flexible budget, preparation of functional budgets – concepts, cash budget, flexible budget.

### **Finance & Accounting for Business Process Services-I**

- Process (Definition, The Process Model) • First Process Model in the World (Adam Smith) • Famous Process Model Developed by Henry Ford • Examples of Process (Email Logging in Process Flow, Coffee Making Process) • Types of Processes (Management, Operational & Support) • The Anatomy of a Process (Standard Operating Procedures [(SOPs)) • Different examples of SOPs • Using ‘Process’ in Business • Disasters that can happen in Business in absence of ‘Process’ • How ‘Process’ protect Business from ‘Crashing’ & ‘Burning’? • Concept of ‘Normalisation of Deviance’ (NASA & SpaceX Example) • Business Process Services (Definition) • Types of Business Process Services (Captive, Third Party) • Advantages & Disadvantages of Business Process Services • Introduction to Accounting • Difference between ‘Book Keeping’ & ‘Accounting’ • Difference between ‘Transaction’ & ‘Event’ • Different types of Accounts • Golden Rules of Accounting • Principles of Accounting • Accounting Process • Difference between US GAAP & IFRS • Finance & Accounting Services → Procure to Pay → Order to Cash → Record to Report → Financial Planning & Analysis • Controls & Compliance • Information Security • Concept of ‘Lean Accounting’ • Emerging Trends in Finance & Accounting Technology

## 2<sup>nd</sup> Year 1<sup>st</sup> Semester

### Organizational Behaviour & Principles of Management

#### **Unit 1: Introduction to Management**

- I. Management Concept: Significance, Managerial Functions – An overview; Co-ordination (concept, types and techniques, essence of managing)
- II. Evolution of the Management Thought, Classical Approach – Taylor, Fayol, Weber. Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach
- III. Development of Management Thought: Contingency approach-Lawrence & Lorsch; MBO - Peter F. Drucker; Business Process Re-engineering - Hammer and Champy; Michael Porter  
  
– Five-force analysis, Three generic strategies and value chain analysis; Senge's Learning Organisation, 'Fortune at the Bottom of the Pyramid' – C.K. Prahalad.

#### **Unit 2: Planning**

- I. Definition of planning and types of plans –strategic, tactical, operational, characteristics, importance.
- II. Strategic planning – Concept, process, Importance and limitations
- III. Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/ TOWS/WOTS-UP, BCG Matrix, Competitor Analysis).
- IV. Business environment; Macro and Micro - Concept and Components
- V. Decision-making – Concept, importance; Committee and Group Decision-making, Process, Perfect rationality and bounded rationality, Techniques - qualitative and quantitative

#### **Unit 3: Organising**

- I. Concept and process of organising – An overview; Principles of Organising, departmentation; Span of management (concept, types: narrow and wide, factors deciding the nature of span, authority, responsibility, accountability, relationship); Different types of authority (line, staff and functional),



Decentralisation (concept, centralization vs decentralisation); Delegation of authority (concept, principle, obstacles)

II. Formal and Informal Structure of organisation; Network Organisation Structure

**Unit 4: Staffing & Leading**

I. *Staffing*: Concept of staffing, staffing process

II. *Motivation*: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory, McGregor X and Y theory.

III. *Leadership*: Concept, Importance, Major theories of Leadership-trait and behavioural theory; Leadership styles- Employee and Production orientation, Ohio-Michigan Theory, Blake and Mouton's Managerial Grid theory, Tannenbaum & Schmidt Continuum Theory, Fielder's situational Leadership, Transactional leadership, Transformational Leadership, Charismatic Leadership.

IV. *Communication*: Concept, purpose, process; Oral and written communication; communication network (formal and informal channel); Formal and informal communication networks, Barriers to communication, Overcoming barriers to communication.

**Unit 5 : Control**

*Control* : Concept, Stages of Control, Limitations, Types; Principles of Effective Control, Techniques of Control (traditional vs. modern) - Ratio Analysis, ROI, Budgetary Control, EVA, PERT/CPM.

