

# **COURSES OF STUDIES** **UNDER GRADUATE** **COMMERCE**

**AS PER NEP-2020**



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**ADMISSION BATCH-2024**

**POST GRADUATE DEPARTMENT OF COMMERCE**  
**S.C.S. (AUTONOMOUS) COLLEGE PURI**  
**ODISHA-752001**

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# **BACHELOR OF COMMERCE (B.COM)**

Bachelor of Commerce is an undergraduate degree that covers all aspects of commerce as well as allied disciplines such as finance, accounting, Management economics, taxes, and insurance. It is aimed to improve commerce students' communication, analytical, and problem-solving abilities. Students may pursue M. Com or Masters of Commerce degrees after graduation, or study other professions such as MBA, Chartered Accountancy, Company Secretary or Cost Accountancy. Because mathematics is a key qualifying criterion for admission, B. Com is typically pursued by students from business and scientific disciplines. Admission to B. Com programmes is made on the basis of merit.

## **Why B. Com?**

- It's best for students who want to learn about finance.
- Providing a solid foundation for commerce-related professional courses such as M. Com, MBA, CS, CA, CMA, CFA, and other relevant fields.
- This is more diverse, with more opportunities for specialisation in the sphere of commerce and more opportunities for professional progression.
- A graduate in B. Com might earn a handsome salary package in major organisations throughout the world due to the greater quantity of options.

The Bachelor of Business Administration, or BBA, is a three-year undergraduate curriculum that focuses on business and management. While B. Com stands for Bachelor of Commerce, a three-year/Four-year programme provided by various universities across India and can be studied as an Honors course for four years. In a word, B.Com offers more employment opportunities than BBA. While the BBA course focuses on a comprehensive curriculum that includes Management Information Systems, Finance, Marketing, and Human Resource Management, the B. Com focuses on Accounts, Administration, Finance, and Economics.

## **Career options after B. Com**

The Bachelor of Commerce, or B. Com, is one of the most popular Commerce Graduate programs that aspirants can pursue after completing 12<sup>th</sup>. Most B. Com students in their final year are worried about what to do after BCom's getting a B. Com degree is not enough. Sooner or later someone will have to apply for courses like master's degree after B. Com to face the competition. Some of you will prefer to work after B. Com or B. Com (Hons) degree to gain professional experience while some will apply for MBA or any other related degree to avoid educational gap. The most important question is what to do after B. Com and career choice after B.Com. If you are in the Commerce Graduate final year of your B. Com degree or you have completed your degree, we have listed a list of career options after B. Com that will help you make informed decisions and your intelligence and interest. Will help you choose the right career path.

# **JOB OPPORTUNITIES AFTER B.COM.**

## **1. ACCOUNTANT**

Accountants are generally responsible for the financial management and discipline of companies and businesses. There are several specialties in this role, and the accountant can be a chartered accountant, a financial accountant or a tax accountant. In addition to being good at math, accounts require knowledge of law, compliance and regulations.

## **2. BANKER**

**Key Responsibilities:** Bankers operate in financial institutions such as banks and provide essential financial services to consumers and businesses. Bankers usually offer insurance, investment, credit and cash management services. They usually start their careers as junior level clerks or cashiers and can progress to the position of bank managers or regional managers.

## **3. STOCK TRADER**

Becoming a stock trader or broker is one of the easiest career options for commerce students. By learning how the stock market works and learning the basics of investing, commerce students can act as stock traders. They typically manage accounts and investment departments for clients, provide investment advice, analyze market trends, and help businesses manage a company's stock.

## **4. INVESTMENT BANKER**

**Key Responsibilities:** Investment bankers work with large asset management and investment companies to manage funds, portfolios and large scale investments. This is usually a high-pressure job, as the transaction volume is usually larger than the individual clients. Investment bankers can generally earn higher salaries by building an impressive portfolio of investments, accurately predicting market trends, developing the right skills and maximizing client profits.

## **5. TAX PRACTITIONER**

After passing if a student having Comprehensive knowledge in taxation by applying for a scheme of TRP (Tax Return Preparer) from Income Tax Department, he can earn his livelihood.

## COMMERCE MAJOR CORE-I PAPERS

| SEMESTER   | MAJOR PAPERS                                     |
|------------|--|
| <b>I</b>   | Core 1.1 - Financial Accounting                  |
|            | Core 1.2- Cost Accounting                        |
| <b>II</b>  | Core 1.3- Corporate Accounting and Reporting     |
|            | Core 1.4- Income Tax Law & Practice              |
| <b>III</b> | Core 1.5- Financial Markets and Institutions     |
|            | Core 1.6- GST and other Indirect Taxes (Customs) |
|            | Core 1.7- Management Accounting                  |
| <b>IV</b>  | Core 1.8- Financial Management & Risk Management |
|            | Core 1.9- Auditing and Corporate Governance      |
|            | Core 1.10- Corporate Legal Framework             |
| <b>V</b>   | Core 1.11- Financial Statement Analysis          |
|            | Core 1.12- Business Data Analytics               |
|            | Core 1.13- Fundamentals of IND-AS & IFRS         |
| <b>VI</b>  | Core 1.14- Fundamentals of Financial Modelling   |
|            | Core 1.15- Business Application Software         |

## COMMERCE MINOR-I (CORE-II) PAPERS

| SEMESTER | MINOR-I PAPERS                               |
|----------|--|
| I        | Core 2.1 –Business Organisation & Management |
| III      | Core 2.2 - Financial Literacy                |
| V        | Core-2.3 –Insurance Theory & Practices       |

## COMMERCE MINOR-II (CORE-III) PAPERS

| SEMESTER | MINOR-II PAPERS                                     |
|----------|---|
| II       | Core 3.1 –Business Statistics & Data Interpretation |
| IV       | Core 3.2 – Business Regulatory Framework            |
| VI       | Core-3.3 –Human Resource Management                 |

## PROGRAMME SPECIFIC OUTCOMES

- To prepare the students for a career in Commerce.
- To prepare the students for Higher Education and Research in Commerce.
- To develop a conceptual understanding of the subject and to develop an inquisitiveness in the subject.
- To enable the student to acquire basic skills necessary to understand the subject and to master the skills to handle equipment's utilized to learn the subject.
- To generally promote wider reading on the subject and allied inter disciplinary subject

# SEMESTER-I

## CORE-1.1 (Financial Accounting)

### Course Objectives

The course aims to help learners to acquire conceptual knowledge on financial accounting, to impart skills for recording various kinds of business transactions and to prepare financial statements.

### Course Outcomes

At the end of this course the learner will be able to;

- Apply the generally accepted accounting principles while recording transactions and preparing financial statements of sole-traders;
- Compute depreciation and inventories to be recorded in financial statements
- Demonstrate accounting process under computerized accounting
- System;
- Create financial statements of sole proprietor and partnership firms;
- Prepare accounts for inland branches and not-for-profit organizations.

### Unit I: Introduction

- Accounting principles: Concepts and Conventions. Introduction to Accounting Standards and Indian Accounting Standards (AS & Ind-AS), Accounting Cycle: Journal, Ledger, Trial Balance, Financial Statements (IND AS-1). Capital & Revenue Recognition (IND AS 18), Accounting for Inventory (IND AS-2)
- **Depreciation (IND AS-16):** Nature of depreciation causes of depreciation, Factors, Methods of computing depreciation; Disposal of depreciable assets- change of method, Relevant Accounting Standard. **Final Accounts:** Preparation of Financial Statements of a Sole Trader including adjustments. Errors & their rectification.

### Unit II:

- **Accounting for partnership Firms:** Partner's Capital Accounts; profit and Loss Appropriation Account, Accounts Prepared on admission, Death and Retirement of Partners; Accounts on Dissolution of partnership Firm.
- **Accounting for Hire purchase and Installment Purchase;** Lease accounting (IND AS 116)/ Royalty accounting

### Unit III: Accounting for Branch and Not-for Profit organizations

- **Accounting for Branch:**  
Concept of Dependent branches; Branch Accounting debtors system, stock and debtors' system, branch final account system and wholesale basis system. Independent branches: concept, accounting treatment with necessary adjustment entries; Incorporation of Branch Trial Balance in Head Office Books for home branches.

- **Accounting for Not-for-Profit Organizations**

Meaning of Not-for-Profit Organization; Significance of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet; Difference between Profit and Loss Account and Income and Expenditure Account; Preparation of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

#### **Unit IV: Computerized Accounting Systems**

Computerized Accounting Systems: Computerized Accounts by using any popular accounting software Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, and Cash Flow Statement. Selecting and shutting a Company; Backup, and Restore data of a Company.

#### **Suggested Readings**

- ✓ *Goyal, Bhusan Kumar- Fundamentals of Financial Accounting Taxmann's.*
- ✓ *S.P. Jain and K.L. Narang- Financial Accounting– Kalyani Publisher*
- ✓ *Gupta R.L. Radhaswamy. M-Financial Accounting, Sultan Chand and Sons*
- ✓ *R.K. Mittal / M.R.Bansal/Sahadev Swain, Financial Accounting, VK Global Publication*
- ✓ *Tulsian P.C., Financial Accounting, Pearson Education*
- ✓ *S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House.*
- ✓ *Jawahar Lal & S. Srivastava, B. Com- Financial Accounting, Himalaya Publishing House.*

## **CORE-1.2 (Cost Accounting)**

### **Course Objectives**

- To develop understanding among learners about contemporary cost concepts and rational approach towards cost systems and cost ascertainment.
- To provide knowledge about various methods of cost determination under specific situations.
- To acquire the ability to use information determined through cost accounting for decision making purposes.