**Unit 6 : Emerging issues in Management & Case Studies**

Globalization, ethics and responsibilities, work force diversity, empowerment of employee, technological innovation, TQM (total quality management).

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, *Essentials of Management: An International and Leadership Perspective*, McGraw Hill Education.
2. Stephen P Robbins and Madhushree Nanda Agrawal, *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education.



3. George Terry, *Principles of Management*, Richard D. Irwin
4. Newman, Summer, and Gilbert, *Management*, PHI
5. James H. Donnelly, *Fundamentals of Management*, Pearson Education.
6. B.P. Singh and A.K. Singh, *Essentials of Management*, Excel Books
7. TN Chhabra, *Management Concepts and Practice*, Dhanpat Rai & Co. (Pvt. Ltd.), New Delhi
8. Peter F Drucker, *Practice of Management*, Mercury Books, London Note
9. Prasad, L. M., *Principles and Practice of Management.*, Sultan Chand & Sons, New Delhi.
10. C.B.Gupta, *Business Entrepreneurship And Management*, Sultan Chand & Sons, New Delhi.

## **DIRECT TAXATION**

Unit 1: a) Basic Concepts and Definitions under IT Act Assessee, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance, Tax planning. b) Residential Status and Incidence of Tax Residential status of all persons except company c) Incomes which do not form part of Total Income Except section 10AA.

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

Unit 2: Heads of Income and Provisions governing Heads of Income a) Salaries b) Income from House property

Unit 3: Heads of Income and Provisions governing Heads of Income a) Profits and Gains of Business and Profession Special emphasis on sec. 32, 32AC, 32AD, 35, 35D, 36(i)(ib), (ii), (iii), (iv), (vii), 37, 37(2B), 40A(2), 40A(3), 43B, (Excluding presumptive taxation) b) Capital Gains Meaning and types of capital assets, basic concept of transfer, cost of acquisition, cost of improvement and indexation, computation of STCG and LTCG, exemptions u/s 54, 54B, 54EC and 54F, capital gain on transfer of bonus shares, right entitlement and right shares, taxability of STCG and LTCG. c) Income from Other Sources Basis of charge excluding deemed dividend

Unit 4: a) Income of other Persons included in Assessee's Total Income Remuneration of spouse, income from assets transferred to spouse and Son's wife, income of minor. b) Set off and Carry Forward of Losses

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Mode of set off and carry forward, inter source and inter head set off, carry forward and set off of losses u/s 71B, 72, 73, 74, 74A. c) Deductions from Gross Total Income Basic concepts, deductions u/s 80C, 80CCC, 80CCD, 80CCE, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGC, 80TTA, 80U d) Rebate u/s 87A

### Suggested Readings

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

### **Finance and Accounting for Business Process Services -II**

Inventory management  
Supply chain management  
Working capital management  
Debtors Management  
Creditors Mangement

IFRS GAAP IND AS-accounting principles  
ERP  
Kizen  
Six sigma  
Cash Management

### **Insurance for Business Process Services - I**

Unit 1                      Upon completion of this Unit, students will understand Basics of Insurance:

Insurance -Generic      *a) Concept of Risk*  
Overview                    *b) Risk Management*  
                                      *c) Basic concepts ( Hazards, Perils, Assets, etc.)*  
                                      *d) Fundamentals of Insurance*  
                                      *e) Characteristics of a valid contract*

- f) Insurance contract*
- g) Principles & Practices of Insurance Contract*
- h) Important terminologies & parties in insurance contract*
  
- i) Types of Insurance ( Personal, Commercial, Health, Life, etc.)*
  
- j) History of Insurance*
- k) Types of Insurance companies*
- l) Business units in an Insurance company*
- m) Overview of Insurance Life Cycle ( Underwriting, Policy Servicing, Claims, etc.)*
- n) Reinsurance concept*

Upon completion of this Unit, students will understand:

Sub - Unit 1: Insight into Life Insurance

- a) Important terminologies in a Life Insurance policy
- b) Parties in a Life Insurance policy
- c) Individual Life Insurance plans
- d) Supplementary Benefits
- e) Policy Provisions
- f) Ownership rights

g) Life Insurance policy life cycle ( New business & Underwriting, Policy servicing, Claims, etc.)

Sub - Unit 2: Insight into Annuity

- a) Concept of Annuity
- b) Types of Annuity
- c) Annuity contract provisions
- d) Annuity : USA – Fixed Annuity, Fixed Index Annuity, Variable Annuity
- e) Qualified & Non-Qualified Annuity

Sub - Unit 3 : Insight into Group Insurance

- a) Principles of Group Insurance
- b) Group Life Insurance
- a) Group Retirement Plans

Unit 2

## **Indirect Taxation**

Unit-I : Concept and types of Indirect Tax; Right to impose indirect tax by Centre (Union)/State and Union Territory Governments before and after 101st Amendment of the Constitution of India; Introduction of GST in India; Definition - Supply, Aggregate Turnover, Person, Business, Appropriate Government, Mixed Supply, Composite Supply, GSTN, GSTIN, E-Commerce Input Tax Credit etc. GST Models : Single GST & Dual GST; Types of GST:- CGST,SGST/UTGST,IGST ; Levy and Collection of GST.

Unit –II : Registration under GST : Persons liable to get registered, Compulsory Registration, Registration Procedure, Reverse Charge Mechanism, Composition Scheme and assessment under composition scheme; Zero rated supply; Exemption from GST, GST tax rate.

Unit-III : Input Tax Credit (ITC), Eligibility and conditions for taking Input Tax Credit, Apportionment of ITC and Blocked Credit ; Various Documents under GST- Tax Invoice, Bill for Supply, Debit Note, Credit Note, Payment Voucher, Receipt Voucher, E-way bill, HSN Code and SAC Code.

Unit-IV : Assessment and Administration of GST - Types of GST Returns, Types of Assessment & Assessment Procedures, Role and Functions of GST Council, Tax Authorities and their powers; Tax deduction at Source & Tax Collection at Source, Refund of Tax.

### **Suggested Readings**

- Datey V.S., Indirect Taxes Law And Practice, Taxmann
- Sanjeev Kumar, Systematic Approach to Indirect Taxes, Bharat
- Bangar and Bangar, Students' Gide to Indirect Taxes, Aadhya Prakashan.
- Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern
- Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS

## **FUNDAMENTALS OF FINANCIAL MANAGEMENT**

Unit I: Introduction (5 Lectures) Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities

Unit II: Investment Decisions (16 Lectures) The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

Unit III: Financing Decisions (17 Lectures) Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage; Determinants of capital structure

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Unit IV: Dividend Decisions (11 lectures) Theories for relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice

Unit V: Working Capital Decisions (16 Lectures) Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management

### Suggested Readings

1. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
2. Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
3. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
4. Khan and Jain. Basic Financial Management, McGraw Hill Education
5. Prasanna Chandra, Fundamentals of Financial Management. McGraw Hill Education
6. Singh, J.K. Financial Management- text and Problems. Dhanpat Rai and Company, Delhi.
7. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
8. Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Courseback, New Delhi.
9. Pandey, I.M. Financial Management. Vikas Publications.
10. Bhabatosh Banerjee, Fundamentals of Financial Management, PHI Learning
11. Gupta & Sharma, Management Accounting, Kalyani Publishers