### **Course Outcomes**

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

- Understand and analyse the different cost concepts.
- Analyse various components of cost of production.
- Compute unit cost and total cost by preparing a cost statement.
- Compute employee cost, employee productivity and employee turnover.
- Determine cost for different industries using job costing, process costing, contract costing and service costing.

### **Unit 1: Introduction**

Meaning, scope, objectives and advantages of cost accounting; Difference between financial and cost accounting. Cost concepts and classifications, Cost centre, profit centre and responsibility centre, Overview of elements of cost and preparation of Cost Sheet for manufacturing sector. Role of a cost accountant in an organisation. Cost Accounting Standards (CAS – 4 on Cost of Production / Acquisition / Supply of Goods / Provision of Services) and (CAS – 22 on Manufacturing Cost) as amended from time to time.

### **Unit 2: Elements of Cost: Material and Employee Cost**

- Materials: Accounting and control of purchases, storage and issue of materials. Techniques of inventory control, Periodic and perpetual systems of maintaining inventory records, an overview of methods of pricing of materials issues — FIFO and Weighted Average price method, Valuation of materials as per CAS – 6 on Material Cost, Accounting treatment of losses— Wastage, scrap, spoilage and defectives
- Employee (Labour) Cost: Accounting and Control of employee cost. Time-keeping and time-booking. Employee turnover: meaning, methods of measurement and accounting treatment. Concept and treatment of idle time and overtime. Methods of wage payment and Incentive schemes- Halsey, Rowan, Taylor's differential piece wage.

### **Unit 3: Elements of Cost: Overheads**

Classification, allocation, apportionment and absorption of overheads, Under and over-absorption of overheads; Capacity Levels and Costs; Treatments of certain items in costing

like interest and financing charges, packing expenses, bad debts, research and development costs.

#### **Unit 4: Methods of Costing**

Job costing, Contract costing, Process costing/ Operation Costing (including process losses, valuation of work- in-progress), Service costing/ Operating costing and Activity Based Costing.

#### **Suggested Readings**

- ✓ *Tulsian, P.C. (2020). Cost Accounting. Delhi, India: S.Chand.*  
*"Advanced Cost Accounting" by Saxena and Vashist - published by Kalyani Publishers, Cuttack, Odisha.*  
*Arora, M.N. (2021). Cost Accounting-principles and practice. Delhi, India: Vikas Publishing House.*
- ✓ *Goel, R. K., & Goel, I. (2019). Concept Building Approach to Cost Accounting for B.Com (Hons.)/B.Com.. Delhi, India: Cengage Publications.*
- ✓ *Gupta, S., Reeta, & Prabhakar, R. R. (2021). Cost Accounting for B.Com. Delhi, India: Sultan Chand.*
- ✓ *Maheshwari, S. N., & Mittal, S. N. (2020). Cost Accounting. Theory and Problems. Delhi, India: ShriMahaveer Book Depot.*
- ✓ *Maheshwari, S. N., Mittal S. K. & Mittal, S.N. (2021). Cost Accounting: Principles & Practice, Delhi, India: Shree Mahaveer Book.*
- ✓ *Mitra, J. K. (2021). Cost and Management Accounting. Delhi, India: Oxford University Press.*
- ✓ *Nigam, B. M. L. & Jain, I. C. (2023). Cost Accounting: Principles and Practice. Delhi, India: PHI Learning.*
- ✓ *Singh, S. (2019). Fundamentals of Cost Accounting. Allahabad, India: KitabMahal.*

# SEMESTER- II

## Core-1.3 (Corporate Accounting and Reporting)

### Course Objectives

#### The course aims to:

- Understand the principles of corporate accounting and financial reporting.
- Apply accounting standards and regulations to prepare and analyze financial statements.
- Interpret financial information to assess the financial performance and position of a company.
- Develop skills in financial reporting and disclosure requirements for different stakeholders.
- Analyze contemporary issues and challenges in corporate accounting and reporting.

### Course Outcomes

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

- Understanding of Corporate Accounting Principles.
- Preparation and Analysis of Financial Statements.
- Interpretation of Financial Information.
- Financial Reporting Skills.
- Analysis of Contemporary Issues.

### Unit I: Accounting for Share Capital and Debentures

Types of shares; Issue and Pro-rata allotment of shares; concept & process of book building; forfeiture and reissue of forfeited shares; Issue of rights and bonus shares; ESOPs and Buy Back of shares. Issue and redemption of preference shares; Issue and redemption of debentures;

### Unit II: Final Account of Companies including one Person Company (IND-AS.1)

Preparation of financial statements of corporate entities including one Person company (excluding calculation of managerial remuneration) as per Division I and II of Schedule III of the Companies Act 2013; Preparation of Financial Statements.

### Unit III: Corporate Reconstruction and Profit or Loss Prior to Incorporation

- **Internal Reconstruction:** Different forms of Internal Reconstruction; Accounting treatment for alteration of share capital and reduction of the share capital; Preparation of balance sheet after Internal Reconstruction.
- **External Reconstruction:** accounting for amalgamation in the nature of merger and in the nature of acquisition (IND-As.103)
- **Profit or loss Prior to Incorporation:** Meaning of profit or loss prior to incorporation; accounting treatment of profit or loss prior to incorporation.

### Unit IV: Consolidated Financial statement and Reporting

- Consolidation process and elimination entries, Intercompany transactions, Revaluation of assets and liabilities, Non-controlling interests (NCI), equity method

investments (IND-As.110), issue of bonus shares and distribution of dividend from pre and post-acquisition period. Preparation of consolidated financial statements.

- Reporting: Financial reporting (As per IND-As.1), Non-financial reporting: Business Responsibility and Sustainability Reporting (As per LORD, SEBI), Environmental Social and Governance Reporting, Sustainability Reporting (As per GRI).  
Integrated Reporting (As per IIRC)

### **Suggested Readings**

- ✓ *Goyal, B. K., Corporate Accounting. New Delhi: Taxmann Publication.*
- ✓ *Jain, S. P., & Narang, K. L. Corporate Accounting. New Delhi: Kalyani Publishers.*
- ✓ *Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. Corporate Accounting. New Delhi: Vikas Publishing House.*
- ✓ *Mukherjee, A., & Hanif, M. Corporate Accounting. New Delhi: Tata McGraw Hill Education.*
- ✓ *Shukla, M. C., Grewal, T. S., & Gupta, S. C. Advanced Accounts. Vol.-II. New Delhi: S. Chand Publishing.*
- ✓ *Sehgal, A. Fundamentals of Corporate Accounting. New Delhi: Taxmann Publication.*
- ✓ *Dam, B. B. & Gautam, H. C. Corporate Accounting. Guwahati: Gayatri Publications.*
- ✓ *Goyal, V. K., & Goyal, R. Corporate Accounting. New Delhi: PHI Learning.*
- ✓ *Monga, J. R. Fundamentals of Corporate Accounting. New Delhi: Mayur Paperbacks.*

## CORE-1.4 (Income Tax Law & Practice)

### Course Objectives

- The course aims to provide knowledge of the various provisions of income- tax law in India and enable the learners to apply such provisions to compute total income and tax liability of individuals.
- It also aims to enable learners to understand the provisions relating to filing of return of income.

### Course Outcomes

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

- Comprehend the concepts of taxation, including assessment year, previous year, assessee, person, income, total income, agricultural income and determine the residential status of persons;
- Compute income under different heads, applying the charging provisions, deeming provisions, exemptions and deductions;
- Apply the clubbing provisions and provisions relating to set-off and carry forward of losses to determine the gross total income;
- Calculate the tax liability of an individual as well as deductions from gross total income and determine the total income of an individual;
- Comprehend the provisions relating to filing of return of income;

#### Unit I: Introduction

- **Basic concepts:** Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN)
- **Residential status**–Meaning, Determination of Residential Status, Scope of total income on the basis of residential status, Exempted income.

#### Unit II: Computation of Income under different Heads

Income from Salaries, Income from house property, Profits and gains of business or profession, Capital gains & Income from other sources.

#### Unit III: Computation of Total Income and Tax Liability

Aggregation of income and set-off and carry forward of losses, Deductions from Gross Total Income, Exemptions, Rebates and reliefs, Computation of total income of individuals; Tax liability of an individual.

#### Unit IV: Preparation of Return of Income

Filing of returns: Manually, Assessment Procedures, Filing of Returns, Return Forms, Provision & Procedures of Compulsory On-Line filing of returns for specified assessee.