### **Banking for Business Process Services**

Overview of Indian Financial System

Banking System in India

Banker & Customer

Negotiable Instruments

Commercial Banks

Reserve Bank of India

Development Banks

Risk Management in Banks

Banking Innovations

### **Insurance for Business Process Services – II**

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Unit 1	Upon completion of this Unit, students will understand Property & Casualty Insurance:
Property & Casualty Insurance	<i>a) Non – Life Insurance concepts : Hazards, Perils, Catastrophe, Property Damage &amp; Business Interruption, Policy exclusions, Indemnity, Deductibles, Retention, Premiums, Limits, Salvage, Subrogation, etc.</i>  <i>b) Insurance Providers – Co-Insurance, Reinsurance, Captive Insurance</i> <i>c) Underwriting process</i> <i>d) Policy Servicing process</i> <i>e) Claims process</i> <i>f) Reinsurance</i>
Unit 2	Upon completion of this Unit, students will understand healthcare insurance:
Healthcare Insurance	<i>a) Concept of Healthcare Insurance</i> <i>b) How Healthcare Insurance works</i> <i>c) Key Challenges of Healthcare Industry</i> <i>d) Healthcare Eco System</i> <i>e) Healthcare regulations &amp; Standards ; HIPAA</i> <i>f) Medicare</i> <i>g) Medicaid</i> <i>h) Individual Health Insurance policies</i> <i>i) Group Health Insurance policies</i> <i>j) Managed Care</i>
Unit 3	Upon completion of this Unit, students will understand retirement services:
Retirement Services	<i>a) Concept of Retirement Services</i> <i>b) Retirement Planning</i> <i>c) Asset Allocation &amp; Asset Classes</i> <i>d) Life stages of an Investor</i> <i>e) Defined Benefit &amp; Defined Contribution</i> <i>f) Individual Retirement Arrangement in USA</i> <i>g) Third Party Administrator for Retirement Services in USA</i>  <i>h) Life cycle of Participants in a plan (enrollment, contribution, etc.)</i>  <i>i) Categories of Pension in UK</i> <i>j) DWP &amp; TPR</i> <i>k) Annuity &amp; Income Drawdown Plan</i>

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Units	Course Content
1	<b>Introduction to Retail Environment-</b> Formats of retail. Value addition, revenue generation. Knowing concept of retail, Knowing sustainable competitive advantages, Formulation of Strategies in Retail, Apply principles of retail management to solve retailing issues
2	<b>Business law for Retail:</b> Manage all resources effectively at the workplace. Knowledge of retail related Acts to ensure lawful activities
3	<b>Retail service Management I:</b> Knowing importance of service in retail. Knowing components of service. Usage of computer fundamentals in retail.
4	<b>Retail service Management II:</b> e-business Apply principles related to retail service management.

### INDIAN ECONOMY & INDIAN FINANCIAL SYSTEM

#### Module 1 – INDIAN ECONOMY

Unit I: Basic Issues in Economic Development 5 Lectures Characteristics of underdevelopment countries with special reference to India. Capital formation (physical and human), role of technology: sustainability, institutional factors.

Unit II: Issues in Indian Planning 10 Lectures Objective and critical evaluation (Growth, self – reliance. Employment generation, inequality reduction, poverty removal modernization and competitiveness, economic reforms). Saving and investment; Mobilization of Internal and External finances, Centre State financial relation.

Unit III: Policy Regimes 13 Lectures a) The evolution of planning and import substituting industrialization. b) Economic reform and liberalization.

Unit IV: Growth, Development and Structural Change 20 Lectures a) The experience of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions. b) The Institutional Framework: Patterns of assets ownership in agriculture and industry; Policies for restructuring agrarian relations and for regulating concentration of economic power; c) Changes in policy perspectives on the role of institutional framework after 1991.

Unit V: Sector-wise Trends and Issues

a) Industry: Industries Policy: pre and post 1991. Relative roles of large and small scale. Public vs. Private sector. The role and forms of foreign capital (Foreign Institutional Capital, Foreign Direct Investment.) b)



Foreign Trade: Role and importance of foreign trade in India. The balance of trade and balance of payments situation. c) Price: Monetary and Fiscal policies.

Suggested readings:

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

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### **Module II - Indian Financial System**

Unit I: An Introduction to Financial System and its Components 15 Lectures Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system. Financial Regulators in India: RBI, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates.