### **Suggested Readings**

- ✓ *Singhanian, V. K., &Singhanian, M. Student's Guide to Income Tax including GST-Problems & Solutions. New Delhi: Taxmann Publications Pvt. Ltd.*
- Gaur, V. P., Narang, D. B., & Gaur, P. (2018). Income Tax Law and Practice. New Delhi: Kalyani Publishers.*
- Singhanian, V. K., &Singhanian, K. (2020). Direct Taxes: Law & Practice. New Delhi: Taxmann Publication.*
- ✓ *Ahuja, G., & Gupta, R. Simplified Approach to Income Tax. New Delhi: Flair Publications Pvt.Ltd.*
- ✓ *Study material of ICAI Intermediate Paper 4A: Income-tax Law.*

# SEMESTER- III

## Core-1.5 (Financial Markets and Institutions)

### Course Objectives

- Understand the structure and organization of financial markets.
- Analyze the functions and operations of various financial institutions.
- Explore the role of financial intermediaries in the economy.
- Examine the regulatory frameworks governing financial markets and institutions.
- Assess the impact of financial market developments on economic activity.
- Develop critical thinking and analytical skills in evaluating financial market trends and dynamics

### Course Outcomes

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

- Students are able to know the features of different financial markets and their role in economic development.
- Students are able to know the functions of financial markets and capital markets.
- Students are able to know about the commercial Banks and their role in project financing and working capital finance and also about the massive growth of NPAs.
- Students are able to know about the role of insurance companies, NBFCs and Mutual Funds.
- Understand the basics of financial services and its various dimensions.

### Unit I: An Introduction to Financial System and its Components

Financial markets and institutions. Financial intermediation, Functions and components of Financial System Financial system and economic development .An overview of the Indian financial system.

### Unit II: Financial Market

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; Indian equity market-primary and secondary markets; Role of stock exchanges in India.

### Unit III: Financial Institution

Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs).problems of NPA, Financial Inclusion. Life and non-life insurance companies in India; Non-banking financial companies (NBFCs); Mutual Funds; Types and role in Capital Market, Regulation of Mutual Funds.

## **Unit IV: Financial Services**

Meaning, types, Leasing and hire-purchase, Consumer and housing finance; Venture capital finance; Factoring services, Bank Guarantees and Bank Undertakings, Letter of Credit; Credit Rating Agencies.

### **Suggested Readings**

- ✓ *Gupta S. K. Financial Market, Institution and Services, kalyani publishing house.*
- ✓ *Bhole, L.M., Financial Markets and Institutions. Tata McGraw Hill Publishing Company*
- ✓ *Khan, M.Y., Indian Financial System Theory and Practice. New Delhi: Vikas Publishing House*
- ✓ *Financial Services and Markets, Pandian Punithavathy Vikas Publishing*
- ✓ *Sharma, G.L., and Y.P. Singh. Contemporary Issues in Finance and Taxation. Academic Foundation, Delhi*
- ✓ *Khan and Jain, Financial Services, Tata McGraw Hill*
- ✓ *Singh, J.K., Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.*
- ✓ *Annual Reports of Major Financial Institutions in India.*

## **CORE-1.6 (GST and other Indirect Taxes (Customs))**

### **Course Objectives**

The course aims to provide understanding about salient features of GST law and implications of its various provisions for different classes of suppliers, to be applied in real life business scenario.

### **Course Outcomes**

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

- Explain the concept, need, and utility of indirect taxes;
- Implement the provisions relating to supply under GST in real life scenario;
- Apply the provisions of levy of GST and identify various returns under GST and payment of taxes;
- Evaluate the concepts of Customs Act, various custom duties and computation of the assessable value for charging customs duty

### **Unit I: Basic Concepts**

Concept and features of Indirect Taxes, Difference between Direct and Indirect Taxes, Concept of GST, Relevant Definitions under GST law, Constitutional aspects of GST. GST Council: Constitution, Structure and functioning.

### **Unit II: Concept of supply and Levy of GST**

Concept of supply including composite and mixed supply, Place, Time and Value of taxable supply, Significance of consideration. Basis of Charge of GST, Inter-State Supply, Intra-state supply, GST rates notified for supply of various goods and services, Reverse charge mechanism, Composition levy, Exemptions from GST, Power to grant exemptions, Exempted goods under exemption notifications, Exempted services under exemption notifications, Input tax credit.

### **Unit III: Procedures under GST**

Registration under GST law, Tax invoice credit and debit notes, Different GST returns, Electronic liability Ledger, Electronic credit Ledger, Electronic cash ledger, Different assessment under GST, Interest applicable under GST (Period), Penalty under GST, Various provisions regarding e-way bill in GST, Mechanism of Tax Deducted at Source (TDS) and tax collected at source (TCS), Audit under GST.

### **Unit IV: E-filing of GST returns and Customs Law**

Understanding the GST return preparation process, Data entry and validation of GST return details, Uploading GST returns using offline/online tools, Filing GSTR-1 (Outward Supplies), Filing GSTR-3B (Monthly Summary Return), Filing GSTR-9 (Annual Return). Compliance and Error Handling; Overview of GST compliance requirements, Identifying common errors and discrepancies in GST returns, Strategies for error correction and reconciliation. Basic concepts, Territorial waters and High seas; Types of custom duties; Valuation.

### **Suggested Readings**

- ✓ *Rout P.K. & Others GST and Indirect Taxes, kalyani publishing house.*
- ✓ *Haldia, Arpit&Mohd, Taxmann's GST Law & Practice*
- ✓ *Bangar, Vandana&Bangar,Yogendra, Comprehensive Guide to Indirect Tax Laws–GST & Customs*

## **CORE-1.7 (Management Accounting)**

### **Course Objectives**

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

### **Course Outcomes**

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

- Examine the conceptual framework of Management Accounting and identify the differences between various forms of accounting.
- Analyse budgetary control system as a tool of managerial planning and control.
- Evaluate the standard costing system as a tool of managerial control.
- Recognise the concept of marginal costing and cost-volume-profit analysis.
- Analyse techniques of decision making.
- Discuss the concept of responsibility accounting and performance measurement.

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

Meaning, objectives, nature and scope of management accounting, Difference between different forms of accounting- Cost, Financial and Management accounting, Cost control and Cost reduction.

### **Unit 2: Budgetary Control and Standard Costing Systems**

- Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control; objectives, merits and limitations; Functional Budgets; Fixed and Flexible budgeting; An overview of different approaches to budgeting (Zero base budgeting, Performance budgeting and Programme budgeting)
- Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; advantages, limitations and applications; Variance Analysis – material, labour, overheads and sales variances. Control ratios.

### **Unit 3: Marginal Costing**

Concept of marginal cost and marginal costing; Absorption versus Variable Costing: Distinctive features and income determination; Cost-volume-profit analysis; Break-even Analysis-Statements, mathematical and graphical approaches; Profit-volume ratio, angle of incidence, margin of safety, key factor, determination of cost indifference point.

### **Unit 4: Decision Making**

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

## Suggested Readings

- ✓ *Sharma / Gupta Management accounting, kalyani publishing house.*  
  
*Management Accounting, 4th Edition Pillai R.S.N. & Bagavathi S. Chand Publishing*
- ✓ *Arora, M. N. (2019). Management Accounting. Delhi, India: Himalaya Publishing House.*
- ✓ *Management Accounting: Principles & Practice, 3rd Edition Sahaf M.A. Vikas Publishing*
- ✓ *COST AND MANAGEMENT ACCOUNTING RAVI M KISHORE, taxman publishing house.*
- ✓ *Goel, R. K., & Goel, I. (2019). Concept Building Approach to Management Accounting for B.Com(Hons.), Delhi, India: Cengage.*
- ✓ *Maheshwari, S. N., & Mittal, S. N. (2019). Management Accounting. Delhi, India: Shri Mahaveer Book Depot.*
- ✓ *Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2021). Principles of Management Accounting. Delhi, India: Sultan Chand & Sons.*
- ✓ *Maheshwari, S. N. (2015). Management Accounting and Financial Control. Delhi, India: Sultan Chand & Sons.*
- ✓ *Shah, P. (2015). Management Accounting. Delhi, India: Oxford University Press.*
- ✓ *Singh, S. (2023). Management Accounting. Delhi, India: PHI Learning Pvt. Limited.*
- ✓ *Singh, S. K., & Gupta, L. (2021). Management Accounting: Theory and Practice. Delhi, India: A. K. Publications.*
- ✓ *Tulsian, P. C., & Tulsian, B. (2023). Advanced Management Accounting.*
- ✓ *Drury, C. (2020). Management and Cost Accounting. China: Cengage.*
- ✓ *Horngren, C. T., Foster, G., & Dattar, S. M. (2002). Cost Accounting: A Managerial Emphasis. Delhi, India: Prentice Hall of India Ltd.*
- ✓ *Khan, M. Y., & Jain, P. K. (2021). Management Accounting. Delhi, India: Tata McGraw Hill Publishing Co.*
- ✓ *Usry, M. E., & Lawrence, H. H. (2010). Cost Accounting: Planning and Control. Delhi, India: S. Chand.*

# SEMESTER-IV

## CORE-1.8 (Financial Management & Risk Management)

### Course Objectives

The course aims to familiarize the learners with the principles and practices of financial management.