Unit II: Financial Markets 25 Lectures Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview. Capital Markets-functions, organization and instruments. Indian debt market; corporate debt market; slow growth of corporate debt market; Development of corporate bond market abroad. Indian equity marketprimary and secondary markets; Role of stock exchanges in India.

Unit III: Financial Institutions

Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs). Regional Rural Banks. Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority.

Suggested Readings:

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

**3<sup>rd</sup> Year 5<sup>th</sup> Sem**

**Business Environment**

CHAPTER 1	Indian Business Environment
CHAPTER 2	Economic Trends
CHAPTER 3	Problems of Growth
CHAPTER 4	Role of Government
CHAPTER 5	The Current five year Plan
CHAPTER 6	International Environment

**Investment Planning**

Unit 1: Investment setting: Computation of mean return, risk Standard deviation & variance

Unit 2: Concept of risk & return

Unit 3: Insurance: Types of insurance, principles

Unit 4: Mutual Fund: Types of mutual fund, NAV

**Capital Markets for Business Process Services**

<b>Units</b>	<b>Topics</b>
<b>Introduction to Capital Markets</b>	<b>Securities - Types of Securities</b> Equities Fixed Income & Govt Securities Derivatives OTC Products Participants in a Trade & Global Financial Markets  <b>Financial Markets</b> Exchanges OTC Products and Financial Markets Participants in a Trade <b>Overview of regulators &amp; important regulations</b>
<b>Investment Banking</b>	Basics of Investment Banking Trade Life Cycle Clearing and Settlement Securities Lending Prime Brokerage Collateral Management Corporate Actions : Mandatory & Voluntary Corporate Actions : How they affect securities
<b>Funds</b>	<b>Mutual Funds</b> Transactions in Mutual Funds Fund Expenses Transfer Agency <b>Hedge Funds</b> Understanding Hedge Funds Hedge Fund strategies <b>Private Equity</b> Understanding Private Equity Operations Fund Accounting & NAV calculations Performance reporting Reconciliations in Asset Management
<b>Risk Management in Capital Markets</b>	Counterparty Credit Risk Management Market Risk Management

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• Process (Definition, The Process Model) • First Process Model in the World (Adam Smith) • Famous Process Model Developed by Henry Ford • Examples of Process (Email Logging in Process Flow, Coffee Making Process) • Types of Processes (Management, Operational & Support) • The Anatomy of a Process (Standard Operating Procedures [(SOPs)]) • Different examples of SOPs • Using 'Process' in Business • Disasters that can happen in Business in absence of 'Process' • How 'Process' protect Business from 'Crashing' & 'Burning'? • Concept of 'Normalisation of Deviance' (NASA & SpaceX Example) • Business Process Management (Definition) • Advantages & Disadvantages of Business Process Management • How to manage business processes collaboratively? • Optimisation of Business Process • Managing Business Processes through Automation • Business Process Analysis • How to analyse existing Business Processes? • Compiling Processes into MAP • Business Process Modeling • Basic Theory of Business Process Mapping • The Anatomy of a Process Map • Optimising Process Model • The Process for Creating a Process Map • From Paper to BPM Software • What is BPM software? • Business Process Reengineering (BPR) • Famous BPR Examples (Taco Bell, Ford) • The process for implementing BPR. • What is Business Process Outsourcing (BPO) ? • What are the different processes that can be outsourced? • The new wave of BPO. • Risks in BPM (Operational Risk , Information Security Risk, Financial Risk & Strategic Risk ) • Risk Mitigation Plans

### **STRATEGIC COST MANAGEMENT**

1. Cost Management (a) Developments in Cost Management: (i) Life Cycle costing (ii) Target costing (iii) Kaizen Costing (iv) Value Analysis and Value Engineering (v) Throughput Costing (vi) Business Process Re-engineering (vii) Back-flush Accounting (viii) Lean Accounting (ix) Socio Economic Costing (b) Cost Control and Cost Reduction – Basics, Process, Methods and Techniques of Cost Reduction programme. Section B: Strategic Cost Management Tools and Techniques