### Course Outcomes

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

- Explain the nature and scope of financial management and assess the impact of time value of money in different business decisions;
- Analyze capital budgeting process and apply capital budgeting techniques for business decisions;
- Discuss the various sources of finance in today's competitive industry and explain various theories and factors affecting capital structure decisions;
- Critically examine various theories of dividend, identify and analyze factors affecting dividend policy;
- Design a model of risk assessment and control.

### Unit I: Introduction

Nature, scope, and objectives of financial management- profit maximization Vs wealth maximization; Value maximization-concept and implications, Economic Value Added (EVA), Market Value Added (MVA). Functions and Responsibilities of a Finance Manager. Time value of money, Risk and Return Analysis; emerging dimensions in finance area- Crypto currencies, block chain, behavioral finance, sustainable finance.

### Unit II: Financing Decision

Sources of long-term financing, Components of cost of capital, Method for calculating Cost of Equity, 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 Leverage, Financial Leverage and Combined Leverage. EBIT-EPS Analysis. Determinants of Optimum Capital Structure.

### Unit III: Investment Decision and Dividend Decision

- **Long-term investment decision:** Capital Budgeting Process, Capital Budgeting Techniques; Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index.
- **Short-term investment decision:** Concept of Working Capital, working capital cycle, Risk-return Trade off, working capital estimation, cash management, receivables management, inventory management, payables management.
- **Dividend Decision:** Theories for relevance and irrelevance of dividend decision for corporate valuation-Walter's Model, Gordon's Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy.

## Unit IV: Risk Management

Introduction, meaning, definition and types of risk; operational and financial risks. Risk management process; identification, assessment, risk treatment; risk transfer, risk avoidance, risk retention and risk control, review and evaluation of plan. Risk management approach and methods; avoidance, loss prevention, loss reduction separation, duplication, diversification; risk reporting process; internal reporting and external reporting, risk organisation and risk management organization structure; traditional and modern structure

### Suggested Readings

- ✓ *Sharma R. K. & Gupta S. K. Financial Management, kalyani publishing house.*
- ✓ *Fundamentals of Financial Management AmitSinghal Vikas Publishing*
- ✓ *Khan, M.Y., & Jain, P.K. Financial Management: Text and Problem. New Delhi: Tata McGraw Hill Education India.*
- ✓ *Kothari, R. Financial Management: A Contemporary Approach. New Delhi: Sage Publications India Pvt. Ltd.*
- ✓ *Pandey, I.M. Financial Management. New Delhi: Vikas Publications.*
- ✓ *Rustagi, R.P. Fundamentals of Financial Management. New Delhi: Taxmann Publication.*
- ✓ *Ross, S. A., Westerfield, R. W., Jaffe, J., & Kakani, R. K. Corporate Finance. New York: McGraw Hill Education.*
- ✓ *Chandra, P. (2007). Financial Management-Theory and Practice. New Delhi: Tata McGraw Hill Education.*
- ✓ *Horne. J. C., & Wachowicz, J. M. (2008). Fundamentals of Financial Management. New Jersey: Prentice Hall.*
- ✓ *Khan, M. Y., & Jain, P. K. (2018). Financial Management: Text and Problem. New Delhi: Tata McGraw Hill Education India.*
- ✓ *Kothari, R. (2016). Financial Management: A Contemporary Approach. New Delhi: Sage Publications India Pvt. Ltd.*
- ✓ *Pandey, I. M. (2015). Financial Management. New Delhi: Vikas Publications.*
- ✓ *Rustagi, R. P. (2015). Fundamentals of Financial Management. New Delhi: Taxmann Publication.*
- ✓ *Ross, S. A., Westerfield, R. W., Jaffe, J., & Kakani, R. K. (2014). Corporate Finance. New York: McGraw Hill Education.*
- ✓ *Sharma, S. K., & Zareen, R. (2018). Fundamentals of Financial Management. New Delhi: S. Chand Publishing.*
- ✓ *Singh, P. (2010). Financial Management. New Delhi: Ane Books Pvt. Ltd.*
- ✓ *Singh, J. K. (2016). Financial Management-Theory and Practice. Delhi: Galgotia Publishing House.*

## **CORE-1.9 (Auditing and Corporate Governance)**

### **Course Objectives**

The course aims to provide knowledge of auditing concepts, principles, procedures, and techniques in accordance with current legal requirements.

### **Course Outcomes**

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

- Summarise the basic concepts of auditing and acquaint with latest developments in the area of auditing.
- Describe the need of auditing and the role of auditors.
- Demonstrate the principles, procedures and techniques of auditing.
- Interpret the contents of audit reports.
- Analyse the provisions of Companies Act, 2013 relating to auditor and auditing.

### **Unit I: Introduction to Auditing**

- Introduction – Meaning - Definition – Objectives – Differences between Accountancy and Auditing – Types of Audit - Advantages of Auditing – Preparation before commencement of new Audit – Audit Notebook – Audit Working Papers – Audit Program, Recent Trends In auditing: Nature & Significance of Tax Audit – Cost Audit - Management audit.
- Internal Control: meaning and objectives. Internal Check: meaning, objectives. Internal Check as regards: Wage Payments, Cash Sales, Cash Purchases. Internal Audit: Meaning - Advantages and Disadvantages of Internal Audit – Differences between Internal Check and Internal Audit.

### **Unit II: Vouching And Verification And Valuation Of Assets And Liabilities**

- Meaning - Definition – Importance – Routine Checking and Vouching – Voucher - Types of Vouchers – Vouching of Receipts: Cash Sales, Receipts from debtors, Proceeds of the sale of Investments. Vouching of Payments: Cash Purchases, Payment to Creditors, Deferred Revenue Expenditure
- Meaning and Objectives of verification and valuation – Position of an Auditor as regards the Valuation of Assets – Verification and Valuation of different Items: Assets: Land & Building, Plant & Machinery, Goodwill – Investments - Stock in Trade. Liabilities: Bills Payable - Sundry Creditors – Contingent Liabilities.

### **Unit III: Audit of Limited Companies and Audit Report**

- Company Auditor – Appointment – Qualification - Powers - Duties and Liabilities – Professional Ethics of an Auditor, Audit of Educational Institutions – Audit of Insurance Companies- Audit of Co-operative societies.
- **Audit Report and Special Audit** Contents and types of audit report, Qualified and Unqualified report; National Financial Reporting Authority. Special Audit: Banking and Insurance company; Forensic Audit.

#### **Unit IV: Corporate Governance**

Conceptual framework of Corporate Governance, Corporate Governance Reforms. Major Corporate Scandals in India and Abroad: Common Governance Problems Noticed in various Corporate Failures. Codes & Standards on Corporate Governance.

#### **Suggested Readings**

- ✓ *Das / Das Auditing and Corporate Governance, kalyani publisher.*
- ✓ *P N Reddy & Appannaiah, Auditing, HPH*
- ✓ *BN Tandon, Practical Auditing, Sultan Chand*
- ✓ *Dr. Nanje Gowda, Principles of Auditing, VBH*
- ✓ *Dr. Alice Mani: Principles & Practices of Auditing, SBH.*
- ✓ *K. Venkataramana, Principles And Practice Of Auditing, SHBP.*
- ✓ *MS Ramaswamy, Principles and Practice of Auditing.*
- ✓ *Dinakar Pagare, Practice of Auditing, Sultan Chand*
- ✓ *Kamal Gupta, Practical Auditing, TMH*
- ✓ *R.G Sexena - Principles and Practice of Auditing, HPH*

## **CORE-1.10 (Corporate Legal Framework)**

### **Course Objectives**

The course aims to impart the learner's working knowledge of the provisions of the Companies Act, 2013.

### **Course Outcomes**

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

- Explain relevant definitions and provisions relating to issue of prospectus and allotment of shares;
- Synthesize company processes, meetings, and decisions;
- Describe the framework of dividend distribution, Accounts of the company and Audit and Auditors of company;
- Determine the role of Board of directors and their legal position;
- State regulatory aspects involved in Oppression, Mismanagement, corporate restructuring and Winding Up and to study the composition of Adjudicating Authority i.e. NCLT and NCLAT and its powers.

### **Unit I: Introduction to Companies Act, 2013**

Important definitions: Prospectus and Share Capital, Allotment of securities, Private Placement, share capital, basic requirements, alteration of share capital, Sweat Equity, Bonus issue, issue of shares at premium and discount, Further issue of shares, buy-back of shares.

### **Unit II: Management and Administration**

Board Meetings, Annual General Meeting, Extraordinary General Meeting, Requisites of a valid meeting, Convening of Meetings, Minutes and Resolutions; Postal ballot; voting through electronic matters.

### **Unit III: Directors and their Powers**

Board of directors, classification of directors, women directors, independent director; appointment and qualifications of directors; Director Identification Number (DIN); Disqualifications, Removal of directors; Legal positions, Powers, Duties and responsibilities; Additional Director, Alternate Director, Nominee Director, Director appointed by casual Vacancy, Key Managerial Personnel, Managing Director, Manager and Whole Time Director.