2. Decision Making Techniques (a) Marginal Costing- Differential costing-CVP Analysis – Profit Volume Graphs – Contribution Approach (b) Decisions involving alternative choices – Optimum utilization of resources – Make or Buy – Evaluation of Orders – Multiple scarce resource problems- Product sales pricing..... etc (c) Pricing Decisions and Strategies – New Product Pricing, Use of Costs in Pricing, Sensitivity Analysis in Pricing Decisions; Monopoly Pricing vs. Competitive Pricing; Bottom Line Pricing (d) Costing of Service Sector – methods, pricing, performance measurement (e) Transfer Pricing - Objectives, Methods ( Cost Based, Market Price Based, Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Transfer Price in different situations, Situations causing Conflicts and resolving the Conflicts; (f) Relevant Cost Analysis : Relevant Cost, Irrelevant Costs - Sunk or Historical Cost, Committed Cost, Absorbed Cost, Situations where Fixed Costs become relevant for decision – making and its related implications (g) Profitability Analysis – Product wise / Segment Wise / Customer wise

3. Standard Costing in Profit Planning (a) Variance Analysis - Investigation of Variances, Planning and Operating Variances, Controllable / Non-controllable Variances, Relevant Cost Approach to Variance Analysis; Variance analysis under marginal costing and absorption costing; Activity Ratios; Application of budgetary control and Standard Costing in Profit planning, Standard Costing Vs Budgetary Control, Reconciliation of Actual Profit with Standard Profit and /or Budgeted Profit. (b) Uniform Costing and Inter-firm comparison.

4. Activity Based Cost Management – JIT and ERP (a) Activity Based Cost Management - Concept , purpose, benefits, stages, relevance in decision-making and its application in Budgeting, Responsibility accounting, Traditional Vs. ABC System – comparative analysis (b) JIT – introduction, Benefits, Use of JIT in measuring the Performance (c) ERP and its applications in strategic cost management (d) Bench Marking

5. Cost of Quality and Total Quality Management (a) TQM - Basics, Stages, Principles, Control, Corrective actions (b) PRAISE-Steps, Problems, implementation (c) PARETO Analysis (d) Quality Costs Section C: Strategic Cost Management – Application of Statistical Techniques in Business Decisions 6. Application of Operation Research and Statistical Tools in S

Strategic Decision Making (a) Learning Curve, (b) Linear Programming (Formulation only) (c) Assignment, (d) Transportation (e) Simulation (f) Network Analysis – CPM / PERT

Suggested Reading:

1. Strategic Cost Management, by Ravi M. Kishore, 5<sup>th</sup> edition [2018] taxmann

### **3<sup>rd</sup> Year 6<sup>th</sup> Sem**

#### **Application of Business Analytics**

UNIT CONTENT No. of Hours I Time Series Time Series – Definitions – Components – Additive and Multiplicative Model – Secular Trend – Measuring the Trend – Method of Moving Averages – Method of Least Squares – Merits and demerits. Seasonal Fluctuations – Methods of Simple Average and Ratio to Moving Average – Simple problems. 12 II Index numbers Index Numbers – Definitions – Characteristics and uses of Index Numbers – Unweighted Index Numbers – Weighted Index Numbers – Laspeyre’s Paasche’s and Fisher’s Ideal Index Numbers – Time and Factor Reversal Tests. Cost of Living Index Numbers – Simple problems. 12 III Correlation and Regression Analysis Correlation Analysis: Definitions – Scatter Diagram – Karl-Pearson’s and Spearman’s Rank Correlation – Simple problems. Regression Analysis: Definitions – Uses – Fitting of Regression Equations – Difference between Correlation and Regression analysis – Simple problems. 12 IV Multivariate distribution Basic Concepts of Multivariate Distribution – Multinomial distribution – uses – Multivariate Normal Distributions – uses in Business Analytics. 12 V Multivariate Analysis Discriminant Analysis and Classification (Concepts only). Principal

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Component analysis – Factor Analysis uses in Business Analytics – Components Extraction – Different Extraction Methods – Factor Rotation – Rotated Factor Matrix (concepts only)

### **Managing Business Processes – II**

UNIT I Problem Solving Techniques: Plan Do Check Act Cycle (P D C A); Problem Solving Tools: Brainstorming, Basic 7 QC Tools, Why Why Analysis and FMEA (Failure Mode Effects Analysis).