### **Unit IV: Oppression, Mismanagement, Corporate Restructuring and Winding-Up**

Oppression, Mismanagement, Rights to apply, Powers of Tribunal, Provisions related to Compromises, Arrangement and Amalgamations, Concept and Modes of Winding Up; Provisions of winding up under Insolvency and Bankruptcy Code, 2016. National Company Law Tribunal and Appellate Tribunal-Definitions; Constitution of National Company Law Tribunal; Constitution of Appellate Tribunal; Appeal from orders of Tribunal; Power to punish for contempt.

## **Suggested Readings**

- ✓ *Garg /Gupta/Dhingra Corporate Law, kalyani publisher.*
- ✓ *CORPORATE LAWS, Vandana Bansal, Anjali Arora & Jyoti Prakash Rath Vikas Publishing.*
- ✓ *Business and Corporate Laws* *Tulsian*  
*P.C. S. Chand Publishing.*
- ✓ *Kumar, A. Corporate Laws. New Delhi: Taxmann Publication.*
- ✓ *Sharma, J. P. An Easy Approach to Corporate Laws. New Delhi: Ane Books Pvt. Ltd.*
- ✓ *Chadha R., & Chadha, S. (2018). Company Laws. Delhi: Scholar Tech Press.*
- ✓ *Hicks, A., & Goo, S. H. (2017). Cases and Material on Company Law. Oxford: Oxford University Press.*
- ✓ *Kuchhal, M. C., & Kuchhal, A. (2020). Corporate Laws. New Delhi: Shree Mahavir Book Depot.*
- ✓ *Kumar, A. (2019). Corporate Laws. New Delhi: Taxmann Publication.*
- ✓ *Sharma, J. P. (2018). An Easy Approach to Corporate Laws. New Delhi: Ane Books Pvt. Ltd.*

# SEMESTER-V

## CORE-1.11 (Financial Statement Analysis)

### Course Objectives

The course provides a user perspective on the role of accounting and financial reporting in capturing and conveying economic information about an organization and aims at helping students acquire confidence in using the concepts and vocabulary of accounting to analyse and communicate about business performance and resource allocation

### Course Outcomes

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

- Learn about the basics of analytics, the types and their application;
- Learn the technique of projecting growth, income and cash from accounting data for the future through time-series models;
- Learn accounting ratios and forecasting through the SLR model;
- Learn data visualization through graph, SLR & the method of Least Squares for estimation of parameters;
- Learn the use of R-Programming for analysing accounting data.

### Unit I: Introduction to Analytics

Introduction to Analytics, Analysis & Business Analytics; Overview of Machine Learning and Artificial Intelligence; Types of Analytics (Descriptive, Predictive & Prescriptive); Application of Analytics in Business Functions.

### Unit II: Financial Statements Analysis (Using Descriptive & Predictive Models)

Financial statement analysis-Techniques of financial statement analysis- Descriptive analysis of Comparative Statements, Common-size Statements, Trend percentages, Cash Flow Statement (Overview only). Future Cash/ Cash Flow, Growth & Income projection of a business from accounting data available from financial statements through time series model.

### Unit III: Accounting Ratios and Forecasting

Classification of ratios–Ratio formation (Overview only)–Ratio interpretation (Practical Problem); Time Series (intra firm) Analysis, Cross Sectional (inter firm) Analysis, Residual Analysis and Multivariate Analysis; Projection of future ratios through Simple linear Regression model.

### Unit IV: Data Visualization and Decision making

- Histogram, Bar Chart, Pie Chart, Scatter Plot, Box Plot, Line Charts. Simple Regression Analysis (SLR) (Overview only): Introduction, SLR Model Building, Estimation of parameters using Ordinary Least Squares.
- **Accounting Data Analytics Tools:** Spread sheets, Data Science Languages, Data Manipulation in Spread sheet, Spread sheet Functions-Advanced functions

## Suggested Readings

- ✓ Sharma, R. K., & Gupta, S. K. (2016). *Management Accounting*. Cuttack, Odisha: Kalyani Publishers.
- ✓ Ahuja, N. L., & Dawar, V. (2015). *Financial Accounting and Analysis*. New Delhi: Taxmann Publications.
- ✓ Bernstein, L. A. (1974). *Understanding Corporate Reports: A guide to Financial Statements*. Homewood, California: Dow Jones-Irwin.
- ✓ Bhattacharjee, Ashish Kumar; *Financial Accounting for Business Managers*, Prentice Hall of India,
- ✓ Friedson, M. S., & Alvarez, F. (2011). *Financial Statement Analysis: A practioners' Guide*. New Jersey: Wiley.
- ✓ Foster, G. (1986). *Financial Statement Analysis*. London: Pearson Education.
- ✓ Gopalkrishnan, A. A. (2001). *Understanding Financial Statements - Interpretation and Analysis*. New Delhi: Label Book Publisher.
- ✓ Gupta, A. (2018). *Financial Accounting for Managers: An Analytical Perspective*. Delhi: Pearson Education.
- ✓ Helfert, E. A. (1996). *Techniques of Financial Analysis: A Practical Guide to Measuring Business Performance*. New York: McGraw Hill Education.
- ✓ Khan, M. Y., & Jain, P. K. (2017). *Management Accounting: Text, Problems and Cases*. New Delhi: TataMcGraw Hill Education.
- ✓ Lal, Jawahar&Sucheta, Gauba, *Financial Reporting and Analysis*. Himalaya Publishing House, Mumbai
- ✓ Narasimhan, M. S. (2016). *Financial Statement and Analysis*. Noida, Uttar Pradesh: Cengage Learning India.
- ✓ Soffer, L. C., & Soffer, R. J. (2002). *Financial Statement Analysis: A Valuation Approach*. London: Pearson Education.

## CORE-1.12 (Business Data Analytics)

### Course Objectives

- Understand the fundamentals of data analytics: Students should be able to grasp the basic concepts and principles of data analytics, including data types, data sources, and data processing techniques.
- Develop proficiency in data manipulation and exploration: Students should gain hands-on experience in manipulating and exploring data using tools such as spreadsheets, databases, and data visualization software.
- Learn statistical methods and techniques for data analysis: Students should acquire knowledge of statistical methods commonly used in business data analysis, including descriptive statistics, hypothesis testing, regression analysis, and time series analysis.
- Apply data analytics techniques to real-world business problems: Students should be able to identify business problems that can be addressed through data analysis, formulate appropriate analytical approaches, and interpret the results to make informed business decisions.
- Gain proficiency in data visualization: Students should develop skills in visualizing data effectively using graphs, charts, and dashboards to communicate insights and findings to stakeholders.
- Understand the ethical and legal considerations in data analytics: Students should be aware of ethical issues related to data privacy, confidentiality, and bias, and understand the legal frameworks governing the collection, storage, and use of data.
- Explore emerging trends and technologies in business data analytics: Students should stay updated on the latest trends, tools, and technologies in the field of data analytics, including machine learning, artificial intelligence, and big data platforms.

### Course Outcomes

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

- Learn about the basics of analytics, the types and their application;
- Learn the technique of projecting growth, income and cash from accounting data for the future through time-series models;
- Learn accounting ratios and forecasting through the SLR model;
- Learn data visualization through graph, SLR & the method of Least Squares for estimation of parameters;
- Learn the use of R-Programming for analysing accounting data.

### Unit 1: Introduction to Business Data Analytics

Understanding Data Analytics in Business, Definition and Importance of Business Data Analytics, Overview of Data Analytics Lifecycle: Collection, Cleaning, Analysis, Interpretation, and Visualization, Role of Data Analytics in Decision-Making and Business Strategy, Data Collection and Preprocessing. Sources of Business Data: Internal and External, Data Collection Methods: Surveys, Interviews, Observations, etc. Data Cleaning and Preprocessing Techniques: Handling Missing Values, Outliers, and Data Transformation, Exploratory Data Analysis (EDA). Descriptive Statistics: Measures of Central Tendency, Dispersion, and Distribution, Data Visualization Techniques: Histograms, Box Plots, Pie-charts, Doughnut, Scatter Plots etc. Identifying Patterns and

## Trends in Data using EDA

### **Unit 2: Business Analytics Tools in Excel**

Introduction to Excel for Data Analytics, Advanced Data Analysis in Excel, PivotTables and Pivot Charts for Data Summarization and Visualization. Data Analysis Tools: Goal Seek, Solver, Scenario Manager, Slicer etc., Practical Applications in Excel, Case Studies and Business Scenarios, Hands-on Exercises and Projects to Apply Excel Skills in Real-World Analytics Tasks, Integration with External Data Sources and Automation Techniques

### **Unit 3: Data Visualization with Power BI**

Introduction to Power BI, Overview of Power BI: Features, Components, and Benefits, Connecting to Data Sources: Excel, Databases, Online Services, etc. Creating Interactive Dashboards and Reports, Data Transformation and Modeling in Power BI, Creating Advanced Data Visualizations: Charts, Maps, and Gauges, Advanced Analytics and Insights in Power BI, Analyzing Data with Power BI, Sharing and Collaborating on Power BI Dashboards and Reports

### **Unit 4: Data Visualization with Tableau**

Introduction to Tableau, Overview of Tableau Desktop and Tableau Server, Connecting to Data Sources: Excel, Databases, Cloud Services, etc. Building Interactive Dashboards and Visualizations, Data Preparation and Analysis in Tableau, Data Cleaning and Transformation using Tableau Prep Builder, Exploratory Data Analysis with Tableau Desktop: Drag-and-Drop Analytics, Creating Calculated Fields and Parameters, Advanced Visualization Techniques in Tableau, Implementing Advanced Chart Types: Tree Maps, Heat Maps, and Dual Axis Charts, Dashboard Design Best Practices and Interactivity Features

**Project Work and Assessment:** Application of Business Data Analytics Techniques and Tools in Real-World Business Scenarios, Project Planning, Execution, and Presentation, Integration of Skills Learned Throughout the Course

### **Suggested Readings**

- ✓ *Alexander, M., Decker, J., & Wehbe, B. (2014). Microsoft Business Intelligence Tools for Excel Analysis. New Jersey: Wiley.*
- ✓ *Kumar, D. U. (2017). Business Analytics: The Science of Data Driven Decision Making. New Jersey: Wiley.*
- ✓ *Motwani, B. (2019). Data Analytics with R. New Jersey: Wiley.*
- ✓ *North, M. (2012). Data Mining for the masses. Athens, Georgia: Global Text Project.*
- ✓ *Paul, T. (2011). R Cook book. New York: O'Reilly Media'*
- ✓ *Provost, F., & Fawcett, T. (2013). Data Science for Business. New York: O'Reilly Media.*

## **CORE-1.13 (Fundamentals of IND-AS & IFRS)**

### **Course Objectives**

The objective of this paper is to let the students know the fundamentals of Accounting standards and corporate reporting practices. This paper will help the students to gain the knowledge on selective accounting standard.

### **Course Outcomes**

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

- Understand the concepts of Indian Accounting Standards along with the difference between Ind AS and IFRS.
- Know the contents of Annual Report and concept of triple bottom line.
- Prepare statement of Cash flow statement and to have broad idea about PPP and inventory valuation.
- Know basic ideas about fair value of items of financial statement and the history of adoption of Indian Accounting Standards.
- Understand concepts of corporate reporting practices.

### **Unit I: Introduction**

Accounting Standards: Meaning of Accounting Standards - Need for Accounting Standards - Significance or advantages of Accounting Standards – Limitations of Accounting Standards. Orientation to International Accounting Standards, International Financial Reporting Standards and Convergence to IFRS. Accounting Standards in Indian Context – Introduction to Indian Accounting Standards (Ind AS). Accounting Bodies. Procedure for issuing Accounting Standards by the Accounting Standards Board.

### **Unit II: Regulatory Framework**

Preparation of Financial Statements as per Ind As: Framework for preparation of financial statements. Presentation of Financial Statements as per Ind AS 1: Statement of Profit and Loss, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Notes to Accounts. Problems on preparation of Statement of Profit & Loss and Balance Sheet.

### **Unit III:**

Provisions Under Accounting Standards for items Appearing in Financial Statements: Revenue Recognition (Ind AS 18); Valuation of Inventory (Ind AS 2); Property, Plant and Equipment, including Depreciation (Ind AS 16); Borrowing Cost (Ind AS 23), Intangible Assets (Ind AS 38), Provisions (IndAS 37), Earnings per Share (Ind AS 33), Separate financial statements (IndAS-27), Annual Report, Triple Bottom Line, Statement of Cash Flows (Ind AS-7), Income Tax (Ind AS -12).

**Unit IV:**

Provisions under Accounting Standards for items that Do Not Appear In Financial Statements: Segment Reporting (Ind AS 108), Related Party Disclosures (Ind AS 24), Events occurring after Balance Sheet Date (Ind AS 10), Interim Financial Reporting (Ind AS 34), Impairment of Assets (Ind AS-36), Fair value measurement (Ind AS-113), Leases (Ind AS-116)

**Suggested Readings**

- ✓ *Chatterjee, B. D. & Jain Jinender, Illustrated Guide to Indian Accounting Standards (Ind AS), Taxmann, New Delhi.*
- ✓ *Maller, S., Accounting under Ind AS, Bloomsbury, New Delhi.*
- ✓ *Rawat, D. S. & Jain Jinender, Students' Guide To Ind ASs (Converged IFRSs), Taxmann, New Delhi.*
- ✓ *Uma Devi. R., Reporting Practices-Financial and Non-Financial, CSMFL, Inda.*
- ✓ *Anil Kumar, Rajesh Kumar and Mariyappa, Indian Accounting Standards, HPH*

# SEMESTER-VI

## CORE-1.14 (Fundamentals of Financial Modelling)

### Course Objectives

- Understand the principles and importance of financial modeling in decision-making.
- Develop proficiency in constructing financial models using Excel.
- Apply financial modeling techniques to analyze investment decisions, forecast financial performance, and assess risk.
- Interpret and communicate the results of financial models effectively.
- Gain practical skills relevant to careers in finance, accounting, and business analysis.

### Course Outcomes

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

- Understanding Financial Modeling Principles.
- Proficiency in Excel-Based Modeling.
- Application of Financial Modeling Techniques.
- Interpretation and Communication of Results.
- Practical Skills for Finance and Business Analysis.
- Problem-Solving and Critical Thinking.
- Collaboration and Teamwork.

### Unit-1: Introduction to Financial Modeling

Definition and importance of financial modelling, Types of financial models, Overview of Excel for financial modelling. Financial Statement Modeling, Building historical and forecasted financial statements, Linking income statement, balance sheet, and cash flow statement, Sensitivity analysis and scenario planning

### Unit-2: Valuation Modeling

Discounted Cash Flow (DCF) analysis, Comparable company analysis (CCA), Precedent transactions analysis (PTA). Budgeting and Forecasting; Sales forecasting techniques, Expense forecasting and budgeting, Rolling forecasts and variance analysis

### Unit-3: Capital Budgeting and Investment Analysis

Net Present Value (NPV) analysis, Internal Rate of Return (IRR) analysis, Payback period and profitability index, Risk Analysis and Monte Carlo Simulation, Introduction to risk analysis in financial modelling, Monte Carlo simulation methodology, Incorporating risk factors into financial models

### Unit-4: Advanced Excel Techniques for Financial Modeling

Advanced functions and formulas, Data manipulation and analysis tools, Macros and VBA for automation. Case Studies and Practical Applications; Real-world case studies applying financial modeling techniques, Industry-specific applications of financial modelling, Presentation and communication of financial model results

## **CORE-1.15 (Business Application Software)**

### **Course Objectives**

- Understand Financial Modeling Concepts.
- Develop Proficiency in Excel.
- Apply Financial Modeling Techniques.
- Enhance Analytical Skills.
- Communicate Results Effectively.
- Problem-Solving and Decision Making.
- Explore Industry Applications.
- Collaborative Learning

### **Course Outcomes**

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

- Understanding Financial Modeling Principles.
- Proficiency in Excel-Based Modeling.
- Application of Financial Modeling Techniques.
- Effective Communication Skills.
- Critical Thinking and Analytical Skills.
- Practical Skills for Finance Careers.
- Industry-Relevant Knowledge.
- Continuous Learning and Professional Development.

### **Unit 1: Introduction to Business Application Software**

Understanding Business Application Software, Definition and Importance of Business, Application Software, Overview of Tally and One ERP Systems, Role of Excel and PowerPoint in Business Operations, Introduction to Tally ERP 9, Installation and Setup of Tally ERP 9, Basic Navigation and Interface Overview, Creating Company Profiles and Configurations, Practical Application of Tally ERP 9, Accounting and Financial Management in Tally, Inventory Management and Stock Control, Generating Financial Reports: Balance Sheet, Profit & Loss Statement

### **Unit 2: Advanced Tally Features and Functions**

Advanced Accounting Features in Tally ERP 9, Creation of Ledgers and Sub-ledgers, Advanced Voucher Entries: Contra, Payment, Receipt, Journal, etc., Handling Multi-Currency Transactions, Budgets and Controls in Tally, Tally Customization and Integration, Customizing Tally Reports and Invoice Formats, Integration with Excel for Data Import and Export, Integrating Tally with Other Business Applications, Introduction to One ERP, Overview of Enterprise Resource Planning (ERP), Introduction to One ERP System and Modules, Key Features and Benefits of One ERP Implementation

### **Unit 3: Excel for Business Analysis and Reporting**

- Excel Basics and Functions, Introduction to Excel Interface and Navigation, Basic Formulas and Functions: SUM, AVERAGE, IF, VLOOKUP, etc., Data Entry and Formatting Techniques, Advanced Excel Features, Data Analysis Tools: PivotTables, PivotCharts, Data Validation, Advanced Formulas and Functions: INDEX-MATCH, SUMIFS, COUNTIFS, etc.
- Excel Macros and Automation, Excel Integration with AI, Introduction to AI Integration in Excel, Using AI-Powered Features for Data Analysis and Prediction, Leveraging AI for Enhanced Decision-Making and Business Insights

### **Unit 4: Effective Presentation with PowerPoint**

PowerPoint Basics and Design Principles, Introduction to PowerPoint Interface and Layout, Designing Effective Slides: Layouts, Fonts, Colors, Graphics, Tips for Creating Engaging Presentations, Advanced PowerPoint Features, Animation and Transition Effects, Slide Master and Custom Templates, AI Integration in PowerPoint, Using AI-Powered Design Suggestions, Leveraging AI for Presentation Insights and Feedback

# MINOR SYLLABUS

# SEMESTER-I

## CORE-2.1 (Business Organization & Management)

### Course Objectives

The course aims to acquaint learners with the basics of Business concepts and functions, forms of Business Organisation and functions of Management.