UNIT II Process Improvement Methods: Need for Process Improvement; Introduction to Lean Methodology: Toyota Lean Principles; Continuous Process: Pull vs Push; Toyota House of Quality: Jidoka, Just in Time, Value Stream Mapping, Kaizen and 5S.

UNIT III Six Sigma I: Introduction to Six Sigma Methodology; Meaning of Six Sigma; History; Six Sigma Project Methodology: DMAIC Vs DFSS; Problem Definition; CTQ Drill Down; Project Charter; Data types; Descriptive Statistics; Box Plot; Defect vs Defective; DPU and DPMO Calculations.

UNIT IV Six Sigma II: Base Lining Methodology; MSA; Use of Normal Probability Distribution; Estimation of Sigma Value; Process Capability; Sampling;  $\alpha$  and  $\beta$  Error; Use of Hypothesis Testing for Process Management; Control Charts; Control Plan.

UNIT V Risk Management: What is Risk; Risk Types: Operational Risk, Information Security Risk, Financial Risk and Strategic Risk; Risk Mitigation Plans.

### **Campus to Corporate Transition**

#### **Units**

#### **Topics**

#### **Unit 1**

#### **Part I - Corporate Readiness**

Upon completion of this Unit, students will be able to describe:

#### **Overview of Corporate & BPS Industry**

#### **1. Overview of Corporate**

#### **2. Overview of BPS Industry**

#### **Unit 2**

Upon completion of this Unit, students will be aware of:

#### **Difference between Campus and Corporate**

#### **1. Difference between Campus and Corporate**

*a) Change Management(Understand the difference between campus and corporate life and prepare themselves for the same)*

**Unit 3**

**Grooming for Corporate**

Upon completion of this Unit, students will be able to describe:

**1. Corporate Etiquettes**

- a. Dressing & Grooming Skills
- b. Workplace etiquette
- c. Business etiquette
- d. E-Mail etiquette
- e. Telephone etiquette
- f. Meeting etiquette
- g. Presentation Skills

**2. Professional Competencies**

- a. Analytical Thinking
- b. Listening Skills
- c. Time management
- d. Team Skills
- e. Assertiveness
- f. Stress Management
- g. Participating in Group Discussion
  
- h. Interview facing
  
- i. Ownership
- j. Attention to Detail

**Total Duration of Part I - 30 hrs**

**Part II-Communication**

**Unit 4**

**Elementary Level English Communication**

Upon completion of this Unit, students will be able to aware of:

1. Grammar
2. Phonetics
  
3. One on one basic conversation skill practice

**Unit 5**

**Intermediate Level English Communication**

Upon completion of this Unit, students will be able to describe:

1. Reading Comprehension
2. Listening Comprehension
3. Improving Vocabulary
4. Improving Writing Skills



5. Comprehension while interacting face to face

**Unit 6**

Upon completion of this Unit, students will be able to describe:

**Advanced Level English  
Communication**

1. Recitation of short stories
2. Interview Skills
3. Group Discussion
4. Social Conversation Skills
5. Presentation
6. One Act Plays

**BUSINESS ETHICS , AUDITING & ASSURANCE**

Module I: Business Ethics

Unit 1

- Business Ethic: Why Business ethics is in Business
- Ethics in different Organisational contexts

Unit 2

- Globalisation: Key context for business ethics
- Sustainability: A goal for business ethics

Unit 3

Framing Business Ethics- CSR, stakeholders and Citizenship

- What is Corporation
- Corporate Social Responsibility
- Stakeholder theory of firm
- Corporate accountability- the firm as a political actor
- Corporate citizenship

**Module II: Auditing & Assurance**

Unit 1 Introduction-Meaning and Definition of Auditing-Objectives of Auditing- Accounting Ethics and Auditing-Auditing and Assurance Standards-Concept of Auditor's Independence-Audit Evidence-Concept of Materiality-Concept of True and Fair view-Types of Audit-Statutory Audit- Internal Audit- Continuous Audit- Final Audit-Cost Audit- Management Audit-Tax Audit-Government Audit-Performance Audit-Social Audit.