### Course Outcomes

At the end of this course the learner will be able to;

Course Outcomes At the end of this course the learner will be able to;

- Distinguish and explain each form of business.
- Prepare draft of Article of Association & Memorandum of Association for a business;
- Explain principles and functions of management implemented in the organisation;
- Identify the managerial skills used in business;
- Analyse the concept of Delegation of Authority, coordination, and control.

### Course Outlines

#### Unit 1: Concept and Forms of Business Organisations

Concepts of Business, Trade, Industry and Commerce- Objectives and functions of Business–Social Responsibility of a business, Ethical Conduct & Human Values. Forms of Business Organisation-Meaning, Characteristics, Advantages and Disadvantages of Sole Proprietorship – Meaning, Characteristics, Advantages and Disadvantages of Partnership - Kinds of Partners - Partnership Deed - Concept of Limited liability partnership – Meaning, Characteristics, Advantages and Disadvantages of Hindu Undivided Family – Meaning, Advantages and Disadvantages of Co-operative Organisation and Joint Stock Company.

#### Unit 2: Principles and Functions of Management

Management - Meaning - Characteristics - Fayol's 14 Principles of Management. Functions of Management; Planning, Organising, Staffing, Directing, Coordinating and Controlling; Levels of Management, Skills of Management, Scientific Management - meaning, objectives, relevance and criticism.

#### Unit 3: Leadership and Management

Distinction between leadership and management, Leadership theories (trait theory, behavioral theory, contingency theory), Management styles (autocratic, democratic, laissez-faire), Developing leadership skills competencies

#### Unit 4: Decision-Making Processes and Application

Types of decisions in organizations, Decision-making models (rational, bounded rationality, intuitive), Factors influencing decision-making, Ethical considerations in decision-making, Case studies and real-world examples, Application of management principles to practical scenarios.

## **Suggested Readings**

- ✓ *Management Concepts and Organizational Behaviour" by K. Aswathappa - published by Himalaya Publishing House, Cuttack, Odisha.*
- ✓ *Business Organisation and Management" by M. C. Shukla and T. S. Grewal - published by Sultan Chand & Sons, Bhubaneswar, Odisha.*
- ✓ *Business Organization and Management" by K. C. Gupta - published by V K Publications, Bhubaneswar, Odisha.*
- ✓ *Essentials of Business Organisation and Management" by S. K. Bhatia - published by Kalyani Publishers, Cuttack, Odisha.*
- ✓ *Daft, R. L. (2015). Organization theory & design. Cengage Learning.*
- ✓ *Drucker, P. F. (2017). The effective executive: The definitive guide to getting the right things done. Harper Collins.*
- ✓ *Kotter, J. P. (2014). Leading change. Harvard Business Review Press.*
- ✓ *Mintzberg, H., Ahlstrand, B., & Lampel, J. (2019). Strategy safari: A guided tour through the wilds of strategic management. Routledge.*
- ✓ *Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). Fundamentals of management. Pearson.*
- ✓ *Principles of Management , Neeru Vasisth, Taxman*

# SEMESTER-III

## CORE-2.2 (Financial Literacy)

### Course Objectives

- Understand the importance of financial literacy and its impact on personal financial well-being.
- Develop foundational knowledge of key financial concepts and principles.
- Learn practical skills for budgeting, saving, and managing personal finances.
- Explore different investment options and strategies for building wealth.
- Understand the principles of credit management and debt repayment.
- Learn about retirement planning and long-term financial security.

### Course Outcomes

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

- Understanding of Financial Concepts.
- Application of Financial Skills
- Effective Budgeting and Expense Management
- Sound Saving and Investment Strategies
- Responsible Credit Management
- Debt Management and Repayment Skills
- Retirement Planning Competence
- Awareness of Estate Planning and Insurance
- Informed Financial Decision Making
- Financial Confidence and Empowerment

### Course Outlines

#### Unit-1: Introduction to Financial Literacy

Definition and importance of financial literacy, objectives, Impact of financial decisions on personal well-being. Financial Goal Setting; Setting SMART financial goals, Prioritizing financial goals based on needs and values, Developing a personal financial plan.

#### Unit-2: Budgeting and Expense Management

Basics of budgeting, Tracking income and expenses, Creating and managing a budget. Saving and Emergency Funds; Importance of saving, Strategies for building emergency funds, Savings accounts and other saving options.

#### Unit-3: Introduction to Investing

Basics of investing, Types of investment options (stocks, bonds, mutual funds, etc.), Risk and return. Investment Strategies; Diversification and asset allocation, Long-term vs. short-term investing, Understanding investment risk. Credit Management; Importance of good credit, Credit scores and reports, Managing credit cards and loans, Debt Management and Repayment; Understanding different types of debt, Strategies for debt repayment, Debt consolidation and refinancing options.

#### **Unit-4: Evaluating financial products and services**

Importance of insurance (life, health, property), Understanding insurance policies and coverage options. Financial Decision Making; Making informed financial decisions, Avoiding common financial pitfalls.

#### **Suggested Readings**

- ✓ *Avadhani, V. A. (2019). Investment Management. Mumbai: Himalaya Publishing House Pvt. Ltd.*
- ✓ *Hota P.K / Das S.K Financial Literacy and Banking, kalyani publishing house*
- ✓ *Chandra, P. (2012). Investment Game: How to Win. New Delhi: Tata McGraw Hill Education.*
- ✓ *Kothari, R. (2010). Financial Services in India-Concept and Application. New Delhi: Sage Publications India Pvt. Ltd.*
- ✓ *Milling, B. E. (2003). The Basics of Finance: Financial Tools for Non-Financial Managers. Indiana: universe Company.*
- ✓ *Mittra, S., Rai, S. K., Sahu, A. P., & Starn, H. J. (2015). Financial Planning. New Delhi: Sage Publications India Pvt. Ltd.*
- ✓ *Zokaityte, A. (2017). Financial Literacy Education. London: Palgrave Macmillan.*

# SEMESTER-V

## CORE-2.3 (Insurance Theory and Practices)

### Course Outcomes

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

- Understand the fundamental principles and concepts of insurance, including insurable interest, utmost good faith, and indemnity.
- Analyze the structure and dynamics of the insurance market, including regulatory frameworks and market trends.
- Evaluate different types of insurance products and services, including life insurance, property and casualty insurance, and health insurance.
- Apply underwriting principles and risk assessment techniques in the context of insurance policies.
- Demonstrate proficiency in claims handling and settlement procedures for various insurance types.
- Assess the role and significance of reinsurance in managing insurance risks.
- Integrate insurance into broader risk management strategies, including risk assessment and mitigation.
- Critically analyze insurance policies and contracts to identify coverage gaps and potential risks.
- Apply ethical considerations and professional standards in insurance practices and decision-making.
- Communicate effectively about insurance concepts, policies, and practices to diverse stakeholders.

### Course Outlines

#### Unit-1: Introduction to Insurance

Definition and concept of insurance, Historical development of insurance, Types of insurance products and services. Principles of Insurance; Insurable interest, utmost good faith, indemnity, contribution, and subrogation Principle of proximate cause and principle of mitigation of loss, Principle of utmost good faith (Uberrimae-Fidei) and principle of indemnity. Insurance Market and Regulation; Structure of the insurance industry, Regulatory bodies and insurance laws, Market dynamics and trends.