Unit 2 Audit Process, Documentation and Internal Check-Preparation before audit-Audit Programme-Audit Process-Audit Note Book-Audit Working Papers-Audit Files- Internal Control- Internal Check-Duties of an auditor in connection with internal check as regards cash transactions, purchases, sales, wages and stores.

Unit 3 Audit Evidence-Introduction – Audit procedures to obtain audit evidence - Types of audit evidences – Reliability of Audit evidence – Methods to obtain audit evidence.

Unit 4 Verification & Valuation Verification-meaning-Difference between vouching and verification-general principles for verifying assets-Valuation of assets-Difference between verification and Valuation-Verification of Liabilities-General Considerations while verifying liabilities

Suggested Readings 1. Beteille, Andre - Society and Politics in India, OUP 2. Chakraborty, S. K. - Values and Ethics for Organisations, OUP 3. Fernando, A.C. - Business Ethics - An Indian Perspective, Pearson 4. Gupta, Dipankar - Social Stratification, OUP. 5. Srinivas, M. N.- Social Structure and Caste and Other Essays, OUP. 6. Sandhya, N- Indian Society, Vrindya Publication

### **CORPORATE GOVERNANCE**

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#### 1. Introduction to the topic

Concept of corporations

- Concept of extended view of corporate citizenship

#### 2. Owners and stakeholders

- Types of owners
- Rights and privileges of shareholders (Fernando, 4)
- Ownership structures and corporate governance

#### 3. Pyramids and Tunneling:

- Issues of corporate control and cash flow rights
- Examples from restructure proposals of Vedanta group
- Need for investor protection

#### 4. Perspectives on Corporate Governance

- Theoretical background
- Market and control model of governance chain

#### 5. Board of Directors:

Powerful Instrument of Governance

- Types of Directors
- Importance of Independent Directors

#### 7. Board Committees and Chairman

- Separation OF CEO & Board Chairman post
- Nomination Committee
- Board Selection
- Boards Performance Evaluation

#### 8. Executive Compensation

- Role of Remuneration Committee
- Human Side of Governance

9. Financial Oversight and Audit Mechanisms

- Audit Committee
- Disclosure mechanisms
- Role of SEBI

10. Governance and Risk Management

- Risk Management Committee

11. Corporate Misconduct & Misgovernance

- Reasons for Corporate Misconduct
- Whistle Blower's Protection
- Factors Responsible for Obstructing Effective Corporate Governance Practices

12. Corporate Governance Rating

- Standard & Poor's Corporate Governance Scores
- Corporate Governance Rating Methodology (Crisil)

13. Governance of Financial Organizations & PSU's

- Organizational patterns of PSU's
- Powers of PSU Boards
- What can we learn from public governance

14. Governance issues in Entrepreneurial Firms

- Unique issues among entrepreneurial forms
- Choosing Board of Directors and Venture capitalists
- Role of venture capitalists and buy-outs

15. Corporate Governance in Practice

- Project presentations
- Infosys Corporate Governance Report • Governance issues in MNC's & Joint Ventures

16. Designing Your Career Path

- The Road to Directorship
- So you want to be a director
- How woman director succeed

17. Concept of Total Governance

- 1991 Scam
- Governance beyond the boundaries of corporation

Suggested Reading:

1. Boatright, J.R.: Ethics and the Conduct of Business, ed. vi, 2006, Pearson Education.
2. Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. i, 2006, Pearson Education.

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3. Gulshan, S.K.: Mercantile Law, ed. iii, 2007, Excel Books.