#### Unit-2: Life Insurance and Health Insurance

Basic concepts and types of life insurance policies, Underwriting process and risk assessment, Claims management in life insurance, Overview of health insurance systems and models, Types of health insurance products, Regulatory aspects and healthcare reform

#### Unit-3: Property and Casualty Insurance and Reinsurance

Types of property and casualty insurance, Underwriting considerations for property and casualty risks, Claims handling and settlement procedures. Role and importance of reinsurance in the insurance industry, Types of reinsurance arrangements and structures, Reinsurance underwriting and claims handling

#### **Unit-4: Risk Management and Insurance**

Integration of insurance into risk management strategies, Risk assessment and mitigation techniques, Insurance as a tool for financial planning and protection

#### **Suggested Readings**

- ✓ *Mishra M Singh Jagroop, Indian Banking and Insurance System, kalyani publisher.*
- ✓ *Banking, Risk and Insurance Management* Mohan  
*Prakash, N.R. Vikas Publishing*
- ✓ *Insurance Principles and Practice, 22nd Edition* Mishra  
*M.N. & Mishra S.B. S. Chand Publishing*
- ✓ *Blanchard O. A. (2011). Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization. Indianapolis: Que Publishing.*
- ✓ *Charlesworth, A. (2018). Digital Marketing: A Practical Approach. Abingdon: Routledge.*
- ✓ *Frost, R. D., Fox, A., & Strauss, J. (2018). E-Marketing. Abingdon: Routledge.*
- ✓ *Gupta, S. (2018). Digital Marketing. Delhi: Tata McGraw Hill Education.*
- ✓ *Kapoor, N. (2018). Fundamentals of E-Marketing. Delhi: Pinnacle India.*
- ✓ *Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Digital Marketing: 4.0 Moving from Traditional to Digital. New Jersey: John Wiley & Sons.*
- ✓ *Ryan, D., & Calvin, J. (2016). Understanding Digital Marketing: Marketing Strategies for engaging the Digital Generation. London: Kogan page. Oxford: Oxford University Press.*

# SEMESTER-II

## CORE-3.1 (Business Statistics and Data Interpretation)

### Course Objectives

The course aims to develop amongst the learners the ability to summarise, analyse and interpret quantitative information for business decision making

### Course Outcomes

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

- ✓ Examine and understand the various descriptive properties of statistical data;
- ✓ Evaluate probability rules and concepts relating to discrete and continuous random variables to answer questions within a business context;
- ✓ Analyse the underlying relationships between the variables to use simple regression models;
- ✓ Analyse the trends and tendencies over a period of time through time series analysis;
- ✓ Examine and apply index numbers to real life situations.

### Course Outlines

#### Unit 1: Descriptive Statistics

Measures of Central Tendency: Concept and properties of averages including Arithmetic mean, Median and Mode. Measures of Dispersion: An overview of Range, Quartile Deviation and Mean Deviation; Standard deviation; Variance and Coefficient of variation. Moments: Computation and significance; Skewness; Kurtosis.

#### Unit 2: Probability and Probability Distributions

Theory and approaches to probability; Probability Theorems: Addition and Multiplication; Conditional probability and Bayes' Theorem. Expectation and variance of a random variable. Discrete Probability distributions: Binomial and Poisson (Properties and Applications). Normal distribution: Properties of Normal curve; Computation of Probabilities and Applications.

#### Unit 3: Simple Correlation and Regression Analysis

Correlation Analysis: Meaning and types of Correlation; Correlation Vs Causation; Pearson's coefficient of correlation (computation and properties); Probable and standard errors; Rank correlation.

Regression Analysis: Principle of least squares and regression lines; Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate.

#### Unit 4: Time Series Analysis and Index Numbers

Time Series Data; Components of time series; Additive and Multiplicative models. Trend analysis; Fitting of trend using principle of least squares – linear and second-degree parabola. Shifting of Origin and Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa. Meaning and uses of index numbers. Construction of Index numbers: Methods of Laspeyres,

Paasche and Fisher's Ideal index.

**Suggested Readings**

- ✓ *Anderson, D. R. (2019). Statistics for learners of Economics and Business. Boston, United States: Cengage Learning.*
- ✓ *"Statistics for Management" by Richard I. Levin and David S. Rubin - published by Kalyani Publishers, Cuttack, Odisha.*
- ✓ *Douglas A. Lind, Robert D. Mason, William G. Marchal. (2022).*
- ✓ *Basic Statistics for Business and Economics. New York, United States: Mc-Graw-Hill International editions.*
- ✓ *Gupta, S. C., & Gupta, I. (2018). Business Statistics. Mumbai, India: Himalaya Publishing House.*
- ✓ *Gupta, S. P., & Gupta, A. (2018). Business Statistics: Statistical Methods.*

# SEMESTER-IV

## CORE-3.2 (Business Regulatory Framework )

### Course Objectives

- Inculcate among the students the basic principles of law connected with business transactions.
- To enable students to apply the law while entering into contracts
- To provide a basic idea of the law relating to partnership and sale of goods
- To provide an outline of the fundamentals of Company Law
- To convey the core ideas of Intellectual Property Rights

### Course Outcomes

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

- CO1: Know the basics of the laws related to contracts
- CO2: Demonstrate an understanding of the legal environment of business
- CO3: Apply basic knowledge to business transactions and formation of contracts
- CO4: Understand and evaluate the law applicable to companies
- CO5: Understand and apply the basic principles of IPR

### Course Outlines

#### **UNIT I: Indian Contract ACT,1872**

Nature of contract and its essentials, Void, valid and voidable contracts, Consent, consideration and its' impact on contract, Agreements in restraint of trade, Performance, breach, revocation and termination of contract, Agency and bailment contracts, Contract of Indemnity, Contract of Guarantee and Pledge.

#### **UNIT II: Sale of Goods Act,1930**

Nature of sale, conditions and warranties, Performance of contract of sale and right of unpaid seller. Bailment and Pledge.

**UNIT III: Competition Act, 2002 and Consumer Protection Act, 2019** Competition Act,2002: Objectives and basic concepts, Consumer, goods, service, Prohibition of anti-competitive agreements, Prohibition of Abuse of Dominant Position; Consumer Protection Act, 2019: Important definitions, Consumer Disputes Redressal Commission, Measures to Prevent Unfair Trade Practices, Offences and Penalties

#### **UNIT IV: The Limited Liability Partnership Act, 2008 &Intellectual Property Rights**

Limited liability partnership, need, scope and advantages; Incorporation of LLP, Partners and their relations, financial disclosures, conversions, winding up and dissolution, difference between Limited Liability Partnership and other forms of organization. IPR ecosystem, Institutional Support System, Regulatory aspects of innovation, IPR and Start-ups. The concept of Intellectual Property Law, Patent, Copyright, Trademarks etc.

### **Suggested Readings**

- ✓ *Garg K.C. / Business Law (Hons.), kalyani publisher.*
- ✓ *Bose, D. C. (2008). Business Law. New Delhi: PHI Limited.*
- ✓ *Business Laws: Semester I: (NEP 2020 for the University of Delhi) Kuchhal M.C. & Kuchhal Vivek Vikas Publishing*
- ✓ *Business Laws for B.Com. (Hons.)  
Tulsian P.C. & Tulsian Bharat S. Chand Publishing*
- ✓ *Chopra, R. K. (2015). Business Laws. New Delhi: Himalaya Publishing House.*
- ✓ *Kuchhal, M. C., &Kuchhal, V. (2018). Business Laws. New Delhi: Vikas Publishing.*
- ✓ *Singh, A. (2009). Business Law. Delhi: Eastern Book Company*
- ✓ *Chadha R., &Chadha, S. (2018). Company Laws. Delhi: Scholar Tech Press.*
- ✓ *Hicks, A., & Goo, S. H. (2017). Cases and Material on Company Law. Oxford: Oxford University Press. Kuchhal, M. C., &Kuchhal, A. (2020).Corporate Laws. New Delhi: Shree Mahavir Book Depot.*
- ✓ *Intellectual Property Rights –Law & Practice, ICSI Materials*

# SEMESTER-VI

## CORE-3.3 (Human Resource Management )

### Course Objectives

To acquaint the learners with the techniques and principles to manage human resources of an organisation.

### Course Outcomes

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

- Develop necessary skills to prepare an HR policy to enable the employees attain work life balance;
- Prepare a Human Resource Plan in an organisation, a report on job analysis; and Organize an induction programme in an organisation;
- Develop an understanding and use of different kinds of training and development strategies in real life scenarios; and Organize counselling sessions for employees in an organisation;
- Design incentive schemes for different job roles in an organisation;
- Create HR policies related to grievance redressal, employee health, safety, welfare, and their social security in an organisation.

### Unit 1: Introduction to Human Resource

Management Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance.

### Unit 2: Recruitment and Selection

Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention.

### Unit 3: HR Development- Training and Development

Concept and importance; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programmes; Training process outsourcing.

### Unit 4: Performance Appraisal and Compensation Management

Performance appraisal, Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions. Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organisation incentive plans; Fringe benefits; Pay band compensation system; Job evaluation. Emerging Horizons of HRM Collective Bargaining - Workers Participation in Management, Employee welfare; Employee code of conduct. Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System (HRIS).

## Suggested Readings

- ✓ *Sharma / Gupta Human Resource Management, kalyani publisher.*
- ✓ *Human Resource Management, 2e, Khanka S.S. S. Chand Publishing*
- ✓ *Human Resource Management, 2nd Edition , Seema SanghiVikas Publishing*
- ✓ *Satrapi, K. (2007). Human Resource Management. New Delhi: Tata McGraw-Hill.*
- ✓ *Gupta, C. B. (2018). Human Resource Management. Delhi: Sultan Chand & Sons.*
- ✓ *Decenzo, D. A., & Robbins, S. P. (2009). Fundamentals of Human Resource Management. New Jersey: Wiley.*
- ✓ *Dessler, G., & Varkkey, B. (2011). Human Resource Management. New Delhi: Pearson Education.*
- ✓ *Mondy, A. W., & Noe, R. M. (1999). Human Resource Management. London: Pearson.*
- ✓ *French, W. L. (1994). Human Resource Management. Boston: Houghton Mifflin.*
- ✓ *Rao, V. S. P. (2002). Human Resource Management: Text and Cases. Delhi: Excel Books.*